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SOUNDING OUT BORROWERS
ABOUT IDA'S POLICY FRAMEWORK

REPORT ON A SURVEY

International Development Association

May 2001

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This report was prepared by a team in the Financial Resource Mobilization Department (FRM), with valuable assistance from other units of the World Bank. In particular, Diana Masone, coordinator for client surveys in the Africa Region, helped design the questionnaire, which also benefited from feedback by operational staff working on Azerbaijan, Eritrea, Georgia, Ghana, India, Malawi, Mozambique, Nicaragua, Pakistan, Senegal, and Zambia. Respondents were selected and survey questionnaires were distributed by staff in IDA's country offices without whose help this survey could not have taken place.

The FRM team included Jean-Michel Happi, who analyzed the results, and Olga Jonas and Pilar Maisterra who designed the questionnaire and managed the project. Kathia Coupry-Sloan supervised processing of completed questionnaires. Sanjivi Rajasingham was the manager responsible for the report, which was produced under the overall supervision of Geoffrey Lamb (Director, FRM). Machut Shishak was responsible for technical support and quality control.

Introduction

Several initiatives are underway to incorporate more borrower views into discussions of the Thirteenth Replenishment of the resources of the International Development Association (IDA13).¹ One of these initiatives was a survey of stakeholders in borrowing countries, conducted in January–April 2001. The objective was to gather data on borrowers' views about the relevance of IDA's policies.

Analysis of the data suggests that borrowers consider IDA's policies relevant to the development of their countries, though with qualifications. The extensive and thoughtful responses gathered by the survey show that stakeholders in borrowing countries are interested in being consulted during formulation of the policies that will guide IDA's future activities.

This report presents an overview of the aggregate results. Responses for specific countries were transmitted to IDA's country program managers and field offices, to be used as a complement to other information they collect on borrower perspectives—for example, through client surveys and consultations on policy and operational priorities during preparation of IDA's country assistance strategies.

The survey instrument was a custom-designed questionnaire. It covered the themes at the heart of the policy framework agreed between the World Bank and IDA donors for the recent IDA replenishments, namely: (a) IDA's priorities for poverty reduction: investing in people, promoting broad-based growth and private sector development, supporting good governance, and protecting the environment; (b) principles underlying allocations of IDA funds among countries; and (c) IDA's business model based on country assistance strategies (CAS) and Poverty Reduction Strategy Papers (PRSP).

Questionnaires were distributed through IDA's country offices in eleven countries—Azerbaijan, Eritrea, Georgia, Ghana, India, Malawi, Mozambique, Nicaragua, Pakistan, Senegal, and Zambia. The countries selected together accounted for 35 percent of IDA lending in the last three years and represent a range of sizes and types of IDA country assistance programs. Questionnaires were given to persons who have some familiarity with IDA and its operations, who are among the opinion-makers in their country on issues related to development aid, and who agreed to participate in the survey (the response rate was therefore very high, with over 85 percent of questionnaires returned). In addition, the same questionnaires were administered at the *Conference on Development Aid in the New Millennium*, organized by the African Economic Research Consortium (AERC) in Dar es Salaam, Tanzania, on April 3-4, 2001. This conference brought together leading African economists and policy makers; questionnaires were returned by participants from eight African countries. All in all, over 200 respondents returned the questionnaire; about half of them (53 percent) from African countries. Completed questionnaires were sent directly to the IDA team, with individual anonymity assured.

¹ Information about IDA is available on the World Bank's web site: <http://www.worldbank.org/ida>. Documents prepared for policy discussions with donors to the Thirteenth Replenishment of IDA (IDA13) are available at the following address: <http://www.worldbank.org/ida/ida13docs.html>.

While we would like to caution on the statistical robustness of the results, the survey did accomplish what a large “focus group” exercise would do—it gathered information on stakeholders’ assessments of the development priorities of their countries and their perceptions of the relevance of IDA’s policy framework. Responses were well documented. Most notably, respondents provided written comments and suggestions, based on relatively long experience with IDA: about 80 percent of respondents had been involved with IDA’s activities for more than three years and another 15 percent for one to three years. By professional background, respondents were nearly equally split between government officials (55 percent) and representatives of civil society, including academics, media, non-governmental organizations, and businesses (45 percent).

Part I presents an overview of the results, along with suggestions for donors to consider in formulating the IDA13 policy framework. Part II contains all of the written comments. They open a window on the diversity of circumstances of IDA’s borrowers and the complex choices confronting IDA; they point to the obstacles developing countries face—but also show that much thought has been given to how to overcome them. IDA staff have not edited these comments, though some were translated from French, Russian, and Spanish. Part III contains data on the respondents’ countries of origin and professional background, quantitative results for all the questions, and the instructions given to respondents before they completed the questionnaire.

Part I. Overview of Results

Sectoral and Thematic Emphases

Asked about their views on the main areas of emphasis in IDA’s current policy framework, the respondents—with few exceptions—strongly endorsed the poverty reduction mandate of IDA. They supported the recommendation from the IDA12 Replenishment Report to focus IDA’s assistance in the key areas of human resource development, environmental protection and private sector promotion (Table 1). The strongest support was for social sector development (74 percent strongly agreed) and private sector development (73 percent strongly agreed). There was somewhat lower—but still sizeable—support for protection of the environment and reduction of gender-based discrimination.

Table 1. Views on Current Policy Framework

	Proportion (%) of respondents who:	
	strongly agree	agree
Human Resources – Investing in People		
IDA should emphasize development of the social sectors (especially health and education) as a way to reduce poverty.	74	23
IDA should help end discrimination against girls and women in access to public services such as health and education and to employment, land, and other assets.	53	37
Environment		
IDA should encourage your government to safeguard the natural environment.	57	37
IDA funds should support sub-national and cross-border pollution abatement as well as natural resource management strategies and programs.	46	41
Private Sector Development		
IDA should encourage your government to provide a business environment friendly to private investment (through a well-functioning legal system, financial system, regulatory framework, and the enforcement of property rights).	73	23

In their optional written comments, respondents explained their views on sectoral priorities in some detail, pointing to diverse conditions in IDA’s borrowing countries, as well as to the importance of economic growth, as the following examples illustrate:

- *Assistance to the education and health sector are paramount. This is further compounded by the HIV/AIDS scourge which is attacking the most important resource of any country: its young, productive and educated human resources.*

- *Though basically I agree [with emphasis on human resource development], for a long time in the future and for most poor countries, the economic infrastructures - roads, railways, electricity, telephones, and irrigation will require increased attention. Long-term finance for agricultural development is also vital. For [country] there is presently no foreign investment for agricultural development.*
- *Without roads, no sector can deliver, not even governance. IDA should support rehabilitation & maintenance of road network to provide the enabling environment for sustainable development. Improved accessibility & mobility is key to poverty reduction through self-development.*
- *I believe that the focus and mix of programs need to be more tailored to the country's needs. At times IDA acts in a dogmatic manner stressing the paradigm that is in fashion. In [country], if we don't have better infrastructure, governance, and higher growth, then social investment will have a very low or zero return.*
- *Where the private sector is very weak, the government is equally weak since the private sector is engine of growth. Training of human resources for private sector industries is necessary, to improve quality and quantity of production.*
- *The weakness of private investment is a heavy handicap for the poorest countries. It is important, vital to help countries to create favorable conditions for private investors.*
- *Much of the destruction of infrastructure we see in [country] today is a result of lack of respect for the environment. Bridges are washed away due to flooding occasioned by wanton cutting of trees. Where there were no bridges, now there are bridges. Water catchment areas are destroyed leading to drying of rivers and various enterprises are affected adversely. Government has to waste money on rehabilitation; this money could have been used for poverty eradication.*
- *This [environmental protection] is crucial. But one has to take steps not only to protect forests, but also to make towns and villages clean. Needed are education, cleanliness, and other corrective measures (such as fines) to clean up a country and protect its nature.*
- *Should balance development & environmental conservation requirements. Must have a hierarchy of objectives in which poverty reduction, investment in human resources and basic physical infrastructure such as provision of water, irrigation, communications should precede other concerns.*

IDA’s Assistance Strategies

The survey also asked respondents to assess guidance for Country Assistance Strategies (CAS) and the key characteristics of Poverty Reduction Strategy Papers (PRSP). These results are presented in Table 2. There was strong support for focusing IDA’s assistance strategy on poverty reduction (61 percent strongly agreed and 34 percent agreed). In the optional comments relating to this section, many respondents highlighted the need for investment and growth, as well as job creation.

Table 2. IDA’s Assistance Strategies

	Proportion (%) of respondents who:	
	strongly agree	agree
Guidance for CAS		
The Bank’s assistance strategy should be focused on poverty reduction.	61	34
The Bank should evaluate a country’s adoption and implementation of the Core Labor Standards.	24	42
PRSP Requirements		
The Bank should require Government to prepare a PRSP which includes monitorable progress indicators and is based on a thorough diagnosis of the country’s poverty situation.	50	42
The Bank should require that preparation of the PRSP involve a high degree of participation by different groups in society, including under-represented groups such as women and minorities.	52	38

There was relatively weak support for the requirement that the Bank evaluate a country’s compliance with Core Labor Standards in its CAS—indeed, nearly one fifth of respondents disagreed or strongly disagreed. In their written responses, respondents explained this position by stating that the ILO has comparative advantage in this area, and that implementation of the standards is difficult and costly for the poorest countries.

There was substantial agreement that IDA should require that governments formulate PRSPs, and that this be done by governments in a participatory manner (92 percent of respondents strongly agreed or agreed). In their written comments a number of respondents cautioned about the burdens, and propriety, of such requirements, however. For example:

- *The Bank should not be in a position to review and approve a government’s overall strategy. The Bank should not require the preparation of separate, national- level documents.*
- *While the Bank may encourage preparation of a PRSP, there need not be a precondition, as the efficacy of a PRSP is yet to be positively tested.*

- *While this is desirable, broad based consultation processes are costly in time, financial and human resources. This constraint usually forces government to conduct window dressing consultations which though representative are not widely representative.*
- *The PRSP should not be viewed in isolation from the country's other development programs, otherwise sustainability will not be assured.*

IDA’s Focus on Performance and Governance

The majority of respondents (86 percent) strongly agreed or agreed that IDA resources should be allocated based largely on policy performance (Table 3). Respondents showed moderate support for the proposition that the World Bank assesses the quality of governments’ policies and governance appropriately and fairly, with only 46 percent agreeing or strongly agreeing. Views were divided on whether IDA lending to countries with very weak governance should be scaled back or stopped (39 percent disagreed or strongly disagreed), or whether it should be confined to policy advice and technical assistance (40 percent disagreed or strongly disagreed).

Table 3. IDA’s Focus on Performance and Governance

	Proportion (%) of respondents who:				
	strongly agree	agree	neither	disagree	strongly disagree
Allocation of IDA Funds					
IDA resources should be allocated based largely on government's economic and social policy performance and its record on governance (including corruption).	45	41	7	4	1
The World Bank's approach to assessing government's economic and social policies and record on governance is appropriate and fair.	9	37	29	14	3
Assistance to Countries with Weak Governance					
IDA lending to countries with very weak governance should be scaled back or stopped entirely.	14	29	16	34	5
IDA’s assistance to these countries should be limited to technical assistance and policy advice	11	33	14	30	10

The following selection from the extensive optional written comments related to these questions (see Part II) indicates the range of complexities and challenges in providing incentives for improved policy-making and governance:

- *While governance improvement is essential, IDA must keep in mind the nature, size and complexity of each national and sub-national government and encourage governance reforms in a phased manner.*

- *Good governance can change the face of this country. However World Bank's assessment of government record and its recommendations for corrective action have obviously had little effect so far.*
- *While it is important to put IDA's limited resources to best use and not allow wastage in an environment of weak governance, it is also important that the people of the country are not penalized for weak governance. IDA must devise strategies and programs to reach directly to communities, NGOs, the private sector. It should also devise projects to reduce corruption and poor governance.*
- *Scaling down or limiting assistance to countries with weak governance would only worsen the situation of the poor as any available resources would be used to maintain the status quo. IDA's lending in such situations should focus on strengthening institutions which would ensure improvement in governance.*
- *In situations such as this, one needs to create a "market" for the IDA funds. If the government performs poorly (corruption, non-transparency, etc.), the funds need to be channeled through NGOs, churches, etc., creating incentives for "good" government behavior.*
- *In addition to technical assistance and policy advice I would add institutional capacity building, particularly those related to the legal and institutional framework as well as macroeconomic policy institutions and policy research institutes.*

A large majority of respondents felt that more IDA resources should be devoted to building up the technical capacity of people and institutions. They felt that this should be done through strengthening of: the knowledge and skills of individuals (92 percent agreed), and local training and research organizations (93 percent agreed). Also important were development of effective management systems and procedures in government (89 percent agreed), and building capacity at the community level (85 percent agreed). In their written suggestions, many respondents urged greater reliance on local sources of expertise and local analysis in formulating policies and projects—this was the most often mentioned means of fostering country ownership of the development program. Respondents cited technical assistance and general studies most often among the activities that IDA should stop supporting.²

Priority Areas for Future IDA Involvement

A strong message came through when respondents were asked to indicate the three most important areas where IDA should increase its involvement. Most often mentioned were: education (as well as broader social sectors, including health), infrastructure, and private sector development. Many noted the need for improved policies and stronger institutions. On the other hand, safeguarding of the environment and actions to promote gender equity were seldom mentioned.

² Respondents ranked “analyzing the poverty situation and sources of/bottlenecks to growth” among the less important contributions by IDA (see Table 4 below). Such studies can have impact (and therefore be perceived as useful by the respondents) when they involve local expertise in their preparation as this increases their acceptance by policy makers in the country.

When asked to rank interventions that could be supported with IDA resources in their country,³ respondents showed clear consensus about the high priority of investment in the social sectors (health and education), fostering of growth through sound macroeconomic and trade policies, support for a well-functioning private sector, promoting a well-functioning and efficient public sector, and investment in physical infrastructure. These five areas were ranked among the more important by a majority of respondents (Table 4). Respondents attached relatively low importance to IDA’s efforts in their societies in such areas as helping to strengthen civic participation in national development efforts and promoting equitable treatment of women. A majority included safeguarding the environment, analyzing the poverty situation, and projects targeted at poverty among the less or least important activities that IDA could support.

Table 4. Ranking of Priorities for IDA Funding^{a/}

	Proportion (%) of respondents who ranked each area per order of importance:			
	Very important	important	Less important	Least important
Investing in the social sectors (health and education)	63	27	8	2
Fostering growth (through sound macroeconomic and trade policies)	52	25	15	7
Supporting a well-functioning private sector (through improvements in the financial system, the judiciary and the regulatory framework)	43	32	18	6
Promoting a well-functioning and efficient public sector (with no corruption)	29	38	23	10
Investing in physical infrastructure	26	38	19	17
Investing in water and sanitation projects	21	26	37	17
Helping to strengthen civic participation in national development efforts	12	30	35	23
Making direct investments to target poor groups	18	23	36	24
Helping to safeguard the environment	10	28	37	25
Analyzing the poverty situation in your country and the sources of/bottlenecks to growth	18	16	27	39
Promoting equitable treatment of women (in terms of access to education, employment and other opportunities)	10	19	42	29
Key - priority ranked by respondent as:	1st, 2nd, and 3rd	4th, 5th, and 6th	7th, 8th, and 9th	10th, 11th, and 12th

a/ Activities in this table are shown in order of revealed aggregate priority, from highest to lowest, according to respondents’ ranking as ‘very important’ and important. The order of activities in the questionnaire is shown on page 65.

³ Responses to Question 14 are shown in Part III and are summarized in Table 4.

Implications for IDA13

This survey was one among several new initiatives to broaden the participation of borrowers in the IDA replenishment process. The responses were extensive and candid. They bring to the fore the diversity and complexity of borrower country conditions. One conclusion that emerges from the results is that there is strong agreement between IDA and stakeholders on broad principles—such as the key roles of the social sectors (education and health) and growth through investment and sound policies. There is also general support for IDA’s involvement in these areas. There is, however, a greater diversity of views on more context-dependent issues—such as IDA’s role in promoting gender equity and core labor standards, where cultural, political, and social norms differ. The complex subjects of governance and overall policy performance, and evaluation of them, are also relatively controversial. This suggests that IDA’s policy framework should be broad enough to accommodate a range of different approaches, adapted to the different circumstances of countries. Such room for flexibility would enable IDA to better respond to borrower preferences.

The extensive written comments and suggestions provided by respondents showed that stakeholders in IDA’s borrowing countries have a keen interest in expressing their views on IDA’s policy formulation and replenishment. Their responses to the survey contribute to the information IDA donors will have on “what the clients are saying”.⁴

⁴ For an analysis of IDA borrower feedback, see *Report on Country Consultations*, February 2001. This is a background report for Operations Evaluations Department (OED) review of IDA10-12.

Part II. Written Responses and Optional Comments

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Human Resources – Investing in People – Optional Comments

Question 1. IDA should emphasize development of the social sectors (especially health and education) as a way to reduce poverty.

Question 2. IDA should help end discrimination against girls and women in access to public services such as health and education and to employment, land, and other assets.

Develop specific programs for health and education, and assistance to reduce poverty.

IDA should give more attention to improving the pension system and providing social services.

IDA should help development of education, health, and sport.

OK for social sectors, but emphasis should be given to agriculture and agro-industries and development of the energy sector.

More TA for social sectors.

(1) Encourage the creation of private medical institutions & private kindergartens & schools;

(2) Don't agree with item 2 that there is discrimination between men and women in these matters.

IDA can invest in NGOs, by means of financing different program, give credits and technical assistance to NGOs. With the development of the third sector (NGOs), engaging society to solve social problems, increase the involvement of NGOs - by this you can solve all problems. NGO is prepared for this mission.

TA & legal framework to develop small & medium enterprises. Enlarge cooperation with NGOs. Give credit to small enterprises.

Human Resources – Investing in People – Optional Comments

Give TA in developing of and carrying out western standards in health and education, implement them in pilot projects.

Social sectors although having priority are not directly productive in terms of revenue. Therefore, IDA must also take into account economic investments which will increase revenues. Discrimination must also be studied case by case in accordance with the countries.

In my country the second problem exist only marginally and therefore cannot be a priority. On the contrary persons in good health and with basic health knowledge are in shortage and are indispensable for an effective economic take-off.

Focus on these programmes of poverty reduction would not exclude other vital areas for sustainable economic growth.

In order to ensure that such IDA programmes do address the needs of the poor, it should be realized that they should not be undertaken at the cost of basic economic activities and rehabilitation programmes.

Provision of basic health and education are not the only means to reduce poverty. IDA should also emphasize the agricultural and business sectors.

On capacity and institutional building.

Focus should not be only on social sectors.; as important is support to agriculture, where a majority of the country population is employed. Thus poverty eradication strategy should focus on support to this sector.

Yes, but in [country] other social factors are causing problems in spheres such as health and education. Many people are ill-equipped for today's needs, and corruption is endemic.

Basic health should include water and sanitation issues.

Basic education is necessary but insufficient in the present world; support for education must move beyond basic education.

Discrimination against girls/women should be dealt with in the context of redressing inequalities of access in general (geographical, urban/rural, etc.).

Education should be at all levels including technical.

IDA should reexamine the contents of most social sector projects and ensure actual basic inputs and requirements of the sector are addressed, instead of, for example, buying large numbers of cars/vehicles for public officers.

Emphasis should also be placed on vocational training, especially for school drop-outs, as a way of poverty reduction.

(1) The Bank is often associated with the development of universal access to basic education with access to higher education on a less priority level. This policy is promoting people gaining some knowledge but not enough to enable their economies to gain the needed growth rates to prevent poverty from becoming a structural issue. (2) Ending discrimination should not be over supported to become reverse discrimination.

On (2) I think IDA assistance is not enough; civil society and opinion leaders have a strong role to play. Their support is needed to help change attitudes and attachment to traditional values that support such discrimination.

IDA should continue to fund self-sustaining housing programs.

In the WB sponsored programme I worked on, the loan covered education and health but no component for staff development. This should be looked at.

Civil society should be strengthened to enable the groups to prompt government to spend the money for which it was allocated or granted.

The issue of discrimination against girls and women should be handled expediently, especially because women in [country] play a major role in the development of the economy, especially through agriculture.

Our approach to the Plan is based on the perception that the ultimate goal of all public action, including planning and development strategy is "Human Development." Hence, the Ninth Five Year Plan of [country] has laid down as one of the objectives of the Plan: Providing the basic minimum services of safe drinking water, primary health care facility, universal primary education, shelter, and connectivity to all in a time bound manner. The external assistance, so as to be in conformity with this objective,

Human Resources – Investing in People – Optional Comments

should emphasise the development of the social sectors. The Ninth Five Year Plan commits to "empower women" through creating and enabling environment where women can freely exercise the rights both within and outside their homes, as equal partner along with men. This is proposed to be realized through 'the National Policy for Empowerment of Women'. IDA should also render help in achieving this goal.

- (1) IDA's investment in people should be focused on creating skills and knowledge in people to equip them to earn adequately for them and their families and live a healthy and satisfying life. Investment in basic health and education services is not enough. (2) This is a laudable objective. However, it is difficult for IDA to achieve this objective with limited assistance and expertise at its command.

Ending gender discrimination should be a means to reducing poverty.

Good health & education facilities and equal rights/opportunities for women is one sure method in combating the problem of poverty. Hence, IDA should emphasise development in these areas.

Practice of women's rights through access to basic and universal education and preventive health-care would ensure national development.

Infrastructure: roads & bridges, energy, water, sanitation, public transport, health & education.

Establish capacity building centers for professional development and care in all provinces (arts, crafts, and still centers).

Program to fight AIDS.

Health problems and low literacy levels are major causes of poverty and vice versa. In our interventions, care should be made to ensure that there is a balance between social spending and spending on economic services. More important is the need for private sector development.

Quality gains in primary health and education will have a great impact on poverty reduction.

Implementation very poor in [country]. Further studies on issues not necessary and wasteful.

The [country] population has a higher number of females than males; as such, there are many female headed households. To discriminate

against women means denying all those women who head their homes. If we have a healthy & educated society, we will have a reduced poverty level because people will be in a position to reason, participate and produce.

There has been over-concentration and centralisation of resources (financial) at centralised government institutions. The challenge now is to ensure that the Health and Education services delivery systems at the community level should begin to function in earnest.

Consistent with the stress on poverty. But the experience teaches us that accelerated growth is the best antidote against poverty and that requires: (i) good macro management; (ii) creation of a good investment climate; and (iii) social programs that are well conceived, and not necessarily large.

One needs to respect the complementary roles of men and women, and help and safeguard the integrity of the traditional family as the basic unit for society and key instrument to fight poverty.

Very important point, although I believe that in [country's] conditions, such policies are not sustainable, unless production is reactivated. I believe that one has to think of the socio-productive as an efficient poverty reduction strategy.

Education is key for a country's social and economic development. A more educated people is more aware of its obligations and rights. Health should at the same time be guaranteed to all citizens - access to this is nowadays more and more restricted and therefore use and access should be intensified.

This ought to be linked to loans that have economic policy conditions, taking into account that one of the most effective forms to fight poverty is generating employment and rising wages.

I believe that the focus and mix of programs need to be more tailored to the country's needs. At times IDA acts in a dogmatic manner stressing the paradigm that is in fashion. In [country], if we don't have better infrastructure, governance, and higher growth, then social investment will have a very low or zero return.

Human Resources – Investing in People – Optional Comments

Social sector has long been neglected. Rapid development in this area would not only help reduce poverty, improve overall quality of life and prevent spread of fanaticism.

The capacity of most recipient governments to meaningfully use the resources is limited. IDA must enhance capacity & invest in professionals (both IDA & recipient) to improve delivery through appropriate project conceptualization and design. IDA must extend reach beyond government officials to NGOs & communities in designing projects, and learn to avoid cookie cut solutions.

Investment in infrastructural development will also support development of social sectors.

Ignore all other soft sectors and focus directly, consistently, unambiguously on education. As a consequence other social sectors (basic health, environment, women's issues, etc.) will all fall in line.

Can loans for such activities be made available to the private sector?

Improvement in coverage and quality of social services along with developing innovations to expand local participation including all segments/groups of population.

It should be left to government and the people to decide the involvement of women in public services.

We hope that all development programs of development policies of WB with participation of NGOs, community through practical ideas work.

A Human Resource Database should be developed and information disseminated to relevant bodies for short listing.

IDA assistance (as also other forms of assistance) should be primarily contingent on the quality governance. Governance should be defined as: a) responsible & efficient management of national assets & resources (human & material); b) effective exercise of writ over the land; c) a rational & sensible sharing of responsibilities between public sector, private sector, civil society, citizens.

Should support IT education at graduate & post-graduate levels. Training of IT faculty within

the country and overseas needs full support. This university, being distance education institution requires support: i) in transferring its courses to on-line access through networking nationwide; ii) staff & technical facilities for software development; and iii) for establishing radio and TV channel, and satellite channel to reach students of all levels throughout the country.

While IDA must focus on human resource development, there has to be a balance in financing other activities. It is observed that if poverty rises then the demand for human resource development activities also fall.

Implementation of the following: Define and put in place information systems to identify & target beneficiaries and risk areas; Put in place information system and data analysis to allow a follow-up performance evaluation.

Only qualified human resources can help the poorest countries to take off.

IDA should give greater importance to access to education to women in rural areas as a mean to fight against poverty & exclusion.

Priority should include water and rural roads.

Though basically I agree with the above, for a long time in the future and for most poor countries, the economic infrastructures - roads, railways, electricity, telephones, and irrigation will require increased attention. Long-term finance for agricultural development is also vital. For [country] there is presently no FI for agricultural development.

Although ending gender discrimination is important, we must be careful not to over-do it against the male child and men. Sometimes this happens and brings a backlash.

Assistance to the education and health sector are paramount. This is further compounded by the HIV/AIDS scourge which is attacking the most important resource of any country: its young, productive and educated human resources.

Although I strongly agree with (1), this should not be at the expense of having a viable economic infrastructure. A correct balance must be struck between the two.

Human Resources – Investing in People – Optional Comments

Without roads, no sector can deliver, not even governance. IDA should support rehabilitation & maintenance of road network to provide the enabling environment for sustainable development. Improved accessibility & mobility is key to poverty reduction through self-development.

Every program supported by IDA should include gender consideration so that girls and women are not excluded.

Policies should be left to individual countries to decide.

Environment – Optional Comments

Question 3. IDA should encourage your government to safeguard the natural environment.

Question 4. IDA funds should support sub-national and cross-border pollution abatement as well as natural resource management strategies and programs.

As much as possible, attract local experts for projects; reduce the number of international experts.

Financial help to improve the environment.

More activities to stop polluting the Caspian Sea.

How to improve the environment as the enterprises are heavy polluters? And, should finance so other enterprises don't pollute.

IDA should do more in environment and finance programs prepared in cooperation with NGOs and other organizations.

TA for laws. Help in purchasing licenses for new technology (IDA should pay part or all of it). Encourage cooperation with NGOs.

These problems should be studied by other institutions, like oil companies for the Caspian Sea.

The country suffers from severe deforestation and lack of water. There should be a well developed natural resource management strategy.

IDA should not stretch itself in many things. Focus on a few sectors initially and subsequently, after ensuring impact in these sectors, move to others.

Society has a very poor moral fabric.

All IDA supported investment should include in them provisions for ensuring that environmental concerns are addressed.

Water body protection to safeguard groundwater resources should be a critical component of the environmental protection strategy.

Assistance in the environment should be closely coordinated and integrated with projects in the agricultural sector. Most environmental problems, especially deforestation, are caused by inappropriate agricultural practices.

African traditional setup developed their own environmental management practices which present day challenges have swept aside. It is time such practices are infused into modern day techniques. Emphasis should be placed on the consequences of non-compliance and abuse of environmental management practices.

The wholesale destruction of the natural environment for immediate consumption should cease with countries made to establish an environmentally friendly policy with implementation promoting self-sustainability.

IDA should emphasize production, conservation and sustainable development of biodiversity and natural resources as a means to reduce poverty.

No. 4 is not a very critical issue in the West African sub-region as compared with other places.

There is a pressing need for the building of regional and sub-regional blocs. The environment in its natural state has a great influence on the protection of water bodies and the climatic condition of the environment. Pollution

Environment – Optional Comments

whether cross-border or sub-national has a negative effect on economic development so as much as possible should be abated.

The Ninth Plan for Environment & Forest embodied the spirit of 1992 global initiative called Agenda 21 adopted at the Earth Summit in Rio de Janeiro, Brazil recognizing the basic premise that environmental management and economic development are mutually supportive aspect of the same Agenda. The Government of [country] has initiated an Environmental & Development Policy in June, 1992 encompassing a wide spectrum of developmental sectors whose policies impinge heavily upon environment and require inter-sectoral policy integration & coordination. The Central Government in [country] have wide powers under the Environment (Protection) Act, 1986 to take measures to protect & improve the environment. The encouragement from IDA to the [country] Government to safeguard natural environment would strengthen the measures initiated by the Government of [country]. However, such encouragement from IDA to safeguard natural environment and pollution abatement may be ensured through additional resource/aid flow from IDA.

Our Government is committed to safeguard natural environment. IDA can certainly join in this task. We would be glad to use IDA funds for sub-national pollution abatement as well as natural resource management. However, the strategies and programmes for cross-border pollution abatement and natural resource management are still to emerge. We would like to know IDA's proposals in this regard. Sub-national -- Yes; Cross-border -- too early to say.

It is much better to talk about programmes than just encouragement.

Natural resource management and environment protection would in the long term ensure national development.

A consulting role on the analysis and impact of environmental projects. Ideally, the consultation process should be participatory and in conjunction with the local communities. Depending on the dimension of the project, one

should evaluate the impact of the project on a regional basis.

Much of the destruction of infrastructure we see in [country] today is a result of lack of respect for the environment. Bridges are washed away due to flooding occasioned by wanton cutting of trees. Where there were no bridges, now there are bridges. Water catchment areas are destroyed leading to drying of rivers and various enterprises are affected adversely. Government has to waste money on rehabilitation; this money could have been used for poverty eradication.

The environment represents a heritage for the present & future generation. Good governance includes preservation of environment.

Sometimes we get emotional by minor environmental concerns amidst extreme poverty. There should be proper appraisals before we get carried away with some of the extremist environmental groups that we have.

Need assistance/personnel to implement.

The governments have to play a role in both aspects, but moreover have to work on sector policies that value natural resources, such as forests and water so that the owners of these resources get more interested in them, for their preservation.

This is crucial. But one has to take steps not only to protect forests, but also to make towns and villages clean. Needed are education, cleanliness, and other corrective measures (such as fines) to clean up a country and protect its nature.

Environmental degradation goes hand in hand with the serious economic crisis and poverty; as long as the latter exists, one cannot talk about saving the environment, so they need to be resolved as preconditions for environmental protection.

As long as the program is realistic and solves conditions of poverty.

Governments and people should promote programs to reduce pollution, which often require funds not available in some poor countries, therefore it is laudable that IDA funds are available for this.

Environment – Optional Comments

Realising the importance of safeguarding natural environment, NUST has established a dedicated Institute of Environmental Science & Engineering (IESE) and would be happy to associate itself with any effort which IDA may initiate in this regard.

Should balance development & environmental conservation requirements. Must have a hierarchy of objectives in which poverty reduction, investment in human resources and basic physical infrastructure such as provision of water, irrigation, communications should precede other concerns.

Social sectors development may have some impact on environment but overall economic growth would create awareness about environment preservation.

Items 3, 4, 10, 11, 12 & 13 as well as those included in question 14 fall entirely within the ambit of national responsibility. While they can be used as some of the coefficients to measure the quality of national governance, IDA lending should not be used to enforce supra-national priorities on state functions. Indeed, there are many more (and perhaps far more important) coefficients such as conflict resolution systems, human rights issues etc. which need to be monitored for adjudging "governance."

Should support environmental education to create awareness in people.

IDA must help with the organization of an efficient system of garbage collection, waste & sewage disposal, and call for manual operations and equipment which could lead to the

creation of temporary jobs for unskilled & un-employed youth.

IDA already finances projects of this type in my country.

The environmental quality influences the quality of life.

While one cannot quarrel with these policy recommendations, one needs to carefully think out how to approach them. To a large extent these measures should be packaged with the adult education & functional literacy programme for cost effectiveness.

Some of the more positive steps like "organic farming" should be encouraged, both for local production and export. If "certified" organically grown agricultural exports have a price premium in the world market.

The protection of [country's] natural resources is fundamental to the future sustainable development of this country. Its rivers, lakes, trees and wildlife resources are unique; its concentration and access for managed exploitation are second to none. These resources are the "gold" of the future of this landlocked country.

Funding should be based on socio-economic viability of a project and should generate the resources for debt services not based on general govt revenue which will divert resources, e.g., that could have been directed to poverty reduction.

Private Sector Development – Optional Comments

Question 5. IDA should encourage your government to provide a business environment friendly to private investment (through a well-functioning legal system, financial system, regulatory framework, and the enforcement of property rights).

Financial help and share modern knowledge and experience.

IDA can give technical assistance to develop self-employment.

Private Sector Development – Optional Comments

- Include projects for development of small enterprises and finance through IDA.
- Widen credit lines for development of farmers; give new credits to rehabilitate old/create new agro-enterprises.
- Improve the laws directed at removing the obstacles of bureaucratic rules for the creation and activities of private enterprises. Direct investments to promising industrial & agricultural enterprises.
- IDA should help government to bring the legal system up to international standards, demand that government officials implement those laws and make the legal system work (i.e. Ministry of Justice, and tax authorities).
- TA to improve laws. IDA consultants for local parliament, local business associations, NGOs. Provide information about experience of other countries. Train local cadres abroad. Financial assistance & grants to projects by local NGOs with the objective of improving laws for business; establishing free (for 5 yrs.) consultation services for new businessmen in different parts of the country.
- Strongly recommend that government reform legal system and take real measures to fight corruption.
- A dynamic and engaged private sector development is one of the key to development to African countries. Private, national and international investment must be encouraged as an alternative to reduce development aid.
- It doesn't help to send aid in a system where population's rights (the real recipients) are not preserved.
- In my opinion, the private sector is not given due consideration by the government. Furthermore, the private sector is not so strong; it also shows low profile. Therefore, emphasis should be given to help the private sector. I strongly believe in the development of the private sector.
- Indeed, item 5 should be an overriding priority, I feel.
- Invest on institutions to regulate and supervise the private sector.
- Otherwise the country will collapse.
- IDA should consider having direct interface with the private sector, with the government providing appropriate framework for private sector to thrive. Providing the private sector with modern equipment could be one possible way to assist the sector.
- This is important provided it does not become a blanket conditionality against State Enterprises.
- Private sector development is vital for the establishment of a firm economic development and eventual integration into the global economy. In fact is another way to abate pervasive poverty and must therefore be given greater assistance. Indeed it is a bulwark against poor governance and for general openness of society.
- The private sector should be given all the support to operate absolutely free from political interference.
- The government has identified the private sector as the engine of growth. To get the private sector to play a meaningful and rightful role in that development, the necessary policy framework should be put in place to ensure its efficiency and to attract investments into the country.
- We have in [country] a strong & vibrant private sector including large, middle size and small enterprises. That the development strategy must be oriented towards enabling our broad based and varied private sector to reach its full potential for raising production, creating jobs and income levels in society is well recognized. Towards this strategy, foreign direct investment is being encouraged. Licensing of private enterprise has been substantially removed. Regulatory Authority in Telecom & Insurance sectors have been constituted. Debt recovery tribunals have been strengthened. Disinvestment of the public sector is being expedited. Hence, IDA's encouragement to private investment could be more in terms of technical advice so that the scarce resources from IDA could be better utilized in public sector investment in social services sector.
- Our Government has always encouraged private investment in all sectors of economic life except certain specified manufacturing activities. These have also been reviewed from time to time. IDA has not proposed major private sec-

Private Sector Development – Optional Comments

- tor development projects in our country. Not really required.
- IDA need not be used for this.
- This activity may be encouraged through components of appropriate projects, but the overall priority should be social sector.
- Privatisation and business development may develop the nation, but poor social responsibility would endanger the rights and privileges of poor.
- Establish capacity building centers to enable/create a more effective and efficient judicial system.
- I would have strongly agreed except that most of the bracketed conditions are in place. What is needed is a stable economic environment with low inflation and interest rates. The tax regime also needs to be transparent and responsive to the needs of the private sector.
- The legal system has bottlenecks which may affect enforcement on timely basis of property rights. A corruption free society is essential.
- Yes, but -- (1) IDA should give ear to what recipient countries want or what they perceive are the problems and the priority strategies and policies to promote the private sector. (2) The Bank's approach has at times been narrow focus in terms of policy reform. Sometimes a policy reform is encouraged without supporting measures, e.g. reforms such as the removal of the price band, opening up of marketing and production of agric. crops have not resulted in increased private sector involvement! Something more is needed! (3) The "encouragement" by IDA should also be in the interest of poor countries. Re: the WTO debate on TRIPS.
- This is very crucial. Where the private sector is very weak, the government is equally weak since the private sector is engine of growth. Training of human resources for private sector industries is necessary, to improve quality and quantity of production.
- The present trend in [country] of trying to do away with freehold land is totally destructive to the development process.
- I believe that the private sector is the engine of economic growth. In the case of [country], provision of capital to most entrepreneurs could help to foster economic activity. This is one aspect that IDA does not seem keen to get involved in.
- Macro factors out of control.
- A land bank is long overdue in [country].
- An enabling environment for business development has indeed been put into place through the creation of Business Support Institutions. However, the institutions suffer from serious financial support as well as serious political interference.
- Lack of private investors result in high cost of living because there becomes no competition. One issue that IDA should encourage to do is advise government to lessen duty on investors and put a condition that a good percentage of the employees should be local. In so doing, poverty can be reduced through employment opportunities.
- It is especially important to look for effective mechanisms to strengthen the judicial power that is highly politicized and ineffective in many Latin American countries. If that situation is not resolved, per definition one cannot have rule of law in [country].
- The state needs to be able to intervene selectively where the market is distorted or where the private sector has little interest, deregulating the economy as possible in the country, consistent with its market characteristics.
- One has to start to do an evaluation of the laws that are approved in the country in conjunction with the priority of the same. The basis has to be established so that the investor, tourist and citizen have faith in the governmental institutions.
- Even more the Bank's loans to the governments should facilitate private investment.
- Financing an organization that for some time studies and analyzes laws, and makes observations on this; prepare law projects and revise the laws that impede the market and free competition, without falling into monopolies.
- And, moreover, to break the oligopolies and monopolies, to lower transaction costs, and to eliminate hurdles for the PYME to create/distribute information about business opportunities. To deepen and democratize the capital market. Truly promote the decentralization and local economic development.

Private Sector Development – Optional Comments

It is our considered view, that despite the various shortcomings of some of our businessmen, the private sector must remain the main engine of growth. Any assistance which IDA can provide in installing a regulatory framework would be of great help. IDA sponsorship of industrial linkages of NUST with the private sector will be helpful.

Perhaps more relevant for emerging economies. However, an absolute for growth. Countries such as ours need consistency and business friendly regulatory framework.

Stakeholders' interests be protected through strong legal and regulatory framework.

But we know after the small experience of community development. All development under people participation and handover through community option.

Education and training of the masses must aim at bringing attitudinal change for uplifting environment condition in a society. Skill development can play a pivotal role in reducing poverty from [country]. This development may range from home industry to hi-tech but fit to the needs.

IDA should encourage but not push to the wall to adopt its improper policies.

There is a need to learn from the effects of Structural Adjustment Programmes! WB should initiate dialogue on Democratic Economic Development Paradigm, which involves citizens, govt, donors, marketers, etc.

The private sector should be used in activities financed by the state.

The weakness of private investment is a heavy handicap for the poorest countries. It is important, vital to help countries to create favorable conditions for private investors.

I totally agree all the more so for [country], a strategy of the private sector development has been developed and validated between the Government, the private sector and the donors. To this effect, the main recommendation was to allow the private sector to implement a good framework (rules, finances, legal) for its development.

Invest in crowding-in private investment.

There are cases where public investment is also very necessary.

I do not know whether the IDA has ever thought of looking into the impact of the private debt on the national economy. Poor countries suffer from an ever-growing public debt as well as the "trickery" of private sector borrowing which at times is difficult to gauge and control. The quality and integrity of private investors will for a long time be a vexing problem. God bless us!

The legal framework is very important to ensure fairness in the marketplace. A question should also be asked, "privatization to whom?" It appears that government-connected "rackets" take the bulk of the business.

[Country] should, under the ambit of the Free Trade Area, take the fullest advantage to exploit its geopolitical and geo-economic status by emphasizing [country] as a "HUB" for regional communication and transport for FTA and SADC. Road, rail and air links to the 8 countries for regional growth must be IDA priority.

Emphasis in private sector development should focus on building the capacity of local or indigenous private sector.

[Country] has adopted a liberal policy. It should work on ensuring macroeconomic stability.

IDA should further encourage government to give priority to local investors as opposed to foreign investors by affirmative action to promote local investment.

By demanding good performance from the listed institutions not providing loans or grants. Resources (IDA) should be directly directed to the private sector for lending on the basis of viability of projects. There should be no government guarantee of such loans. Loans could also be provided for micro-credit to borrowing by small-scale, particularly women. We should move away from free money. It encourages rent seeking and diverts government from its responsibilities.

Performance-Based Allocations – Optional Comments

Question 6. IDA resources should be allocated based largely on government's economic and social policy performance and its record on governance (including corruption).

Question 7. The World Bank's approach to assessing government's economic and social policies and record on governance is appropriate and fair.

Develop industry.

Distribution of IDA resources for poverty, for general growth, for better management -- it is good enough.

Analyse the real situation, taking into consideration the views of independent experts.

Implement projects; actions; give credit; invest in human resources; education.

Improve transparency: citizens should receive full information about what IDA does in the country, and what IDA recommends to the government, and how the government is implementing recommendations.

In the past, IDA did not give credit if the government did not preserve macroeconomic stability. Now, the government should not receive IDA funds if it does not realize its promise of poverty reduction.

Evaluation of economic and social policies must be participatory and cover large section of the population.

In the first case, it is like in an embargo. It surely penalizes the population and rarely the government officials, nevertheless responsible. One should not therefore encourage bad governance. IDA must find a better approach which would treat more directly with the population who should benefit of IDA resources.

There may be a need to cultivate consensus on the meaning/dimensions of, and yardstick for, governance.

What is needed is that governments should establish institutions that are accountable to the public. Appropriate transparency is needed.

The auditor general should be able to make its report known to the public. IDA should ensure that well-founded institutions are established with transparent system of management.

I don't know the details of how WB assesses governments.

Economic and social policy, being important by itself, should be accompanied by forward-looking general strategic planning, and lessons learned with respect to political will for reforms should be taken into account.

It is fair, but in most cases local circumstances should be taken into account.

Just need much better targeting of projects in countries such as [country].

The assessment of the Bank does not take cognisance of the unfair economic order. Policies proposed to Third World countries are unfair regarding the current state of development of most Third World countries.

The WB's assessment/endorsement does not always coincide with the views of the general public. The main criteria should be NEED and the commitment of government to policy changes.

(6) Development of these policies should be realistic and participatory. (7) All too often these policies and their operation are not open to people outside government. This makes it easy for people to be manipulated by both government and the Bank when expectations are not met.

I agree if greater premium is placed on good governance, but the direction of economic development should be the prerogative of the coun-

Performance-Based Allocations – Optional Comments

tries concerned on condition that the net benefit is high enough.

The WB judges countries on the basis of economic policies that are often not in the country's best interest. For example, a country with reasonable trade tariffs to protect vital economic areas such as textiles & agriculture is judged negatively & encouraged (required) to change these policies. Conditionalities are negotiated in secret. Judgement is in secret. This is neither appropriate nor fair.

(6) There is the need for the government to be kept on its toes and to ensure that it is doing the right thing in the interest of the people. (7) In assessing the government's economic and social policies and record on governance, the WB should ask views from the immediate beneficiaries, which are [country citizens] not in government so their perceptions about the government's performance and to compare it with what the WB's assessment is.

Agree to some extent, especially when the Bank is out to deal with the raw situation on the ground, and not to rely entirely on official documents presented by government.

While evaluation of Government's economic & social policy performance and its record on governance would be to remove the shortfall in performance and to strengthen development process, such evaluation should not be a major determinant of allocation of IDA resources. Such an approach might result in sudden decrease in the quantum of aid which is crucial for development efforts. However, the objective of ensuring good governance and better social policy performance may be achieved over a period of time through technical advice and if necessary, through warning signals of aid reduction for poor performance and governance. Though the general approach of the World Bank in assessing Government's economic & social policy seems to be appropriate and fair, more information regarding the specific weightage assigned to each of the parameters for assessing Government's policies and governance is required to make further comments.

(6) Economic and social policies of Governments and the governance record of any country is as

important as soundness of projects and programmes which are taken up for poverty reduction. IDA should restrict itself to assess whether the country concerned is pursuing economic and social policies conducive to attainment of project objectives and whether governance structure and performance in the country is favorable for success of the project/programme. IDA is quite ill-equipped to judge the entire spectrum of economic & social policy set in the circumstances and culture specific to each country and assess its governance performance. Resources should be allocated based on soundness of project provided country concerned has right economic & social policy environment and governance in institutions. (7) No, World Bank should share its Country Performance and Institutional Assessment with the country concerned. Generally, yes.

Within [country], the Bank has tended to mark out partner states, ostensibly on the basis of their performance. However, choice of these states seem to be dictated by limited areas of reform -- power and fiscal. Any allocation of IDA resources based on such considerations alone could run contrary to equity considerations.

One cannot make such broad statements.

While governance improvement is essential, IDA must keep in mind the nature, size and complexity of each national & sub-national government and encourage governance reforms in a phased manner.

If vested interest becomes an overriding strategy, fairness of judgment may be affected.

A broader concept is required, should be widely discussed before implementation.

Because it is questionable, often the WB is right and often people just complain.

Governance issues are important in ensuring equitable development. Assessment should however take into account unique features of each country so that the population is protected.

I am a bit skeptical. Eastern Europe seems to have started with political reforms, and economic reforms are now being

Performance-Based Allocations – Optional Comments

implemented. On the other hand, some countries in Asia started with economic reforms before experiencing political reforms. So what determines the direction of focus? In Africa both economic and political/democratic reforms are being pushed in some countries; but there are also other countries in Africa where democracy/governance (Western style) is not being advocated yet ODA is flowing! The Bank should be clear on its stand for how it defines and applies these concepts.

To a certain extent I am inclined to agree with the above remarks; especially over the past two years the country has enjoyed good crop years and yet we are in trouble. However there have been cases whereby the country has underperformed due to vagaries of weather or delays in donor inflows. The monetary expansionism and the poor fiscal performance occasioned by these two factors has led to donor pull-out. As a result the poor have experienced worsening conditions and in turn has affected their health situation.

There is a balance to be struck here and appropriate targeting may be the answer. If resources are withheld, most of the time it is still the poor who suffer most and well-off are usually unaffected.

Poor accountability in [country].

In a country where corruption is rampant, donor aid does not reach the intended populace. As a result, it defeats the purpose of the donor. It becomes worse when the aid is a debt. The time the country is fighting to pay back the debt it affects every citizen including the majority that did not benefit from the corrupt acts. If the government records are poor IDA to put conditions in place before disbursing the funds.

Liaison with non-governmental institutions is an end result usually.

The Bank needs to seriously improve its consultation process with the private sector and civil society/NGOs when assessing government's performance. The symbolic breakfast and dinner meetings are grossly inadequate.

#6: Yes, are realized in an impartial manner in accordance to the real condition of the country.

In [country] the national production is strongly driven by small and medium sized enterprises, which integrate in their decision processes different considerations than typical larger entrepreneurs, so that the political economy needs to include the microeconomy of which the distortions in the long term can block growth.

Yes, but IDA should apply the same standards to all countries, not favor some that may have a better image because they are less open, e.g. because they don't have a free press.

One has to take into account municipal projects.

There is a tendency to do projects which are continuations of previous projects, without really examining in depth the previous results. It gives the impression of collusion.

#6: IDA funds should be allocated in accordance to the efforts that the country makes to overcome the shortcomings of public sector management and the economic and social policy.

Good governance can change the face of this country. However World Bank's assessment of government record and its recommendations for corrective action have obviously had little effect so far.

IDA approach should lead to change in the priorities of public sector funding whereby the social sector gets higher weightage.

The Bank approach should lead to change in the priorities of public sector funding whereby the social sector should get a higher weightage as compared to non-productive sectors.

While it is important to put IDA's limited resources to best use and not allow wastage in an environment of weak governance, it is also important that the people of the country are not penalized for weak governance. IDA must devise strategies and programs to reach directly to communities, NGOs, the private sector. It should also devise projects to reduce corruption & poor governance.

Most of the govts in developing countries do not represent the will of the masses, obviously their governance style do not enjoy the support of the people. Therefore bad govt should not be basis for allocation of resources to the developing countries.

Performance-Based Allocations – Optional Comments

Cost/Social - benefit return and cost effectiveness should be observed as prime factors in funding govt policies and hence their assessment.

In case of my country WB has been supporting dictatorial government and encouraging army.

In our area we are under the grassroots level problem. We will want social change through the community partnership.

The WB's approach should be more stronger to strictly monitor the socio-economic policies of the government.

When there is no elected, democratic govt and no democratic system at all levels (including democracy in WB and political system of the country), then it will be disaster to decide about the allocations on govt economic & social policy performance. I think there is a need in WB to learn from new developments at global level and rephrase the concept of neoliberalism.

Whereas one hates to disagree and would want to strongly agree, the fact is that the countries that need IDA most also suffer from poor governance.

With regard to item 7, one can only say that the stand of the Bank is pretty dismal. For almost half a century it refused to face "governance issues" on grounds of sensitivity of national governments to issues relating to political economy and adopted palliatives in form of "structural adjustments" or "rescheduling." It only stepped in after the ADB took the lead. Even now it has its old attitudes not to face such issues directly. Indeed the Bank tends either to keep silent or, at least, to ask the mildest of questions even when the most disastrous decisions are germinating.

Good governance & military dictatorships cannot coexist. WB policies should be pro-democracy and not be dictated by perceptions of corruption in a democratic government. Donors have been known to use their clout to win contracts in recipient countries. The use of kickbacks and commissions is also promoted by rich countries in developing countries. Those who fail to win contracts level charges of corruption and malign

democratic governments and pave way for military takeovers.

The evolution of economic & social policies is often based on tangible criteria, whereas the intangible aspects are often the deciding factors.

It is a means to encourage good governance.

The evaluation must absolutely favour the opinion of the addressees of the said programs or, as in so many cases, the opinion of targeted population is badly taken into account.

Take into account NGOs contribution and to earmark funds in setting up basic social infrastructure (health units).

To take into account the political, economic environment of the country.

It is sometimes biased as the criteria for assessment are often not transparent. Besides it does not take stock of the background information.

Interpret performance broadly and take account of external shocks.

Also consider basic/core services for weaker economies to support direct anti-poverty programmes, e.g. vaccinations.

The views of NGOs, civil society and other stakeholders should be sought either directly or indirectly in assessing govt's economic and social policies and record on governance.

I am afraid there is a lot of value judgment in determining these matters; particularly when we consider the fact that no government or institution is perfect. Which country or institution is, for instance, corruption free? Unfortunately, though institutions are supposed to be paramount over individuals, it is the individuals who man them, and individuals are not all perfect!

In evaluating performance opposition groups should also be given a forum to contribute their views. The World Bank notoriously ignores the opposition.

Poverty reduction is predicated on improved communications and transport infrastructure in [country's] rural areas. But [country's] rural areas on border could be the nuclei for peri-

Performance-Based Allocations – Optional Comments

urban development in neighbouring areas, so the global perspective should not be overlooked nor ignored.

However, the Bank must find other ways of channeling resources for the benefit of the less advantaged in an event where funds are withheld due to government's poor policy performance.

On viability of projects or programs, tax payer or poor people should not be burdened with poor budget by government, IDA, IMF, WB and donors. If project fails, the lender should also bear the burden if they believe in what they are doing not only creating employment for themselves.

Assistance to Countries with Weak Governance – Optional Comments

Question 8. IDA lending to countries with very weak governance should be scaled back or stopped entirely.

Question 9. IDA's assistance to these countries should be limited to technical assistance and policy advice.

Each country requires a special approach. I agree with you on the question of misuse of funds.

IDA should activate its help and assistance to prevent misuse of funds (against embezzlement).

In such situations, IDA's credit & assistance should be used under the direct control of IDA's representative.

Give credit and invest in human resources.

IDA should require the monitoring of the process of democratization and improving transparency.

Attract western-educated young people to government services and demand to get rid of corruption. Help form a new generation of managers, and train them.

First of all, evaluation of situation must be objective. Then, even if the government demonstrates bad management, the population is often not responsible for such situation. In cutting IDA's resources, it penalizes the population not the government itself. Then, IDA must choose which type of aid it must give to a country (e.g. health, education) and put in place its own management mechanisms.

Am not sure whether such measures would deter dictatorships and corrupt governments or not. Is it possible that the vast majority of the impoverished would be penalized if IDA lending for social programmes (education, health) are stopped entirely because the government is corrupt and tyrannical?

The technical assistance given should, I believe, focus on practical application of democratization programmes.

If lending is scaled back, it is the people who suffer most. Under any circumstance leaders will always enjoy life at the expense of the masses, irrespective of their bad governance. Efforts should be made to seriously help the needy. At times weak governments should be coerced to provide access to directly help the masses.

(8) "Weak here is associated with gross mismanagement; otherwise, support should be used to promote good governance. (9) Again, this must be viewed in light of response (appropriate) to #8 above.

IDA should assist such countries to improve their governance.

TA projects should be followed by policy reform support funding to provide for comprehensiveness of interventions.

One of the most important issues that need to be taken into consideration. Without strict monitoring and evaluation of the results IDA funds might become one the major sources of corruption, unfairness in the country and even make worse weak governance.

Support must be provided to these countries to develop strong governance culture rather than leave them in abeyance.

Assistance to Countries with Weak Governance – Optional Comments

Scaled back to motivate changes and improvements. In addition to TA and policy, critical poverty related issues be considered.

Regarding (9), the IDA should raise the consciousness and capacity of civil society to demand good governance as a way of improving governance.

(9) It may be most beneficial if support is given directly to other non-governmental social groups for implementation.

Assistance or lending to weak governance countries should be scaled down but not stopped.

The assessment of "very weak governance" should be thorough, unbiased and proven beyond doubt the govt in power is governing the way it is because it is simply autocratic, power drunk and that no intentional impediments are put on its way. If this is the case then I strongly agree!

(8) There is the need to ensure that people do not suffer because of the government's weakness, the need to look for other means to assist the people. (9) This would ensure that at least some comfort is brought to the people and would help governments to reform and be better able to restructure and work on policies for the people's betterment.

I believe some form of IDA lending to countries with weak governance will prop up the economy. This should be given under supervision. Stopping fund entirely will worsen the situation of poverty in these countries.

There is no sense in wasting an investment. In case a country's governance performance is unlikely to assure achievement of the development objectives or is likely to impede implementation, IDA's investment can be scaled back. However, this would leave poor of such countries uncared. IDA and the global community need to consider appropriate ways of helping such people. More innovative approach is required. (9) Not really. More effective ways of helping people in such countries would have to be thought of. More innovative approach is required.

Technical assistance or Policy advice to countries with weak governance should be provided along with slow process of scaling back of IDA lending so that opportunity is provided to such

countries to take corrective measures for good governance. Scaling down of IDA assistance entirely or IDA assistance limited to technical assistance might worsen the economic situations in these countries.

IDA lending may be more necessary in these countries.

For countries with weak governance, a realistically calibrated phased transition path should be encouraged.

Limited technical assistance or policy advice is of no great consequence without adequate financial capacity and weak governance should not be compromised.

The concept of governance is too loosely defined.

IDA should assist in terms of the monitoring process and granting technical assistance.

Technical assistance doesn't always give the expected result.

(1) The Bank should first be clear on what it means by weak governance. (2) Yes, poor countries need policy advice. But they do not need technical assistance! It has been administered wrongly and the incumbents tend to be interested more in promoting personal goals. What poor countries need is capacity building in the form of very good training for their nationals!

Governance is a relatively new phenomenon in most countries. A consultative process which advocates incremental changes which are sustainable is likely to succeed.

I would rather you went through NGOs that work with the poor so that their condition does not get worse off.

Stopping entirely will help speed change.

I should, however, state that the people in any country should not be penalized because of government corrupt practices, wherever it exists, particularly in the social and production areas/sectors.

But with a carrot.

If governance is weak, there is no guarantee that any assistance will be applied for the intended purpose.

Question 8: Lending should be scaled back to encourage reforms. Full scale lending should re-

Assistance to Countries with Weak Governance – Optional Comments

- sume after substantial reforms have been effected.
- Advice not required. Accountability and implementation are the issues.
- If IDA stops entirely to support countries with weak governance, then it will kill the whole society. What is required is agree on terms or IDA change its approach. There is need for technical assistance and policy advice but the paramount need is provision of social services which benefit the rural mass.
- Scaling down or limiting assistance would only worsen the situation of the poor as any available resources would be used to maintain the status quo. IDA's lending in weak governance situations should focus on strengthening institutions which would ensure improvement in governance.
- #9: The Bank could finance projects with a high social content that would help the poorest - possibly through responsible NGOs.
- Aid conditioned on improvements in public sector management is a suitable instrument to support this very government and its sectors in the implementation of these improvements.
- Discussed here are what is weak governance and what is the evaluation mechanism, about which one ought to establish international consensus. IDA's assistance policy should reduce the part of its funds that go to consultant studies, and, if they are necessary, to prefer national specialists.
- I believe that good or bad governance should not be a reason to "punish" the project beneficiaries. In this case steps have to be taken or mechanisms set up so that there is better control over the invested funds, so as to reduce inefficiency.
- #9: One could make a start by financing development projects to the extent that public sector management is improving.
- Also to help them improve public sector management, not only in the area of policy formulation. As for the question whether to suspend lending, it would be good to evaluate its impact on the population, especially the most poor; suspending financial assistance could punish the poor for deficient public sector management, which is not fair.
- #8: Search for alternatives like mixed organizations, government-municipal bodies-economic private sector.
- In situations such as this, one needs to create a "market" for the IDA funds. If the government performs poorly (corruption, non-transparency, etc.) the funds need to be channeled through NGOs, churches, etc., creating incentives for "good" government behavior.
- #8: Rather than suspend lending to countries with weak governance, IDA should focus its funding allocation on strengthening governance. #9: When the public management is deficient, the assistance should focus on strengthening this management, but not limit itself to this. Aid to priority sectors should continue.
- One should not suspend lending to these countries, but help them to improve their management, since suspension of lending can affect social programs that benefit the large majorities.
- IMF/WB/ADB/IDB etc. all should put pressure on recipient governments to achieve a minimum level of good governance & contain corruption.
- Why should people of poor countries be penalised for the fault of their bad rulers. A strong project monitoring of IDA resources use should equally be effective.
- Capacity building with model infrastructural development projects be financed, so as to improve governance in developing countries.
- IDA lending to countries should be linked with civil society/NGOs and CBOs, not the government.
- IDA objectives in nutshell I believe is to uplift the socio-economic conditions of Third World Countries. Countries having weak governance must morally and technically be supported enabling them to share their due role in the overall development of global peace and healthy environment.
- Main points are strong procedure, three items are very important: (1) information, (2) training, (3) programme planning.
- Militarization of democratic process will only lead us to chaos in the country, which means there

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- will be no change in the lives of citizens. Therefore, I strongly agree for immediate withdrawal of support from the govt. However, assistance to civil society organizations & political parties may be extended, and there is a great need to promote political education at the mass level.
- Only helps to aggravate bad situation and that ultimately harms the most disadvantaged sectors of society -- those without access to opportunities and choices.
- The governments of weak governance should not be given further financial assistance. Technical assistance & policy advice should also be given once or twice but not more until the country is on the road of good governance.
- What is the definition of good or bad governance. A lot of times good governance is perceived as one that is carrying out the liberalization & privatization agenda of the international agencies obediently. If the definition of good governance is more objective and one that takes care of the interests of the population in LDCs then one can go along with such a definition.
- Only military dictatorships have weak governance. They should not be helped even with technical assistance or policy advice. [Country] has suffered enormously from military dictatorships. During the [country] war the entire world helped [country] in every way but at the end of the war which also coincided with the end of military dictatorship there was nothing on the ground to show where all that help had gone.
- IDA funds are the most counted by the states. One must find a solution very rapidly to this dramatic situation; moreover, IDA fights against corruption. From all the moneys, the one from IDA is the most plundered by the state.
- The option to decrease loans to countries encountering management problems does not seem to be the best solution. It would be preferable to bring to these countries technical assistance and to also use other types of pressure which could help to rectify the wrong trends.
- Aid destined to these countries does not directly help the population but goes to a minority of people working in central places.
- In decreasing or withdrawing its loans to countries when programs are badly managed, doesn't IDA penalize the population targeted by its loans? We must find a strategy, think of adequate procedures so that these loans effectively benefit the concerned parties.
- It is a good dissuasive strategy, even if it's only the beneficiaries that suffer. One will need to revise such attitude if corrective appropriate measures are brought up.
- The method of intervention from donors does not often respect the will of the population. The technical assistance and advice from development partners must derive from free expression and need not from imposed will.
- Countries that require IDA resources are by nature very poor. To deprive a country of these resources it is to expose even more so the population who is already victim of bad governance. One must bring funds but also technical assistance which will allow implementation of good policies.
- Increase private sector loans.
- They need to be advised to come back on the right track rather than running away from them.
- Can make direct interventions at project level.
- 9 above + provision of basic services, e.g. vaccinations, well-defined environmental projects, etc.
- In addition to technical assistance and policy advice I would add institutional capacity building particularly those related to the legal and institutional framework as well as macroeconomic policy institutions and policy research institutes.
- Weak governance is a reflection of many factors. IDA should assist in investing in human resource (capacity building for good governance and policy formulation, evaluation & monitoring). Technical assistance and/or policy advice are not adequate for such countries.
- It is the sick who need some medicine and not the other way round. Thus what we need is not total disdain for the countries with poor governance. What is required is to find an "aid approach" which shall guarantee effective delivery of the assistance to those who truly and badly need it. For we should remember that it

Assistance to Countries with Weak Governance – Optional Comments

is the common man who suffers; not the corrupt officials. We should use an aid delivery approach which exposes the misdeeds of officials so that the public can support the donor agencies rather than hate them. Very transparent positive conditionalities can achieve this.

What ought to be done is to formulate lending programmes with specific elements tied to change, and to discuss these programmes widely, involving the opposition. Monitoring progress should also involve the opposition. Donors "hypocritically" say that they cannot impose conditions. Yet they impose many conditions that satisfy their preferences, and meticulously avoid setting conditions to democratize the policy environment and process in SSA. It is this "hypocrisy" that should be changed.

Depends on definition of "weak governance." Subjective criteria for assistance should be discouraged.

Such lending should not be scaled down nor stopped altogether but should be better packaged and multi-dimensional in focus. Issues of governance are inexorably linked to popular

awareness and also to the poverty status of such countries. Technical assistance should not ignore developments in districts and in the countryside. It should not be driven by the goings-on in the visible "metropole".

IDA needs to clearly state or articulate what constitutes "good governance" and agree with countries on what is expected of them in this area.

Provided governance issues are objectively identified so as to minimise the possibility of using them continuously to create conflict with government.

Scaling back or limiting IDA assistance can only hurt the poor and vulnerable even more. Conditions should be laid down to ensure that governance is strengthened as a pre-requisite to IDA assistance.

While I may agree with 8, this should be a necessary condition but not sufficient. We should move to direct financing projects on their viability. This will avoid shifting goal posts and involvement in the political process.

Country Assistance Strategy/Poverty Reduction Strategy Guidelines – Optional Comments

Question 10. The Bank's assistance strategy should be focused on poverty reduction.

Question 11. The Bank should evaluate a country's adoption and implementation of the Core Labor Standards.

Question 12. The Bank should require Government to prepare a PRSP which includes monitorable progress indicators and is based on a thorough diagnosis of the country's poverty situation.

Question 13. The Bank should require that preparation of the PRSP involve a high degree of participation by different groups in society, including under-represented groups such as women and minorities.

Help government to prepare poverty reduction strategy paper.

Prepare detailed poverty diagnostic and request that the government prepare the strategy.

The process of PRSP should be worked out with the creation of new employment.

More surveys and monitoring in cooperation with local NGOs.

Organize a committee with government, NGOs, and other organizations to prepare different proposals taking into account national needs.

Involve the people in the diagnostic of poverty and ask the government to use not only the official

Country Assistance Strategy/Poverty Reduction Strategy Guidelines – Optional Comments

statistics, but also the findings from the ordinary people. Then, the official statistics will be more reliable.

PRSP implementation does not need to be the only indicator. IDA must take into account the will and commitment of governments as well as specific situation of each country (e.g. post-conflict country/countries in conflict).

Bank's assistance strategy should not exclude vital areas of economic growth. Parallel with the poverty reduction programmes, there may be need for addressing critical bottlenecks to overall economic growth and investment.

Q. 13 - The involvement of the private sector is essential.

As well as local civil society organizations.

Illiterates are a big minority group that must be supported.

Why talk about "focused on poverty reduction"? Isn't everything we do aimed at this anyway?

Poverty reduction strategies should focus on job training and employment creation.

Q 10: Bank's assistance should promote the growth rates that will prevent poverty from becoming structural.

I agree to IDA's requirement for governments to prepare PRSP and monitoring. I believe sanctions need to be applied for poor implementation and abuse of resources provided under the programme.

The Bank should not be in a position to review and approve a government's overall strategy. The Bank should not require the preparation of separate, national-level documents.

Bank's assistance strategy should be focused on investments, which have the best likelihood of reducing poverty on a sustainable basis. (11) The Bank can review a country's adoption of Core Labour standards as part of its assessment for Country Assessment Strategy. (12) There is an implicit assumption that the country concerned has no poverty reduction strategy. All countries do have a poverty reduction strategy which may or not be very well articulated and documented. The Bank must first do a sector work to review the poverty reduction strategies and the programmes of country concerned. If a

particular country is found to have inadequate or ineffective poverty reduction strategy, the Bank should first provide technical assistance to such a country for developing institutions and capabilities to develop poverty reduction strategies and programmes. The country concerned can thereafter prepare its well-articulated Poverty Reduction Strategy which can be presented in the form of a national document. Provided country concerned does not have to accept poverty reduction strategy. (13) The Bank should not assume lack of participation. If the country concerned has a well-functioning democratic system, which is representative of participation, the Bank should not insist on evolving new participation structures. The Bank can however suggest/insist, depending upon the facts of each case, that the poverty reduction strategy of a country should be open to national debates before being finalised. Provided democratic institutions are weak.

The country assistance strategy & poverty reduction strategy guidelines mentioned above are almost in conformity with the policy of the [country] Government. More technical advice and aid for undertaking studies for poverty reduction strategy and for monitoring poverty alleviation programmes would further facilitate formulation of better programmes for poverty alleviation.

PRSP should be attempted but would be very difficult to prepare.

While the Bank may encourage preparation of a PRSP, there need not be a precondition, as the efficacy of a PRSP is yet to be positively tested. On labour standards, [country's] official views in WTO and ILO are reiterated.

At times international labour standards are imposed without evaluating local environment and potential.

Regarding 13, it is not clear whether specific groups should be represented independent of their participation in the normal democratic process.

(1) Poverty reduction strategies are indeed critical, but how will the Bank ensure that recipient countries embrace this -- more conditionalities? Sometimes it's a question of the political economy. The answers thus may also lie some-

Country Assistance Strategy/Poverty Reduction Strategy Guidelines – Optional Comments

where. (2) There is nothing new with PRSP; it's like previous strategies in terms of focus. The Bank and its sister/cousin across the street haven't made any fundamental changes (including institutional changes) to promote PRSP or have they? (3) Different groups in society have previously participated in development strategies. Nothing new in PRSP!

Poverty reduction strategies should involve the "voiceless" so that their concerns are addressed and they derive intended benefits.

The private sector has an important role in poverty alleviation. Hence direct assistance to the sector to improve its performance and service delivery is equally essential.

Definitions/interpretations of harmful child labour is a sensitive issue especially in poor countries. The debate is well documented.

Q 11: For some developing countries such as [country], insistence on core labour standards could spell starvation and untold misery to many disadvantaged groups. Q 12: Often the preparation of the PRSP is seen as a processing benchmark and no more. After a loan has been received, the PRSP is shelved away.

Currently too much consultation. Programs then do not get implemented.

Usually governments present strategies to donors without consultation with the implementers & beneficiaries. In the end they hit a blank wall. All they present is their personal interest.

While this is desirable, broad based consultation processes are costly in time, financial and human resources. This constraint usually forces government to conduct window dressing consultations which though representative are not widely representative.

#10: This depends on what is understood by poverty reduction (infrastructure support, health, natural resources, sustainable development is part of the battle against poverty). #12: Make sure to always have the country draw up the document (PRSP). #13: Define clearly that it is a product of those involved, not just the Bank.

#11: As long as it is avoided to define as exploitation of minors the fact, conditioned by the same poverty, of work by minors, or that, in general, such evaluations are abused to discriminate

against the country in question with respect to access to markets and financing, making it even more difficult to overcome poverty.

Do not accept the notion of "requirements." The Bank should, also, be very careful with labor issues. It would further complicate the already heavily loaded agenda of the Bank, it has no "expertise" in this area, and it could lend itself to a game with the goal to weaken the "free trade" zones of the poor countries. I have no problem with this definition -- ILO Core Labor Standards -- but the experience tells me that that is the starting point, but over time this could get distorted.

From [country's] experience of fighting poverty I have concluded that the strategy should set production goals and involve less aid reliance.

Would have to stress the creation of wealth between the poorest sectors (rather than "reducing poverty") and the access to transfers, so that the poorest can invest in human capital and attain a minimum level of consumption.

#11: We believe that there are other institutions (including the ILO) who are responsible for evaluating the adoption of labor norms, better qualified for this than the World Bank. #13: The World Bank should not require, but support effective participation of civil societies, making sure that they make an effective contribution to the PRSP design.

(i) ILO has already persuaded developing countries to adopt various Labour Laws and this item does not require WB intervention. (ii) In preparing a worthwhile PRSP, the WB should involve intellectuals, academia and knowledgeable professionals including prominent women, apart from state functionaries.

Unless economic activity is accelerated to generate a competitive environment and employment opportunities, poverty cannot be reduced and the resources allocated for the purpose end up with no impact. Historically despite a hefty poverty reduction programme the incidence of poverty has doubled.

I very strongly agree on the involvement of communities not only in reducing poverty but in every development sector.

Country Assistance Strategy/Poverty Reduction Strategy Guidelines – Optional Comments

PRSP program started from grassroots level and action plan through community participation.

These are good options. Must be materialized into practice.

WB in [country] is discriminating amongst different provinces and is not participatory. The bureaucracy of WB [country] is only from one province.

Which govt WB is talking about? There has never been a govt representing people. Therefore I would strongly suggest that WB should clearly redefine govt and also support people to have such govt. This can be done through consultations with people.

It is not the job of World Bank to monitor labour standards. Let this be done by ILO.

The economic policies are converting this country into 'a country of ten millionaires and ten million beggars.' And then the WB, the IMF and the international agencies are trying to formulate programs and provide help for these ten million beggars. It will be better if policies were corrected so that ten million beggars were not created in the first place.

How can you justify the implementation of the Core Labor Standards in developed countries as well as in developing countries where, in most cases, more than half of the population lives below the poverty line. Unless poor countries' income level does not reach a sustainable level, they cannot implement such laws.

More so rural environment, because poverty is essentially rural in [country].

The management of IDA funds should pass in other intermediaries (at least for the execution) because the public administration will never change (corruption).

Participatory approach has the advantage of better implementation of different recommended measures.

The process of PRSP preparation should not be pushed by World Bank milestones; it should be encouraged and facilitated rather than putting deadlines for submission.

PRS should focus on "process" and less on the "Paper".

On 10 above, IDA also to emphasize human and economic infrastructure for private sector growth, attraction of foreign private capital, improvements/strengthening of public policy.

All things being equal, this is a most rational approach. I hope there will always be a meeting of minds between the countries and the IDA. It is most important that international organisations respect local views - within limits of course!

Employment creation is important. Take-home pay is the most effective income distribution mechanism in SSA, not "transfers." Yet poverty reduction programmes do not give enough attention to creating productive and remunerative employment.

Poverty reduction, job creation through the introduction of artisanship and emphasis on skills and the fuller utilisation of the wealth and experience found in retirees and retrenched should not be de-emphasized. Schemes to attract expatriate [country citizens] to return to [country] are also worth noting.

The PRSP should not be viewed in isolation from the country's other development programs, otherwise sustainability will not be assured.

Again this should be necessary but not sufficient. Should next focus on viability of projects. No government grantee.

Building Capacity of People and Institutions – Optional Comments

Question 16. Optional written comments on how IDA should/could help building up the technical capacity of people and institutions in your country:

Building Capacity of People and Institutions – Optional Comments

- Financial aid for post-university studies. High level training courses and seminars. Support research (training of researchers, equipment of centers).
- Financial assistance should be coupled with human assistance.
- By a) helping sectoral ministries build strong human resource development units; b) helping to formulate educational policy that caters to the immediate and long run needs of the civil service and private sector; and c) helping the technical and vocational schools to grow in capacity.
- Enhancement of South-South cooperation for transfer of skills; package of incentives to reverse-brain drain by encouraging expert nationals to return to home country are options that can be added to measures cited in Q. 15.
- Through strengthening existing local technical schools and opening more effective vocational institutions.
- Building manpower capacity institute for private and government sector should be established.
- Helping the growth of capable teachers and building up of more schools. There are an average of 70 students in one classroom.
- IDA could help building up the technical capacity by assisting and encouraging private training centers or organizations.
- IDA should send inspectors twice in a year to monitor the implementation of the loan granted by IDA.
- The development of the private sector and the education of the people should go hand in hand. The training should be done by the private sector itself, because they know about their needs.
- Emphasis could be placed on in-service and other human resource development strategies to build up local capacity.
- Financing further education.
- Transfer of knowledge in the respective field of need, i.e. hire an expert and assign a counterpart; on the job training.
- On job training and rectify the bad incentive structure.
- Preferably in country training.
- Organizations: By eliminating the corruption, bureaucracy and promoting the apprehension of the centerless organization.
- Would establish priorities among the listed options in Q.15; highest is c, then d, b and a.
- Help improve acquisition of science teaching equipment in secondary and tertiary institutions.
- The strategy in (c) should focus on local government structures more than on national government.
- With devotion of resources, more effective monitoring and evaluation should be undertaken. Indicators for assessment of performance/utilisation of resources should be revised to reflect local perceptions of utility.
- Attempts to build capacity at community level can prove futile as there are far too many communities to deal with. What is achievable is the creation of management systems that are attractive for community initiatives to be developed.
- By training counterpart arrangements and institutional twinning.
- Countries should be allowed to develop their own systems and supported by the Bank instead of prescribing for them.
- Work to build and improve government systems rather than set up special management systems, then use these improved systems to manage IDA projects.
- Provide funds to first of all strengthen training organizations with appropriate equipment, books and know-how; support individuals to receive training.
- (a) Support local personnel to train abroad; (b) Assist local personnel to work as counterparts to foreign consultants on IDA projects
- In the development of effective management systems and procedures in government and capacity building at community level, a lot of investments have and continue to be made without significant improvements. A re-examination of the issue should be done instead of just increasing IDA resources.
- Institutional linkages is very important.

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- By providing technical assistance grant funding to selected universities and polytechnics.
- Should devote some attention to building the capacity of business associations such as the Private Enterprise Foundation and its constituent associations.
- IDA (World Bank) must establish own institutions and manage them.
- Provide opportunity to use people who have been trained by WBI on projects along to other TCOs.
- Support to policy-oriented research is particularly important, as greater understanding of the economy is necessary for pursuing the appropriate country/region-specific policies.
- IDA could strengthen institutions with infrastructure and training of human capital.
- IDA could best achieve this by regularly training facilitators for the various positions occupied for effective results.
- The resources should be invested in areas that the people at the various levels would think is most important for their development.
- There is the need to redefine the technical needs of major institutions that help to provide social services for the rural poor.
- By assisting in the development of these institutions in terms of their own needs, not just adherence to any pre-conceived models.
- By engaging in an active dialogue with the country.
- Through appointment and training of personnel/officer at middle and lower middle in the Government frequently in IBRD/IDA sponsored programs; participation of IBRD staff in Government sponsored Seminars/Workshops in the recipient countries.
- Help literacy programmes, health & sanitation and primary & secondary education should be the best way to build capacity.
- By diffusing knowledge on best practices around the world that can be adapted to the local needs.
- Minimise the role of foreign consultants as far as possible. Support capacity building training programmes to be conducted within the country; thereby more persons can be trained.
- Exposure visits to model country/program. Assessing skills, providing appropriate and adequate training, plus skill development training at model institutes which have already been identified by IDA. Providing financial assistance.
- Promoting local initiatives and capacity building would ensure national development.
- Encourage the use of national consultants and consultant firms. More focus on fishing, farming and agricultural projects for rural areas.
- Schools for professional technical training (technicians), and teachers' training colleges.
- In financing programs of capacity building (doctoral & post-doctoral programs - training seminars, etc.).
- Investment in manpower as a priority for development should be regular and institutionalised.
- Q.15a to d is extremely important (and no TA please). Both basic education and vocational training are critical for [country].
- Support post-graduate training to PhD level.
- The Bank should avoid concentration. There has been a tendency to train the same type of people without spreading the risk. Please diversify.
- [Country] needs immigration on a permanent basis of other ethnic groups to be a catalyst for development, and only in such an environment will local people learn to adapt to the world's way of thinking and functioning. Setting people down and teaching them does not produce good results.
- Provide technical and financial assistance for human resource development and purchase of facilities for the institutions. There is serious shortage of skilled human resource for the industries.
- Vocational and technical training are extremely important in this country. There is a dearth of instructors, materials etc. right from primary school level.
- Through a properly designed and implementable decentralization program. Through a social investment fund program. A vigorous public service reform program.

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- To reinvest into technical programmes that would assist in improvement of private sector development and capacity.
- Trainers for local on-the-job training. Technical trainers at primary and secondary schools.
- By ensuring its support to value-added education and training programmes. For example, we should ensure that our primary and secondary education systems should include computer literacy and basic business knowledge skills.
- IDA should introduce a vigorous distance training programme to build capacity of individuals in specific institutions that are responsible for implementing IDA's programmes. Should also provide equipment, material, financial and human resources.
- Partnerships between national institutions and international experts to improve the transmission of know-how.
- Requiring that the international technical assistance focuses on the "how to do it" supporting the national technical experts, rather than focus more aid on "what to do."
- Promotion of national professional and non-partisan think tanks.
- To develop processes to integrate the elements of the education system with the development and growth process of the country.
- Strengthen and modernize the education system. Continuing education and law of official conduct.
- Through strengthening of the education sector: direct more funds here, from primary to university. Reinforce education with a system more oriented to the practical side and to service, not just theoretical.
- Financing specific technical courses on issues that require expertise in [country] and moreover financing training courses for national technical experts.
- Two ways: government and civil society.
- Specially should support the investigations of national economists and academics that often are more effective in identifying the national problems than the experts sent by the World Bank.
- Together with enterprise umbrella organizations, INATEC and INTECNA, COSEP and chambers of commerce.
- Promote "partnerships" between organizations of [country] and other countries. Promote sabbaticals of officials and ex-officials of the World Bank in [country] institutions. Finance and support technically local post-graduate courses.
- Promote civil service law, and the creation of a stable permanent state, that is not a sum of projects.
- Strengthening the quality of teaching in the local vocational institutes, and to provide them with the necessary infrastructure and equipment, orienting it to the key sectors of the economy. Promoting technical training of government officials involved in IDA-funded projects and programs.
- Take the technical experts of the most representative institutions of the [country] economy and train them.
- By helping in the provision of general and technical education facilities.
- By providing generalised and professional education facilities.
- IDA/WB have so far not contributed much towards higher education/training, especially in technology. WB can and should support R&D programmes that can generate economic activity at national and regional levels.
- Develop appropriate technologies, support skill development in areas of competitive advantage including traditional SMEs.
- Creating the environment that draws attention on education as the principal economic engine. Sustained marketing of this concept similar to what has been achieved in the environment protection area.
- Communication with community (CBOs, NGOs, individual groupwork). Survey of areas -- importance problem & identification. Meeting + Training + Workshop + Programme.
- I favor effective management & capacity building of community besides involving NGOs on grassroots level to motivate rural folk participation in national development.

Building Capacity of People and Institutions – Optional Comments

- It could be done through investments in sustainable initiatives like SDPI, FRC, etc.
- On the job training must be a permanent feature for building capacity of people. Despite facilitating/building institutions staff mgmt development should be their purview to raise the standard and quality of their end products.
- Promotion of training, research & learning programs comprising of knowledge based on global best practices & analytical skills accompanied with deeper knowledge of local culture, institutions and skills.
- Strengthening civil society voluntary organizations.
- Through grassroots direct interaction only.
- Where necessary bring in technical expertise even on a long-term basis to help build technical capability & institutional strengthening.
- A survey of universities & higher bodies of research and development, for shortlisting of productive human resource.
- By providing fellowships to the younger people to obtain higher degrees including PhD.
- Hang the bureaucrats, i.e. Central Superior Services.
- Investing in making the public sector more efficient.
- Should support the institutions with good performance in national development effort.
- The comments earlier lead to the conclusion that IDA lending should normally be in form of budget support/debt relief.
- The best way is to help the country in its teachers' training programs and helping them produce more and more female teachers for primary level schools.
- Training courses in and out of the country should be held to provide training to relevant people in their area of specialisation.
- Helping dialogue/exchange between states and between institutions and between local communities.
- To encourage study trips, partnerships with researchers and institutions (North).
- By publication and information in particular.
- In-country training, training abroad (Europe/USA/Asia) through field trips and seminars (national and international).
- Supporting efforts to train professionals.
- To demand from the country a Program Document developed in a partnership with interested parties (civil society, local administration and basic community).
- To support developed plans in all above-mentioned fields and if need be to help with the implementation of these plans.
- In preparing concerted programs after clear identification of constraints and needs of the population and institutions.
- Initiating programs for vocational training, skills development.
- To support NGOs (health) for service delivery.
- Two levers could be implemented by IDA: to reinforce financially local training & research centers, and to grant financial aid to train professionals.
- Apply modality of technical cooperation among developing countries.
- By providing assistance focusing on short and long term training.
- Providing recent information of technological breakthroughs.
- Support institutional capacity to enhance learning.
- Promoting a well-functioning and efficient public sector indeed without corruption and other ills.
- Presently, there is excess post-graduate capacity in our universities. IDA could provide scholarship funds to universities to offer scholarships to deserving cases of priority areas because their respective departments and/or institutions cannot afford.
- Support local training institutions to develop such capacity. This is the most effective and sustainable response. Initially send local people to short courses abroad to pick up rare skills required for such capacity. Send technical personnel to the respective countries to fill the gap but hand over as soon as local trainees are ready.

Building Capacity of People and Institutions – Optional Comments

In [country] the problem is not lack of policies, institutions, capacity or procedures but implementation and capacity utilisation. Performance in terms of output should be demanded, otherwise action must be taken against non-

compliance. Research funds should be provided to find solutions to local problems; this will have a double effect of retaining qualified staff and finding local solutions to problems.

How Can IDA Foster Country Ownership?

Question 17. How could IDA better encourage and support a truly country-led development program?

Continue to invest in programs that are successful.
Direct financing of concrete projects which give results.

Encourage products based on local products with vertical integration, and introduce innovations for environment-friendly enterprises.

Engage local cadre to implement the program.

Financial assistance, implementation of modern experiences.

IDA to encourage and support program prepared by the government together with IDA in the area of poverty alleviation.

Long-term program of agricultural development and credits to farmers, which corresponds to the government's priority.

Make projects in these areas.

More use of national experts.

Permanent monitoring, evaluation of real results, study the experience of other countries where IDA did not have any results on the ground for many years, in order not to make the same mistakes in [country].

Use more of the local intellectual and technical potential.

Close cooperation with government.

Finance good projects.

IDA should give special attention to the participation of local experts in its programs and projects.

If projects are successful, they should get more advantage.

Transparency of actions.

The program of development must be a product of the country. To make available to the country financial necessary, technical resources, and if need be help the country to choose its priorities.

In collaborating more with NGOs who have a real hold over the population and whose creation responds often to a community will.

IDA could a) make sure that the country has a sound, transparent strategic development plan; b) deploy its experts to ensure that a specific development programme fits into the strategic plan; and c) ensure that society at large participates in its formulation and implementation.

The culture of cooperation and partnership fostered is commendable. The existing mechanism of consultation and partnership can also be bolstered through consistent programmes of local capacity enhancement and building.

By providing technical assistance and capacity building at the management level.

(1) By helping or creating sustainable capacity of the people and the government; (2) By helping and developing to keep their health and work.

How Can IDA Foster Country Ownership?

- By involving private sector representatives and other stakeholders such as community leaders, church or mosque representatives, youth and women's associations and other notables in devising/planning and implementing the programme.
- Encourage the establishment of institutional framework in public sector. There should be less government intervention in the economy.
- IDA should encourage and support more.
- The private sector in [country] is under-represented and weak. The economy should grow healthy - for us this is only possible if the market is free and the private sector is a major part of the development.
- Through technology transfer, encouraging education, training nationals at all levels (locally and outside the country), supporting and encouraging institutional governance, encouraging the private sector.
- Assist governments to develop, implement, and monitor and evaluate their own programs themselves, with the ultimate goal to do it by themselves the next time.
- Capacity building.
- Encourage and support the concerned country to identify its needs.
- Invest in the people which in my opinion is the most productive asset that [country] has. And, as in most developing countries, priority should be given to gender empowerment & related development activities. Given the country's emphasis & premium placed on self-reliance makes investing in the people absolutely critical.
- Monitoring how resources are being used - by whom, for whom? All [country citizens] should benefit from it.
- Ensure ownership of the program (have recipient driven program).
- Support to large scale public information campaign
- Impossible to comment in a few words.
- Targeted projects to tackle low growth and corruption.
- By its sustainability, implementation and proper allocation of the assets to the beneficiaries.
- (1) Strengthen research component in project/program design phase, using knowledge/skills of local experts/professionals; (2) Assure wider participation of the public/target groups in project implementation.
- IDA should pay more attention to the clarification of responsibilities in every program. Selection of project managers, who represent the WB, selection of local staff, program evaluation and monitoring are activities that need more attention and further improvement.
- By motivating public sector participation equally as done for the private sector in project implementation.
- IDA should ensure that all programs presented to it for funding have been sufficiently discussed with civil society.
- Integrate foreign technical assistance with local capacity building and eventually scale-down on foreign technical assistance.
- Use of established and proven methods. Pressure on government for endorsement/rejection of heads of key institutions if they perform/fail to perform.
- Break the "top down" tradition of IDA-led assistance strategies and allow developing countries prepare their own programs for IDA support.
- By involving local institutions and people actively in the implementation of such development programs.
- By providing financial/technical support.
- Countries should have freedom and flexibility to develop programs based on specific objectives.
- Encouraging and implementing a policy of allowing local experts to lead development assistance projects/programmes.
- Support institutions responsible for Planning (Spatial, Economic and Development)
- Work to build and improve government systems rather than set up special management systems, then use these improved systems to manage IDA projects.
- Provide funds to first of all strengthen training organizations with appropriate equipment, books and know-how; support individuals to receive training.

How Can IDA Foster Country Ownership?

- By promoting democracy and transparency in government which in turn will ensure that development programs reflect the aspirations of the people.
- By showing continued support, guidance and psyching the people to see the program as theirs.
- There must be openness in both the development and monitoring of the benchmarks.
- By developing closer relationship with the private sector. A lot of waste of development funding occurs as a result of dealing only with the public sector.
- By the involvement of the private sector as well as civil society in the design and implementation of the program.
- By insisting on a process that involves civil society, government representatives from the districts, regional and national levels.
- Involve NGOs more in this direction.
- Strengthen national development and economic planning institutions to do their work independently and support parliament to perform its oversight functions more effectively.
- IDA should direct countries in formulating people-centered policies as well as encourage the active participation of civil society.
- IDA should ensure that all development programs really reflect the needs and aspirations of the citizenry. An active civil society should therefore be encouraged and supported.
- By involving people from the various groups, e.g. civil societies, private sector, public sector, etc. in the preparation and implementation of the programmes.
- By supporting policy changes and project. These will encourage the role and growth of the private sector for micro- and macroeconomic growth for men and women.
- Must intensify its activities in social services.
- By greater participation of awareness group -- NGOs, media & electronic media in the programme content of IDA.
- By suggesting how the current country programme can work better.
- By supporting the country's initiatives in the social sectors in particular, with due care to be given to regional equity.
- Through more broad based (with different participating Ministries) interaction & discussion at regular intervals regarding the impact of Externally Aided Projects & ascertaining the views of Ministries for change in programme contents to suit local needs.
- Programmes should be formulated from the grass-roots level organizations and districts and municipalities.
- By following the framework of national policies.
- For a country the size of [country], this is a daunting task. However, sectoral credits at the national level can be given based on a comprehensive development program in that sector that can be implemented through state governments.
- Insist on clearly measurable broad outcome indicators and release the funds only against the performance.
- Perhaps greater involvement in the areas of housing and urban infrastructure.
- Identify key issues and successful program implementers. Lobby for advocacy changes at government. Offer financial and technical support. Help in dissemination of information. Listing them as country-led program in the world map. Strengthening networks.
- Promoting community participation and ensuring use of democratic norms.
- Building capacity of individuals by promoting minimal compulsory education to nationals. This could be possible by setting up an appropriated educational system.
- By providing training for such people.
- Programs and proposals should be drawn up by the government in conjunction with the local communities.
- In participating in the implementation and the financing of projects.
- By encouraging herself to listen more to recipient country officials. IDA supervision missions should report back to Washington the truth about the views/sentiments of recipient country officials. If there is a problem of convincing the recipient country officials then let's do it in

How Can IDA Foster Country Ownership?

- a positive manner by using good arguments and less of conditionalities (although admittedly they are necessary sometimes). If the officials can't understand, maybe it's a problem of lack of knowledge and skills; so train them!
- By respecting home-brewed reform programs and strategies.
- Encourage a participatory process which enhances ownership and shared vision.
- Ownership of programmes by the citizenry. Must be encouraged at all cost.
- Build up the private sector rapidly.
- Involve the people (all sectors) to prepare what they want -- participation with clear implementing machinery not just a government ministry.
- Not only providing financial resources but backed up by technical support as well, especially in implementation which the country has proved not to be adept at.
- Assist in the following: (a) fund restructuring and reforming of public service; (b) fund the establishment of a specific human resource development program; (c) fund the introduction of a truly performance based management system for the public service.
- By allowing the country to develop its own priorities. In [country's] case programmes should seek to achieve its 2020 vision.
- By encouraging teamwork in the development of programmes, i.e. all stakeholders to work together and understand where, how and why.
- Needed? Many studies already exist.
- By ensuring that the capacities of the private sector (including civil society & NGOs) are strengthened to provide the other opinion other than that advanced by the government.
- IDA should include the participation of all stakeholders. When it comes to support a development programme, these will help to monitor government progress -- civil society, media, private sector & government.
- I believe that the World Bank would have to give financial support to serious NGOs that would dedicate themselves to study, and then disseminate reports, on issues of great national importance. I am thinking of "think tanks" that would help to mold public opinion and that would help the IFIs with their analysis in the country. When this sound analytical capacity exists, we could say that the country is on the way towards sustainable development.
- Programs designed for the specific needs of the country, without copy or impose schemes and responding to needs defined especially through intensive consultation processes.
- Promote that the projects are institutionalized within their structure and that they are consistent with the government's development plans.
- Support the implementation of a national development plan, involving all relevant sectors and financing the actions/some actions/strategies of the plan.
- To facilitate discussion and convergence on the principal elements of a possible development strategy for the country and to support the implementation of the agreed actions.
- Agreed program on the basis for a long-term strategy towards sustainable development.
- With participation of all social sectors.
- That the development plans are the result of consultations between all the sectors - political, private sector, labor unions, NGOs, etc. - so that they present a vision for the country and can be implemented in the short, medium, and long term.
- To promote a transparent national dialogue: government, political parties, private sector, and civil society.
- Finance the elaboration of plans and policies worked out by government and non-governmental professionals.
- To provide opportunities to local capacities of professionals, among others.
- With a program at short and medium term and goals at the long term, together with the private sector that creates wealth and the government as facilitator to improve competition.
- Disconnect its programs from the government's, in the sense of not seeing them as executors of the policies, and give more of a role to the NGOs.
- Help to create internal capacity in the country (both technical and in terms of participation mechanisms) so that there are real national

How Can IDA Foster Country Ownership?

- counterparts with IDA and the other IFIs in the process of defining programs and projects.
- Define periodic evaluation mechanisms of the development plan (twice per annum, for example) with open participation of all sectors.
- Continue to push its poverty reduction programs.
- IDA should stress its role to become the most important source for technical and financial assistance in support of long-term economic and social reform under the PRSP.
- Although Bank management and experts never tire of emphasising country ownership of programs/projects, the truth is that seldom has the Bank come in to finance a home grown project. While admittedly capacity is limited to produce good projects, but these should at all times arise out of felt recipient needs or else projects tend to diverge during implementation, especially with regard to institutional reforms.
- By encouraging small and medium labour intensive development programmes.
- IDA should invite proposals, from major government/public sector and private sector organizations containing their strategic planning/action plans. Those with sound plans that have rapid economic impact should be encouraged to implement those plans with as little bureaucracy as possible with the help of World Bank.
- Discuss with various stakeholders and managers of the economy and identify appropriate country-led programs.
- (a) Choosing from existing projects instead of formulating new projects; (b) Identify local success stories & disseminate them; (c) Participatory finance.
- Efficient & economic utilization of resources through local led project implementation group.
- Educate the educators.
- Above points are they main key of a cadre of social development?
- By clearly focusing on priority lending areas.
- By taking the civil society and polity into confidence.
- Encourage Govt -- Private Sector/NGOs -- donor dialogue and joint strategic planning.
- Greater emphasis on social development issues and integrating them fully in assisted projects with proper monitoring, assessment to ensure optimum use of resources.
- Prioritize the need of people; need-based program should be operated. Raise education, involvement of communities, curtail power of civil servants. Rapid work progress.
- Select honest & devoted individuals/NGOs and communities for models.
- Through a sound feasibility study.
- Through supporting efforts (not westernized NGOs) for real democracy and civil society, which is lacking. This needs WB officials to work like social mobilizers.
- Hang the bureaucrats, i.e. Central Superior Services.
- Instead of donor driven projects, the governments may be asked to come out with aid-worthy projects.
- Once the country identifies sectors & sub-sectors that are priority IDA could provide credit to these sectors at concessional rates.
- Support to higher education especially computer science, IT and sciences.
- Through support of genuine NGOs.
- By making sure that amount allocated is well spent.
- Make assistance monitorable in the case of country-led health and education programmes.
- More involvement of people, more awareness and better planning.
- In discussing, formulating (and in financing) the program directly with the people in charge who will implement the program.
- In not giving funds to the public administration, in encouraging arbitration and redefinition of the role of public services.
- Trust local consultants.
- Financing and co-financing.
- To share objectives, strategies and results with a participatory approach.
- With participatory approach as a basic principle for all programs.

How Can IDA Foster Country Ownership?

In getting closer to the population who live in their everyday life the reforms undertaken by the State.

Encourage exploitation and promotion of local products which could interest foreign investors.

Facilitating the financing of programs by the country and to give necessary expertise if needed.

To allow even more NGOs to put in place social infrastructure for good management.

Annual consultative meetings.

By having a roundtable discussion and know the priorities of the concerned country.

IDA should operate through the Government.

Provide budget support.

Strengthen local capacity, foster use of local experts, expose govt leadership to economic management imperatives through training.

Promote ownership.

Assist to build the capacity and competence of individuals and institutions to be able to determine/formulate the development agenda.

By leaving the countries concerned to define the agenda and to actually write the proposal.

IDA should continue with dialogue with government and also respect the govt's priorities. Sense of ownership should be created.

Strengthen key national focal points (e.g. ministries of Planning/Finance, Central Banks) & encourage participation in national policy-formulation (support institutions/groups in that direction).

Investing in the social sectors, supporting a well functioning private sector and strengthening civic participation in national development efforts.

IDA should support the creation of National Trust Funds for Reconstruction and Development which can act like the IBRD. Project applications would be channeled to these funds with IDA assisting to develop the capacity of the Funds in project appraisal and supervision. IDA's task in future would be only to appraise the capacity of these funds. Beneficiary applicants to the Funds must be equity holders in those Funds.

Support the democratic process so that people can genuinely formulate and execute their own development programmes.

Consult more with local experts.

Each country should develop its own CAS and IDA should endeavour to respect it.

Not sure. A country-led development program commences with a district-led programme which is integrated at provincial level.

By ensuring that nationals take the lead in program formulation and implementation. Capacity building should be provided to nationals.

Encourage and support country development agenda. Using its wide exposure to development issues across the whole world, assist countries to appreciate all possible options available to them.

Revisit strategies and establish that they confirm to the national objectives.

Listen and accommodate country requirements and aspirations.

By requiring that government consults widely and involves the participation of civil society and private sector in design, implementation and monitoring of programs.

What is Missing from IDA's Current Program?

Question 18: What could IDA do in addition to what it is doing now to help reduce poverty in your country?

What is Missing from IDA's Current Program?

- Reinforce the educational system. Put in place projects requiring lots of labor. Finance basic infrastructure (hydroelectric dams, energy distribution, irrigation system). Promotion of small credit.
- See comments above. More so, one should reinforce micro-financing sector.
- Focus on credit (small-scale) provision and other packages of support to the informal sector and small-scale producers.
- IDA should strengthen the Investment Bank of [country] (more funds should be made available).
- Through investing more in the social sector and promoting efficient private sector.
- Assist the private sector and the government earnestly and soon in rehabilitating the devastated economy, encourage business development services and extend loans.
- Ensure that there is a yearly poverty reduction in terms of planned percentage.
- IDA should try to increase the quality of the school system up to 12th grade.
- Support the country to be self-supporting.
- To help and encourage the people to be self-sufficient in improving their life.
- What it is doing now is praiseworthy, and without being hopeless or tired it has to continue.
- Don't know much about what IDA is doing in our country.
- Encourage good governance.
- Identify the need for the poor and introducing microfinance/microcredit. This is the only way to combat poverty, especially in rural areas.
- It appears [country] has made considerable progress in addressing poverty & economic development given its involvement in a war over the years. With the conflict hopefully behind this means the government will be able to concentrate its efforts on further mitigating poverty. Thus, where IDA policy and support allows, efforts should be made to support ongoing efforts of government.
- Empower the people.
- Involvement in hydropower and irrigation development based on the rich water resources the country has. Private sector development.
- Concentrate on the economic development of the country.
- Inclusion of IETY at large into the process, raising awareness of public.
- Make more investments to target poor groups.
- Force the government to tackle corruption.
- Investing in self-reliance promoting microprojects through provision of small grants could be beneficial, in case IDA experts participate in the design of such microprojects.
- Create the job info center and assist those people who are involuntarily unemployed.
- IDA needs to improve the quality and substance of its usual activities.
- Focus more on water and sanitation issues and coordinate the advantages of the savings in this sector with other productive sectors of the economy.
- Helping to introduce appropriate and environmentally-sound technologies to the rural sector of the country.
- Missions should not come in with preconceived notions. The IDA does well in linking up with groups/persons whose opinions count. They should utilise such opinions more instead of toeing an already decoded agreed line.
- By emphasizing creation of wealth instead of reduction of poverty.
- Focus more consistently in outputs that will reduce inequalities of access to social services.
- Improve the linkages between various sector-based programs with clearly defined long term overall monitorable national goals.
- It could increase the number and skill mix that receive training in specific skills and at different levels.
- Promote fairer global trading policies.
- Substantial increase in the level of financial and logistic support and allowing flexibility in the implementation of projects/programmes.
- Vigorous support of social (education, health, etc.) programmes and income generation activities.

What is Missing from IDA's Current Program?

- Apart from supporting Ministries of Health & Education, must support small business development initiatives through training of entrepreneurs and setting up a fund for business promotion.
- Endorsing the right social and economic policies and programmes.
- Support government to take measures to stabilise the local currency, reduce inflation and promote foreign investment.
- Improve the monitoring of the country strategy.
- Promoting and supporting development projects that rely on local expertise, and are labour intensive. The development of the real estate sector and related industries is relevant.
- Hold direct dialogue with community groups, NGOs, etc. to enable it plan its programmes better.
- IDA should consider working with NGOs/civil societies and provide funds/grants for community level poverty reduction programs.
- IDA could emphasize its determination to help reduce corruption, the number one enemy of the fight against poverty.
- Get the poor people involved in the drawing up of the programmes needed in their various communities. The technocrats do not always have the solutions to the problems of the poor people.
- Must have a very strong monitoring team on its projects.
- The affected groups should be targeted and when help is offered regular monitoring and supervision should achieve effective results.
- Continued and enhanced support to the social sectors.
- Get even greater involvement of state governments and not give up the states lagging behind.
- IDA resources, both financial and technical need to be increased for the country.
- Should undertake IDA's own evaluation studies of the implementation of poverty alleviation programme with a view to optimize the benefits of such programmes.
- Do the job efficiently delivering the services fully.
- Give greater emphasis to health, education and women empowerment.
- Invest more in education, health and rural development projects.
- It can look at some of the integrated strategies for poverty reduction at the national level, but adapted to local conditions in each state and district.
- Greater interaction at the grassroots level; enhanced interaction with NGOs.
- Not sure of existing programs.
- Universalise education and skill development as it in the long term reduce poverty and nurture national development.
- Provide more resources for education and health.
- Encourage more projects for water, sanitation, health and education. For education more focus on technical courses. Focus on fishing, farming, and agricultural projects for rural areas.
- More support to local private sector. Mainly support to private sector operating in rural areas in small scale.
- Provide with job-creating infrastructure projects.
- Assist in the creation of small and medium sized companies – expansion of network and credit lines.
- To intervene in development projects, amelioration of basic services (health/education etc.).
- Encourage a steady flow of resources as programmed and avoid withdrawal of donor support except as a last resort. The behavior of withholding resource flows brings in uncertainty and makes the country a high risk country in the eyes of investors.
- Reduce bureaucracy, encourage infrastructure development, MASAF type of projects, and the building of capacity at the rural level.
- Review and expand safety nets especially for urban poor and rural communities.
- To restructure itself so that it is more responsive and more adaptable to recipient country needs. Otherwise, she's doing well.
- As in Q.17, building of the private sector is the only hope of alleviating poverty for future generations.

What is Missing from IDA's Current Program?

- Involve the private sector and the local government in decision-making and implementation. Direct assistance to the private sector to improve their businesses can help a lot to reduce poverty.
 - Since we have a lot of governance and corruption issues, precisely targeted aid to specific communities is what can make a difference.
 - Assist to arrest the population explosion. If population growth was brought under control (such as 0.5% growth), the positive GDP growth would start to make a dent at poverty levels.
 - Fund long-term development programs for the enhancement of human resource, management & planning capacities of the public services.
 - On-the-job training.
 - Work with private sector to develop specific programs that would increase inflows of foreign currency.
 - Establish a financial institution with low interest rates providing long term loans.
 - IDA should include in their mandate to directly give resources to civil society and nongovernmental organisations.
 - Provide funding for civil society & NGO development activities especially in capacity building.
 - Help to reach the final HIPC resolution and obtain grants for conservation and sustainable development of the natural resources and productive activities.
 - Promote investment, supporting directly the sustainable production and industry.
 - Strengthen labor, from a productive perspective of the social sectors.
 - Support the technical capacity of high national level to assure technical sustainability of the actions (standardization and improvement of databases, revision and adjustment of programs, taking of informed decisions).
 - Campaigns of sexual education and birth control in far off areas, away from the population centers.
 - To finance programs that help to improve the income of poor families.
 - To promote local organizations and community organizations.
- See #17 (Finance the elaboration of plans and policies worked out by government and non-governmental professionals.)
 - Apart from the PRSP, IDA should push private sector investment programs, lending funds that help enterprise development.
 - Avoid the capture of public expenditures by the upper class (e.g. 6% for the national university at the cost of primary education). Support the creation of an intelligent and capable state (creation of meritocracy, civil service law, information technology). Create greater capacity to analyze policies on the part of the private sector, unions and NGOs.
 - Promote micro-productive programs: backyard economy, planters, microenterprise.
 - IDA should concentrate its support to key programs and projects for social reform, avoiding as much as possible the proliferation of pilot projects and programs that lack financial and technical effectiveness. IDA ought to support infrastructure projects which are socially desirable in view of their impact on economic activity and employment, but which cannot be done by the private sectors (e.g. roads).
 - Promote industrial development in the small and medium enterprise.
 - Enhance exposure, technical input into concept/design of project, ensure beneficiary involvement at all stages, reduce administrative expense, reduce consultancies not directly related to projects.
 - Generate gainful employment opportunities.
 - IDA should invite proposals, from major government/public sector and private sector organizations containing their strategic planning/action plans. Those with sound plans that have rapid economic impact should be encouraged to implement those plans with as little bureaucracy as possible with the help of World Bank.
 - By providing more funds to be spent on projects focused on poverty reduction.
 - Support jointly prepared PRSP programmes.
 - Improve governance through equalisation of opportunity. Promote merit. Identify corruption and help government to reduce it.

What is Missing from IDA's Current Program?

- Small infrastructural development projects like water, sanitation, health, primary education and energy.
- Promote self-confidence in local business interests.
- (1) Survey, (2) Research, (3) Identification of problem, (4) Meeting, visit, (5) Training, (6) Program planning, (7) Evaluation, monitoring, progress report.
- Direct link with NGOs is necessary; the govt is not trustworthy. Small loans should be disbursed to NGOs to start credit schemes in rural areas.
- Direct outreach to communities, without the role of middleman.
- Greater emphasis on vulnerable and marginalized groups in the country.
- I heard about NGO-WB Committee. I think this committee needs improvement, like real participation of real NGOs & other civil society organizations like trade unions, professional bodies, etc.
- Not really sure. Perhaps monitoring that funds meant for alleviating poverty are actually used.
- Poverty reduction programs in each province separately. Poverty monitoring setup.
- Promoting technical and vocational education and raising job opportunities both in public and private sectors. Agro-tech should be integral part of it.
- Reach community directly.
- Hang the bureaucrats, i.e. Central Superior Services.
- One possible way is to allow the developing countries that have large fiscal deficit but program with IMF/World Bank not to include grants in computing the fiscal deficit.
- Poverty reduction should not be the focus of IDA policies.
- Support for development of skills in demand.
- Underwrite asset distribution to the poorest, especially women-headed households.
- By more allocation for educating the poor.
- It should first make up its mind on the issue of globalization. What it has so far done on this score has only deepened poverty in developing countries.
- It should, first of all, set reasonable targets for structural adjustment in a country. And secondly, should improve its image tarnished by allegations such as that these institutions are a tool of the developed world to keep the developing countries dependent on their money, perennially.
- To emphasize follow-up evaluation of poverty reduction programs by periodical control.
- To install basic infrastructure and give access, electricity to villages, rural telephones, schools.
- Focus on loans/credits to the most crucial sectors.
- In controlling excess liberalization advocated in the commercial and economic policies, above all encourage the transformation of local products to better remunerate local agriculture.
- In encouraging a real policy of decentralization in giving total responsibility to grassroots does and giving the means to succeed in the new policy.
- In helping the government to focus its efforts by creating a climate to help the development of the private sector and to allow population to access basic social services such as health, education, water, etc.
- Population should be involved in decision that would affect them directly.
- To work directly on projects which benefit local communities, or to finance such projects.
- First to better define "what is a state of poverty?" then fight the reasons and reduce the consequences.
- Encouraging involvement of population in strategy development and programs.
- Implementing a real policy of rural development.
- Increase aid in social sectors (health, education).
- Assist in microfinance sector.
- IDA should speed the decisions of the budget aimed at poverty reduction programme.
- Increase resources; strengthen focusing.
- Re-examine the current economic international order, whether it is fair and propose ways to make it fair.
- Support monitoring system - quantitative and qualitative indicators.

What is Missing from IDA's Current Program?

- Build the capacity to analyse poverty and strategies to address poverty reduction.
- Policymaking at govt levels to focus on projects that aim at empowering the citizens at district levels who are below poverty line.
- Assist the private sector to create more jobs.
- Devise programmes and/or project that will directly increase peoples incomes.
- Nothing.
- Add employment creation. Above all, support democratic structures, processes and institutions.
- By directly supporting viable projects which support growth and poverty reduction.
- Assistance to small-scale and medium enterprises.
- Develop programs for increased employment, create new employment and self-employment.
- IDA can give more attention to development employment and self-employment, especially in rural areas.
- Increase financial assistance.
- Not familiar with the other programs.
- Prepare and realize social programs to create new employment in rural areas. Increase agri. production, and help organizations with marketing. Development of labor at home (e.g., for the handicapped). Realize special programs for some categories of people in rural areas.
- Review the strategy of economic development of the country, and take more effective measures to stimulate economic growth.
- Should invest in programs to improve social conditions of refugees.
- Support to private enterprises in the agricultural sector; direct investment aimed for poor people.
- Support and help small-scale enterprises.
- Create employment in the war region of the country, resolve issues of employment and refugees.
- Give effective assistance to prepare and implement to reduce poverty levels.
- Give more credits to social programs to health and education.
- Making direct investments to target poor groups and support a well-functioning private sector.
- For [country], there is an urgent need to have a National Agriculture Credit Bank for long-term and medium-term investments. Also IDA should provide a facility for supporting savings and credit cooperative societies with both technical assistance to bolster the management of these SACCOS as well as financial supplementary support.
- At the moment, the government does not have such a program. There is a project that nobody knows when it will be approved.
- IDA should help realize special program aimed at restoration of workplace, industrial enterprise, develop infrastructure in industry and agriculture.
- IDA should help increase the employment in the private sector, or make other institutions deal with this problem.
- Direct support to small enterprises through soft loans.
- Not sure, but [country's] future is in growing organic food all year round for local consumption and for export using dams and irrigation schemes in Resettlement Areas, etc.
- IDA should recognize that some of its conditionalities do not help reduce poverty and actually accelerate it.
- Stronger efforts to encourage new FDI (e.g. Sun International) combined with programs to link FDI, government, donors and multilateral institutions into a partnership to generate economic growth and poverty reduction.
- Use some of the findings in the PRSP but this should not be implemented in isolation to other similar activities.
- Policy and institutional framework is critical to sustainable development.
- The ordinary person has not identified what would move him/her out of the current state of poverty; for him/her the solution will be tailored.

In Which Areas Should IDA Reduce Its Involvement?

Question 19: Are there any areas where IDA should **reduce** its involvement in your country?

No/None -- 40 responses

Don't know – 9 responses

Not any to my knowledge.

I am not aware of any redundancy of involvement.

Do not think so.

To the contrary, IDA should be more involved than ever.

Not that I know of.

No. IDA's involvement has provided substantial development assistance.

No. [country] is still a developing country and therefore the challenges of development is beyond the means of the country. It needs all the help it requires.

None so far.

I don't think there is any such area; I would slightly change the priorities of IDA activities and programs.

I do not know of all areas of IDA involvement.

Not at the moment.

IDA should be involved in every sector.

The primary areas of IDA's intervention in our country are priority areas.

Contrarily it should be involved more if a better world is to be created.

There should be greater involvement in policy formulation and implementation monitoring.

No -- should broaden it, but while checking that the funds are well used. Check on the people that manage them, so that the government officials don't misuse the funds through corrupt activities.

Can't think of any offhand.

Institutional development.

Should reduce use of international consultants; [country] has great professionals in any field.

Fight against discrimination towards women.

None. A reduction is defeatist; an adjustment on the basis of practical reality is more sustainable and will achieve desired impact.

Not that I can see. I believe there is room for both in intensification as well as extension of IDA support as suggested above.

Do not know; don't know much about what IDA is doing in our country.

IDA should reduce its role in which its involvement will result in [country] becoming more of a debt-ridden country. The country is well-known for not wanting to be overwhelmed by debt -- particularly debt that they perceive as not being in the best interest of the people, government, etc.

Reduce spending on technical assistance aimed at producing output rather than human capital formation.

Local mafia network.

Urban development.

The number of external consultants should be reduced drastically and to use funds for them to finance direct productive activities.

Investing in infrastructure.

Yes, the provision of physical infrastructure -- the government should play a major role in that while IDA concentrates on technical assistance and building capacity.

Taking additional areas and providing additional funds is required rather than exiting existing areas.

At macro-level economic analysis, restructuring programmes and fiscal reform programmes.

Irrigation, roads, flyovers.

In Which Areas Should IDA Reduce Its Involvement ?

Investment in large dams (without proving viability) and areas in which displacement of poor/tribals avoided.

NGOs.

Elections and technical assistance.

IDA has made a difference in [country]. IDA should continue to address poverty issues.

IDA is always adding new areas, the latest being governance & rule of law. So don't reduce, just prioritize your areas of involvement.

Stop supporting the public sector unless the corruption ceases.

IDA should reduce its involvement in projects that are not sustainable -- which, for instance, government is unable to support financially after the project life.

Meetings, consultations, conferences.

Technical assistance.

Yes: reduce the pressure on the government to avoid questionable and poorly thought through privatizations, such as in the case of the energy sector, where instead of leading to more investment and generation, there is now a private, instead of public, monopoly, which is postponing the increased supply of energy.

In the government.

Reorient the program of integrity and transparency, because it does not work. Better to assign this to civil society.

(a) Input into macroeconomic decisionmaking. Int'l donors' involvement have resulted in disaster for poor people. (b) Sectoral Adjustment facility with textbook & cookie cut solutions such as privatisation, commercialisation. In [country] IBRD/IDA has done more damage than good by opening a private sector corridor for power generation by insisting on enhanced user charges for utilities without ensuring that inefficiencies and corruption is reduced. Please keep your clever ideas to yourself and practice them in the World Bank.

IDA should identify good performers and encourage them rather than depend on slow and inadequate response from the government of [country].

Earmarking bulk of IDA funds on foreign consultancy.

Avoid dictating to our country, we are free making or breaking any policy benefiting our people. Lending on very harsh terms should be stopped.

Gender issues -- IDA should not involve themselves in gender issues.

IBRD, IDA involvement has increased debt burden far more than any benefits claimed.

In our organisation and IDA communication of experience share and future planning views.

Investment through government.

Ongoing preaching about 'good' governance is of little use, more practical examples need to be given of what 'good' governance is, for example in running a specific program or project.

Yes! Direct negotiation & agreement with govt without involvement of those who are paying the interest and being affected by SAP, etc.

IDA should not involve itself with mitigating the effects of wrong economic policies.

No subsidies to private sector, direct or indirect. Let them fend for themselves.

Stop giving loans to government (all departments), until the bureaucrats are hanged and governmental recruitment based on regional quotas is eliminated & job descriptions, workplans and complete transparency is developed.

At political level.

Stop aid to dictatorships.

Microeconomic aspects; budgetary management.

In management of the state's affairs.

In the program formulation. Strong presence from WB staff.

Food aid.

The multiple meetings, political projects without impact (PNC) etc.

Yes, for example the financing of seminars and studies without follow-ups.

Too many missions.

TA except for capacity building.

In Which Areas Should IDA Reduce Its Involvement ?

Exercise caution in dealing with the broad spectrum of the civil society/mushrooming NGOs.

IDA should reduce TAs from abroad and instead use or build available local capacity.

IDA should support training to manage water, sewage and garbage systems, but should not finance these activities directly because the

country becomes too dependent on IDA in the long-run.

General studies unless they culminate in some economic or social investment or into a key policy change.

Yes, wanting to lead all other donors, taking strong positions on all aspects of a country's economy.

Three Most Important Areas Where IDA Should Increase Its Involvement

Education; infrastructures; promotion of credit.

Encourage private sector; physical infrastructure; training.

Agriculture; infrastructure; human resource development.

Critical physical infrastructure (power plant, water systems, etc.); poverty reduction programmes; human resources development.

Capacity building; technical assistance; support foreign investments and business partnerships.

Capacity building of people and institutions; encourage private sector in nation building; education and health.

Education; public health; private sector.

Health; education; agriculture.

Human resource development both in the public and private sectors; infrastructure development; improvement of governance.

Private industry; education; infrastructure.

Promotion of the private sector; institutional framework in public sector; education and health.

Capacity building in the grassroots; strengthening local training centres; microfinancing schemes.

Health and education; capacity building; systems and government procedures.

Social infrastructure; gender enhancement; macroeconomic and private sector development.

Education; health; strengthen private sector.

Infrastructure development; fertilizer purchase support (agriculture support); private sector development.

Capacity/institutional building; poverty reduction (spending on education & health); infrastructure development.

Economic development; social policy; education.

Investment in social infrastructure; support to private sector development.

Poverty reduction and social sector; private sector development; support to better public governance.

Private sector development, to promote development of cooperative schemes in agriculture, and credit unions; development of efficient public sector; and SME development, especially agro-processing.

Investing in social sectors; target investments.

Investments in human capital; private sector development; improved governance.

Social sector; private sector development; anti-corruption initiatives.

Corruption; economic growth; morals/societal issues.

Social sector; environmental protection; poverty.

Economy; education; politics.

Fostering growth; supporting a well-functioning private sector; and analyzing the poverty

Three Most Important Areas Where IDA Should Increase Its Involvement

- situation and sources of/bottlenecks to growth.
- Development of market economics; fostering institutional changes and formation of truly democratic government; supporting educational institutions and activities.
- Sustainable development (business opportunities, employment); poverty problems; social services (education, health).
- Social sector (education and health); supporting private sector development.
- Support for private sector (medium scale) development; agriculture (small-scale & medium-scale ventures); infrastructure (social & economic); radical overhaul of public sector.
- Support higher educational and research system; support national resource management; poverty reduction.
- Water and sanitation; empowerment (education) of women and other minorities; environmental protection.
- Agriculture; environment (especially forestry); social sector (health and education).
- Environment and forestry; education; health.
- Food production; water and sanitation; education and health.
- Improvement in the Public Sector (efficiency, effectiveness), especially planning; education and health; investing in physical infrastructure which provide obvious economic benefits.
- Promising broad-based growth; investing in people; supporting good governance.
- Social sector improvement; private sector; decentralization.
- Support to social sector (health and education); small-scale business for local production & self-sufficiency; trade and industry.
- Macroeconomic improvement with consideration for job creation; social services; poverty reduction through employment.
- Education; infrastructure development; agriculture.
- Health, education and other social services; promote private investment both foreign and local; promote exports.
- Poverty reduction; private sector development; good governance.
- Education; health; rural industries.
- Investing in people; poverty reduction; support housing finance systems.
- Education; health; agriculture.
- Invest in social sector; investing in areas to benefit poor groups; investing in water and sanitation programmes.
- Research for development; physical infrastructure; technical skills for economic management.
- Good governance support; promoting broad-based growth; investing in people.
- Social sector (human resource development); water and sanitation; environmental protection.
- Health; education; microenterprise.
- Investing in people and support growth; promoting and supporting good governance; protecting the environment.
- Social sector development; private sector participation in economic development; improving women's development and participation in good governance.
- Education; health.
- Fostering growth; investing in social sectors; investing in water and sanitation projects.
- Poverty reduction; social sector; infrastructure development.
- Social services sector (primary health care; nutrition; women & child development & primary education); environment protection; good governance and people's participation.
- Anti-poverty programmes; health; education.
- Education; health; rural development.
- Health, education, women empowerment; good governance; water and sanitation.
- Poverty reduction; social sector (education, health); drinking water supply.
- Housing & other related infrastructure; education; health.
- Basic education & health for all, with special priority for women/girls; natural resource

Three Most Important Areas Where IDA Should Increase Its Involvement

- management & people's participation; transparent governance and application of democratic norms.
- Health; education; gender issues.
- Social sectors; water and sanitation; infrastructure.
- Health; education; social forestry.
- Fostering growth; investing in social infrastructure; build technical capacity of people and institutions.
- Education and health; governance; support to private sector.
- Education (with special for primary, secondary and technical); health & sanitation & water; agriculture, farming & fishing.
- Health and education; infrastructure development; institutional support (public sector)
- Investing in physical infrastructure; water and sanitation projects; and social sectors (health and education).
- Health; education; environment.
- Education; health, environment; infrastructure -- rural development.
- Growth, macro-stability and trade; infrastructure (rural roads & energy & telecoms) and private sector development; reform of the financial sector & private sector development.
- Macroeconomic management; infrastructure development; social services.
- Social sectors; economic sector; democracy and governance.
- Build up the private sector; protect the environment; improve healthcare.
- Health; education; environment.
- Social sectors; improve macroeconomic policies conducive to investment; direct investment to private sector.
- Health; education; governance.
- Increase investments in education & health; support for a well-determined private sector development program; development of sound macroeconomic and trade policies to encourage growth.
- Private sector development; education and health; physical infrastructure.
- Education; health; private sector development.
- On-the-job training & supervision; technical training -- all levels; on-the-job training in record keeping & accounting.
- Infrastructural improvement; training locals; financial service provision.
- Poverty reduction; direct investments targeting the poor; promote a well-functioning and efficient public sector.
- Sound macro-economic management; education & health sectors (at the health centre delivery level); infrastructure (energy & roads).
- Better functioning of the sectoral markets; strengthen national & foreign investment in areas where the country has comparative advantage; support to international steps to improve the terms of trade of the poor countries.
- Economic; social; strengthening of the institutions.
- Furthering of growth and sustainable financing of the road network; development of the private sector; health plus education.
- Poverty reduction; rationalization of investment; strengthening of governance.
- Poverty reduction; furthering of growth; investment in human capital.
- See before.
- Education; health; physical infrastructure.
- Reduction of rural poverty; basic public services - health and education; environment.
- Social programs; modernization of the nation and citizen participation; economic infrastructure.
- Basic social services; productive programs; environment.
- Infrastructure (roads, public services); health, education; eradication of poverty; work hand in hand with the private sector.
- Take a more regional focus (within the country) and with respect to social classes. Create social stabilization programs: e.g. large scale housing programs for the lower and medium-lower classes. Speed up the resolution of property rights: forest development, rural infrastructure.

Three Most Important Areas Where IDA Should Increase Its Involvement

- To transfer funds directly to the local government for decentralization projects.
- Social (health, education); promotion of environmental protection; SME development.
- Social sector investment (health and education); water and sewage investment; direct investment for the poor, in line with PRSP.
- Analysing the poverty situation; investing in the social sectors; making direct investments to poor groups.
- Education; health; capacity building.
- Education; health; skill development.
- Promotion of Science & Technology particularly IT through institutions with proven track record and sound leadership; public health including population control, reproductive health, and women education; safeguarding environment.
- Poverty reduction; growth; good governance.
- Social sector; water resource development & management; poverty reduction.
- Social sector; governance; gender mainstreaming.
- Primary health; primary education; water and sanitation.
- Education; health; environment.
- Education; technical assistance; health.
- Health & education; physical infrastructure, where necessary for the above; water and sanitation.
- Health and education; water and sanitation; poverty reduction.
- Reducing poverty through microcredit to rural groups; campaign for community participation in socio-economic development; promoting literacy.
- Social development; good governance and institutional building; eradication of corruption.
- Social sector (health & education); technical & vocational education; environment development (sanitation, gardens, playgrounds).
- Supporting civil society & other democratic efforts; supporting poverty reduction efforts; women development efforts.
- Education and human resource development; institutional development including local government; health.
- Environment as a poverty strategy; poverty; education/health for poorest.
- Governance; governance; governance.
- Health, education & welfare; science and technology; human resource development.
- Human resource development; poverty reduction; growth.
- Infrastructure development; provide credit to the priority sectors.
- Education & health; public sector reforms; building physical infrastructure.
- Fight corruption; check pilferage in WB aided projects; water, sewerage, education for the poor.
- Poverty reduction; check corruption or misuse of loans by corrupt/dictatorial regimes; improve its image as a tool of exploiters.
- Basic infrastructure in rural areas; health; education.
- Infrastructure (roads, telecom); education; health.
- Health; social and economic growth; poverty reduction.
- Education and health; agriculture; good governance.
- Education; health; agriculture.
- Fight against poverty; development of physical infrastructure; implementation of conducive environment to private sector development.
- Fight against poverty; infrastructures; private investments.
- Health - education; environment; fight against poverty.
- Poverty alleviation; infrastructure; private investment.
- Social sectors (education, health); fight against poverty with a priority target for the poorest; environmental protection.
- Social sectors (fight against poverty); promote growth through private sector dev.; good governance & fight against corruption.

Three Most Important Areas Where IDA Should Increase Its Involvement

Improve management abilities of the public authorities; reinforce private sector abilities; improve quality of physical infrastructures and help access to better education and health.

Economic development; social; health.

Financing of basic infrastructure; education and training; fight against poverty.

Human resources (health), bad management; environment (employment); private sector development.

Supply (food trade); health; education.

Health; education; water.

Investment in infrastructure; support human development; support microfinance sector.

Poverty reduction programme; economic and financial management; investing on social sector programmes.

Social & economic infrastructure development; private sector development; governance.

Social sectors (education, health, water); economic infrastructure (roads/ communications); capacity building.

Social sectors; physical infrastructure; productive sector esp. agriculture.

Capacity building; exchange of best practices; infrastructure for private investment.

Poverty alleviation; social services - education.

Capacity building; infrastructure development; fostering growth.

Development of physical infrastructure esp. district and feeder roads; improvement of social sector (health, education); capacity building (TA, research, policy formulation, evaluation, monitoring).

Macroeconomic management; infrastructure; social services.

Social sector lending; economic & social infrastructure for private sector & overall growth; safeguarding the environment.

Promoting equitable treatment of women; investing in physical infrastructure; helping to

strengthen civic participation in national development.

Support to health development projects and general education from primary to university including adult education; support for physical infrastructure; fostering growth through sound macro-economic and trade policies.

Democratization & governance; capacity building to enable nationals to take on their own development tasks; poverty reduction, including employment creation.

Fostering growth be maintained; supporting private sector be increased; investing in physical infrastructure be increased.

Infrastructure; loans to small-scale businesses; education and health.

Supporting primary education and health and school feeding; emphasizing rural development supported by appropriate infrastructure; sustainably utilising [country's] abundant natural and cultural resources.

Agriculture; education; health.

Capacity building; poverty reduction; social sector of education and health.

Programs to encourage higher FDI; infrastructure support and other support in the legal environment, judiciary and regulatory framework to encourage investments; social investment.

Road rehabilitation; governance through policy framework; institutional framework for policy and program delivery.

Private enterprise development; poverty alleviation; promotion of civil society.

Program to mitigate the HIV/AIDS pandemic; developing the social sector; programs for poverty reduction.

Direct support to small-scale entities; supporting local research & training institutions; direct support to private sector.

Additional Optional Comments

Aid must help meaning it must reach the population effectively. Why not conceive a new partnership IDA-State-Private sector for the working of interests and principles of everyone be preserved?

IDA should be more concerned in that a country should apply effective governance, sound capitalist-led macroeconomic policy and stable political system. Above all, IDA should push for institutional system of management in the public sector. Lack of institutional system of work encourages officials of government not to be accountable for their performances to the public, thus there is poor performance and abuse of service.

Please provide the public with more information about IDA so that the private sector can properly request your assistance, come up with improvement suggestions, programmes and work closely with you. This questionnaire itself is encouraging as it demonstrates your good will.

Wish to express my appreciation in receiving your questionnaire; and I hope that IDA will take prompt action in implementing them.

[Country's] people is probably without a doubt its most productive assets -- its natural resource capacity and potential notwithstanding.

I would like to see IDA get involved in the overall strategic reduction of poverty in [country].

Investing in business.

Hope your program is going to be successful and productive.

IDA should concentrate on development of a democratic (free) society by bringing up the middle class and promotion of private entrepreneurship.

Support to District Assemblies to build capacity for sustainable development planning.

Though the know-it-all attitude has been reduced, some missions still persist in such at-

titudes. The reflection of local opinions would go a long way to correct problems in projects for the country -- e.g. I-PRSP has so many detractions. Opinions given on I-PRSP were not reflected -- result -- much well-founded criticism.

The 3 areas together require adequate infrastructure services, which should therefore be continuously supported to achieve improvement in these 3 areas.

Poverty reduction strategies must emphasize employment generation to enable the poor earn incomes.

Consistency in programme support is vital and important in the realisation of the objectives under CAS and must be maintained. IDA must be bold to call agencies and implementing institutions to line for poor management of allocated resources. IDA should be able to open up any findings of corruption and abuse to civil society and the populace.

Private sector development.

Encourage indigenous development to curtail overdependence on external basic consumption goods.

IDA should support private sector led growth. IDA should provide a contingency fund towards the unforeseen, e.g. natural disaster or man-made -- post-conflict reconstruction.

The IDA has been of great assistance to [country] and should continue in offering its assistance. There should be more voice from the people to benefit from these assistances.

Overall, IDA flows should be increased.

While social services sector, in general, should receive priority in IDA involvement, there would be instances of States like Kerala where the focus could be in other areas in view of the State's progress in the provision of social services. Due to lack of resources, the backward states are unable to initiate Externally Aided Projects. IDA might devise

Additional Optional Comments

more liberal aid programmes and initiate the process of encouraging such States to participate in the Externally Aided Projects, through technical advice and project formulation.

IDA should respect national priorities & policies; operate through national governments only; use consultative process and promote governments to develop their own programmes & projects instead of bringing in IDA consultants.

Gender issues should include women empowerment, literacy, increasing knowledge in RTH and diseases, income generation schemes, economic independence, sexual abuse, violence against women and developing community programs which are meaningful and effective.

National policy has to be pro-poor but applying norms of production and business for national development.

There it goes to the survival of this institution and of its credibility.

Capacity building has always concentrated in government. Private sector too should be given a chance. IDA should encourage personnel exchange between private sector and public sector. This will speed the government reengineering which is lacking in the present environment.

It was a pleasure -- you think this survey can bring about change?

The free primary education programme has been a key achievement. More support is needed. Timely support to national programs to address issues of accountability and transparency would be crucial to more success.

(a) A true private sector does not exist, therefore the question of reform is meaningless. What is required is a radical effort to develop a real private sector. IDA should support rapid privatization. (b) In order to encourage community participation in development for which there is no substitute, more funding should be made available for the social action fund. The SAF is the only country-wide institution with experience to implement a country-wide community based participatory

development program. (c) IDA should participate along with other donors in the decentralization program. The current UNDP-led effort is flawed and might take beyond 5 years for it to take root and to provide both human and physical infrastructure that is required to sustain community development effort.

As a representative of a civil society organization, I strongly feel that IDA has a role to play to promote and develop capacity of civil society. IDA to also directly inject grants to non-profit civil society organisations that could represent the voiceless and attend to their basic needs. Government alone lacks the capacity to do so.

In [country] one has pushed a strong market liberalization process, which would have furthered economic growth. Still, one has not succeeded to adequately address the problem of poverty, therefore income of the producers needs to be strengthened, especially the small and medium sized ones, through improving the working of the markets and international efforts to improve terms of trade.

Better cooperation of IDA with the private sector umbrella organizations, receiving its records and knowing what it is doing in [country].

Have the impression that there are programs and projects designed with a paradigm in mind (what is fashionable) that do not respond most effectively to the particular local circumstances. Need for better donor coordination. Take an output focused approach, rather than a sectoral one (health, education); for example, if one looks for well-being and social mobility of the poor, one needs to focus on the conditions in which they live, and how they can be dealt with. Change the incentives (rules of the game); the payoff to go into politics and be corrupt is greater than be an entrepreneur who plays by the rules.

The WB is the biggest bureaucracy that one can come across. Please be less so, rely more on common sense, less on consultants, don't prescribe, learn and treat each program/project or country differently. Constantly evaluate track record of past

Additional Optional Comments

projects and for God's sake get out of inputting into macroeconomic decisionmaking of recipient countries. Please note the contradiction. WB insists on building democratic institutions and decentralization in all recipient member countries, but would want to manage their economy for them.

- (1) IDA should persuade rich economies to be fair in trade barriers for weaker economies;
- (2) IDA should use honest terminology while explaining its objectives;
- (3) In case of [country] IDA should withhold its dealings till its people are able to resolve their debt trap.

Help the development, through correct involvement of all stakeholders.

I am very sorry that I am so aggressive, but getting opinions through questionnaires are not sufficient. I think WB should have its centers at the provincial level and do more interaction with the people at local level. It will definitely give real insight of the issues. Islamabad office cannot represent the views of local communities, therefore more decentralization is needed in WB if WB wants to get involved with sufferers of [country] system.

IDA should enhance its financial support (grants) to the optimum level.

IDA's lending goes to the middleman at large. Target groups receive minimum and negligible benefit out of it. The role of middleman should be eliminated.

Poverty reduction programme is launched under PPAF, which is too bureaucratic and selective. The PPAF has not completed its general body so far (1997-2001).

Poverty, community & literacy are 3-fold development. IDA must emphasize on reducing poverty, raising literacy & involving communities in different programs. Supervision by the IDA to its different programs is a must so corruption can be rooted out and the nation should be served and benefited.

Stop-start funding of programs and projects, especially for political reasons, is a major deterrent to any real development gain. Once a

commitment is made and agreement arrived at, ongoing fund disbursements should be conditional on performance, not on political expediency. This comment applies not only to the World Bank/IBRD/IDA loans but to the whole donor/lending community. I feel this is a major reason for our major shortcomings in the social sector.

A project should be developed with the following objectives: (1) Shortlisting of institutions/research & development organization; (2) Identify & shortlist of human resources in the selected institutions. For shortlisting the following criteria may be useful: (a) number of Ph.D produced during the last 10 years/20 years; (b) number of M.Phil produced during the last 10 years/20 years; (c) total number of M.Phil/Ph.D produced; (d) total number of research publication in national and international journals; (e) number of workshops/science conferences organized; (f) number of contractual research grants; (g) books/manuals/research report published; (h) number of registered patents; (i) computer skill; (j) consultative services. A database on human resource in different fields be developed and provided to all institutions for the exchange of knowledge and information. The process for the transfer of knowledge through expatriate nationals should be enhanced and processing time reduced to make it more meaningful.

IDA's focus should be on helping the government to enforce policies that will increase growth and bring prosperity. At the moment it appears the focus is on mitigating the fallout from wrong economic policies.

Note (c) [education/health for poorest] is not a short-term poverty strategy and may not be in the long-run.

IDA allows my country to emerge in sectors where we have encountered difficulties few years back (education, health, and balancing microeconomics). Today, we must re-enforce our acquired assets and to associate knowledge about environment. An important lever for fighting against poverty which has reached alarming dimensions. All in all

Additional Optional Comments

- should be accompanied by good communication.
- Projects are not often well managed, and the loan is not visible and beneficial to the population.
- Bad management is the source of multiple problems. IDA should direct its interventions towards ethical management and good governance.
- Enhance broad based participatory consultations. IDA should also involve itself in small scale industries and agriculture.
- IDA should increase the financial and technical assistance to the countries where severity of poverty is acute.
- IDA should continue to support even countries with weak governance because it is the people (masses) of such a country who suffer most.
- There is an urgent need to make direct investments to target poor groups, investing in water and sanitation projects and fostering growth through sound macroeconomic and trade policies.
- Adult functional literacy is an area which has not been given adequate attention by donors. For instance, while it is good to talk about "promoting equal treatment of women" in every sphere of endeavour, the majority of the women are adults who need to play their part now or immediately. Thus a well designed adult functional literacy programme could go a very long way towards enhancing the pace of women participation in development. Because of the cultural stigma which discriminates women, intensive adult education programmes that target elderly women could help improve even the girls' education programmes now in vogue. Also it is critically important that henceforth, IDA should make it its business to aggressively promote community based microfinance institutions.
- My country is not poor. Over time, it can pay its way and even become a donor. The most serious problem is political. Since independence in 1992 there have not been free or fair elections. Donors have a way of overlooking or excusing themselves from this problem. The only option nationals have is to change dictatorships by violent means. This process is very costly. We are too militarized! Donors must become actively interested in this problem, and also create an enabling and conducive environment for the opposition to contribute constructively. On the 3rd April the Supreme Court opened a hearing of the case against the president elect and the electoral commission against vote rigging. This has happened in 1980, 1996, 1999. Do donors really care? What positive development can they support under such extreme injustice and violence?
- Please provide a copy of the results of the survey as soon as this is ready to this office, Office of the Vice President.
- Frequent supervisory missions and the condition for asking for "no objection" for almost any amount of funds before expenditures are incurred should be minimized. The Bank should appreciate that public sector workers are the lowest remunerated and efforts should be made to give them incentives, especially those involved in the implementation of programs that contribute to economic growth.
- Promote self-development for poverty reduction through improved accessibility and mobility. Sustainable self-development interventions required for poverty reduction.
- Performance by government in the form of service delivery must be demanded. This requires good management & governance. This is necessary but not sufficient condition for lending! IDA must be reformed to provide direct funding to projects & directly to communities. So REFORM IDA otherwise the poor people will continue to suffer and public resources wasted. Aid is now used by government of the day for political leverage and vote rigging.

Part III. Questionnaire and Quantitative Results

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Instructions to Respondents

Questionnaire for IDA Clients: Input to the IDA13 Replenishment Discussions

Donors contribute funds every three years to a replenishment of the International Development Association (IDA) which provides the means for the World Bank to give interest-free loans to the world's seventy-eight poorest countries. Along with the funds, donors provide policy guidance – specific instructions about the kinds of activities that the World Bank (IDA) should encourage in borrowing countries.¹ During 2001 donors will be deciding on policy guidance for IDA's activities from 2002 until 2005, the period that will be covered by the thirteenth replenishment of IDA.

The first part of the questionnaire asks for your evaluation of the importance of specific policies which IDA donors have emphasized in the past. In particular, Questions 1-13 concern the specific policy guidance from donors that are in effect from 1999 until 2002.

Your response to this questionnaire is important and will be included in a report to IDA donors, to inform them before they decide on policy guidance for the future.

All responses are anonymous, so please be candid.² For written responses, please feel free to use additional paper if the space provided is insufficient. Thank you very much for your cooperation.

¹ If you have access to the Internet, you can view the donors' present policy guidance at the following address <http://www.worldbank.org/ida/ida12>. Please feel free to ask the World Bank's office for a paper copy of this guidance and any other information about IDA.

² We are conducting this survey independently of Country Operations with the purpose of relating aggregated borrower feedback on major policy issues to the donor representatives. As such, we assure anonymity of all responses except in aggregate. If you wish to receive a report on the results of this survey, please send your name and address to Ms. Kathia Coupry-Sloan, FRM, The World Bank, 1818 H Street, NW, Washington, DC 20433 USA, fax 202-522-2515.

Letter to Respondents

The World Bank
Washington, D.C. 20433
U.S.A.

Geoffrey Lamb
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December 22, 2000

Dear Respondent:

Donors contribute funds every three years to the replenishment of the International Development Association (IDA) which provides the means for the World Bank to give interest-free loans to the world's seventy-eight poorest countries – these resources amount to about \$6.5 billion each year. Along with the financing, donors provide policy recommendations to guide the use of these resources by borrower governments.

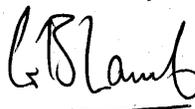
Discussions between World Bank staff and donors to the thirteenth replenishment of IDA will begin in the spring of 2001 and will continue through the end of the year. In this context, donors have asked the Financial Resource Mobilization Department (FRM) to gather views of IDA borrowers about the relevance and adequacy of IDA policies to their countries' development.

Your response to the enclosed questionnaire is important to us and will be included in a report to IDA donors, to inform them before they decide on policy guidance for the future. Your perspective has the potential to enrich the upcoming discussion of the policy issues that will affect borrowing governments and the lives of the people that they serve.

We would be grateful if you could complete and return the enclosed questionnaire to the local World Bank office within two weeks. Please note that FRM is separate from the Operations complex and from the country department that is responsible for World Bank assistance to your country, and that we are asking for anonymous responses. Feel free, however, to turn to the Bank's local office should you have any questions about this survey or about IDA in general. If you have access to the Internet, you can view the donors' present policy guidance at the following address <http://www.worldbank.org/ida/ida12>. If you wish to receive a report on the results of the survey, please send your name and address to Ms. Kathia Coupry-Sloan, FRM, The World Bank, 1818 H Street, NW, Washington, DC 20433 USA, fax 202-522-2515.

On behalf of the World Bank and the IDA donors, I want to thank you in advance for your time and for your suggestions.

Yours sincerely,



Attachments

Respondent Characteristics

Number of Respondents by Country, Professional Background, and Length of Experience with World Bank

	Professional Background:					Civil Society					Total
	Government Officials					Representatives			Other		
	1	2	3	4	5	6	7	8	9	10	
Surveys carried out by IDA country offices a/											
1 Azerbaijan	11	2	0	2	1	0	2	0	1	0	19
2 Eritrea	2	0	0	0	1	6	5	1	0	0	15
3 Georgia	4	1	3	0	0	2	2	2	0	0	14
4 Ghana	4	7	1	0	3	2	5	2	3	0	27
5 India	4	1	3	0	1	0	3	1	0	0	13
6 Malawi	4	1	0	0	2	2	3	0	0	3	15
7 Mozambique	3	0	0	0	0	1	0	0	0	0	4
8 Nicaragua	7	1	1	0	2	1	3	2	1	2	20
9 Pakistan	4	1	0	0	1	1	10	8	3	2	30
10 Senegal	2	1	1	0	7	2	3	0	0	0	16
11 Zambia	3	3	0	0	1	0	2	1	0	0	10
Survey at AERC Conference, Dar es Salaam, April 2001											
Tanzania	6	0	0	0	0	0	2	4	1	1	14
Six other countries (Burundi, Cameroon, Ethiopia, Kenya, Mali, Uganda)	1	2	0	0	0	0	0	4	1	1	9
Total	55	20	9	2	19	17	40	25	10	9	206

***Key**

- | | |
|---|---|
| <ul style="list-style-type: none"> 1) Senior Official in National Government 2) Policy/Technical Advisor in National Government 3) State/Regional/Municipal Government Official 4) Member of Legislature or related staff | <ul style="list-style-type: none"> 5) Public Enterprise Manager/Development Project Official 6) Private Enterprise Manager/Cooperative Association Representative 7) Non-Governmental Organization Representative 8) Academic or Researcher 9) Member of the Media (Press, Radio, Television) 10) Other: Retired senior government official (3), UN (1), Consulting engineer (1), Chairman National Economic Council (1), Central Bank (1). |
|---|---|

a/ These countries were selected to yield a good representation of country and program size as well as of the regional distribution of IDA's activities. In addition, administration of the survey took into account the need to avoid overburdening borrowers with surveys and consultations. Because of recent consultations around a CAS and/or a PRSPs and/or the OED review of IDA10-12 in several countries in East Asia and the Pacific, the survey was not carried out in a country in that region.

How long have you been involved with (or a close observer of) the World Bank's activities?	Less than 1 year	1 to 3 years	More than 3 years	Total
	8	31	163	202
	4%	15%	81%	100%

Results, Questions 1-13, 15

	Strongly agree 1	Agree 2	Neither agree nor disagree 3	Disagree 4	Strongly Disagree 5	Do not know 6	Total No.	Mean
Specific sectors for IDA involvement in 1999-2002								
I. Human Resources -- Investing in People								
1. IDA should emphasize development of the social sectors (especially health and education) as a way to reduce poverty.	74%	23%	1%	1%	0%	0%	202	1.3
2. IDA should help end discrimination against girls and women in access to public services such as health and education and to employment, land, and other assets.	53%	37%	4%	5%	1%	1%	199	1.6
II. Environment								
3. IDA should encourage your government to safeguard the natural environment.	57%	37%	5%	1%	0%	0%	201	1.5
4. IDA funds should support sub-national and cross-border pollution abatement as well as natural resource management strategies and programs.	46%	41%	9%	3%	0%	1%	192	1.7
III. Private Sector Development								
5. IDA should encourage your government to provide a Business environment friendly to private investment (through a well-functioning legal system, financial system, regulatory framework, and the enforcement of property rights).	73%	23%	2%	1%	0%	0%	203	1.3
Specific policies during 1999-2002								
IV. Allocation of IDA Funds								
6. IDA resources should be allocated based largely on government's economic and social policy performance and its record on governance (including corruption).	45%	41%	7%	4%	1%	1%	202	1.8
7. The World Bank's approach to assessing government's economic and social policies and record on governance is appropriate and fair.	9%	37%	29%	14%	3%	8%	194	2.9

Results, Questions 1-13, 15

	Strongly agree 1	Agree 2	Neither agree nor disagree 3	Disagree 4	Strongly Disagree 5	Do not know 6	Total No.	Mean
V. Assistance to Countries with Weak Governance								
8. IDA lending to countries with very weak governance should be scaled back or stopped entirely.	14%	29%	16%	34%	5%	2%	197	2.9
9. IDA's assistance to these countries should be limited to technical assistance or policy advice.	11%	33%	14%	30%	10%	3%	198	3.0
VI. Country Assistance Strategy/Poverty Reduction Strategy Guidelines (as applicable in 1999-2002)								
10. The Bank's assistance strategy should be focused on poverty reduction.	61%	34%	2%	2%	1%	1%	198	1.5
11. The Bank should evaluate a country's adoption and implementation of the Core Labor Standards.	24%	42%	16%	13%	5%	1%	195	2.4
12. The Bank should require Government to prepare a Poverty Reduction Strategy (PRSP) which includes monitorable progress indicators and is based on a thorough diagnosis of the country's poverty situation.	50%	42%	6%	3%	1%	0%	197	1.6
13. The Bank should require that preparation of the PRSP involve a high degree of participation by different groups in society, including under-represented groups such as women and minorities	52%	38%	7%	3%	0%	1%	197	1.6

Results, Questions 1-13, 15

15. Should more IDA resources be devoted to building up the technical capacity of people and institutions in your country through:				Total No.
	Yes	No	Do not know	
a. Strengthening the knowledge and skills of individuals?	92%	5%	3%	164
b. Strengthening local training and research organizations?	93%	3%	4%	169
c. Developing effective management systems and procedures in government?	89%	5%	6%	178
d. Building capacity at the community level?	85%	7%	8%	167
e. All of the above (at the expense of other activities)**	71%	18%	11%	28

** Questionnaires to certain countries included only this option under question 15.

Results, Question 14 – Ranking of Priorities for IDA Funding

14. Please rank in order of importance the following twelve areas in which IDA resources could be put to use in your country (1 = most important, 12 = least important):														
	1	2	3	4	5	6	7	8	9	10	11	12	Total No.	Mean
a) Investing in the social sectors (health and education)	42%	11%	9%	9%	9%	9%	5%	3%	1%	1%	1%	0%	158	3.1
b) Helping to safeguard the environment	1%	6%	4%	10%	8%	10%	14%	14%	9%	11%	12%	1%	154	7.2
c) Fostering growth (through sound macroeconomic and trade policies)	22%	20%	10%	11%	6%	8%	7%	3%	5%	6%	1%	1%	157	4.1
d) Supporting a well-functioning private sector (through improvements in the financial system, the judiciary and the regulatory framework)	10%	15%	18%	12%	12%	8%	10%	5%	3%	3%	3%	0%	155	4.6
e) Promoting equitable treatment of women (in terms of access to education, employment and other opportunities)	0%	4%	6%	8%	4%	7%	12%	16%	14%	16%	13%	1%	154	7.7
f) Promoting a well-functioning and efficient public sector (with no corruption)	8%	8%	13%	17%	13%	8%	6%	8%	10%	4%	6%	1%	156	5.4
g) Helping to strengthen civic participation in national development efforts	1%	7%	4%	5%	14%	10%	7%	12%	16%	10%	13%	1%	154	7.2
h) Investing in physical infrastructure	5%	8%	13%	13%	12%	13%	3%	9%	8%	9%	7%	1%	156	5.9
i) Making direct investments to target poor groups	1%	6%	11%	5%	10%	9%	14%	14%	7%	13%	9%	2%	152	6.9
j) Investing in water and sanitation projects	2%	11%	8%	8%	7%	11%	13%	10%	13%	11%	6%	0%	156	6.5
k) Analyzing the poverty situation in your country and the sources of /bottlenecks to growth	6%	6%	5%	3%	7%	6%	8%	5%	14%	15%	22%	2%	154	7.6
l) Other (see next page for other areas specified).	3%	2%	1%	1%	0%	0%	1%	1%	0%	1%	2%	89%	145	11.2
Key used to aggregate data for Table 4 -- priority ranked by respondent as:	“very important”			“important”			“less important”			“least important”				

Question 14: Areas in which resources could be put to use in your country – choice “Other (please specify)”:

1. Improve social system and pension.
2. Provision for poor people (health services, etc.).
3. Invest in agriculture.
4. Help develop services.
5. Invest in NGOs.
6. Promotion of private sector. Support to balance of payments. Budgetary support.
7. Human resources and financial back-up of private enterprises.
8. Supporting market economy and democracy.
9. Comment: efficient public sector ranked low because current government has high degree of integrity, hence "stamping" out corruption is not high priority in country at present; if it was, the ranking would be much, much higher.
10. Comment: where is the link between population growth and development in IDA supported interventions?
11. Protection of country's human capital.
12. Create the preconditions for restoration of territorial integrity.
13. Assisting in the marketing of primary products.
14. Food sufficiency.
15. Elimination of child labour.
16. Analysing regional disparities & enabling backward states to improve their participation in the implementation of Externally Aided Projects.
17. Housing.
18. Comment re: physical infrastructure -- Particularly rural roads, energy, and telecommunications.
19. Specific investment in manpower development.
20. Skills development (particularly in light of the AIDS scourge).
21. Comment: Management is required. Not meetings or seminars.
22. Making available loan schemes tailored for manufacturing industry for exports.
23. Promotion of sectoral growth by addressing current market distortions/imperfections, especially the commercial & financial market.
24. To promote economic growth that facilitates private sector credit.
25. Investment in infrastructure for disabled persons.
26. To promote dialogue between the public sector and civil society.
27. Citizen security.
28. To promote transparency/access to public information.
29. Eliminating feudal stronghold from the rural and national policy level.
30. Eliminating the culture of feudalism, which has strangled all development efforts for the benefit of common man.
31. Public health including population control and reproductive health -- if not covered under social sector.
32. Interest in skill development and technical education.
33. Campaign to aware the masses of human rights, democracy, legal rights.
34. Information technology.
35. Safeguarding the cultural heritage.
36. Rigorous management and fight against corruption in the actions.
37. Reinforcing training of professionals.
38. Capacity building.
39. Economic and financial management.
40. Helping to strengthen agricultural sector.
41. Support for higher (tertiary) education.
42. Promoting adult education and functional literacy.
43. Political development is very important. (Comment: improve the political environment in [country]; it is very poor).
44. Comment: [country] should invest in dams and water storage and seasonally export surplus water to areas of high demand beyond its borders as an economic activity. Water is poorly dispersed and wasted.
45. Direct loans to private sector enterprises.
46. Supporting programs to encourage new FDI to [country].
47. Setting an example to government for streamlining IDA's bureaucracy/cost effectiveness.
48. Support efforts to combat HIV/AIDS -- effects and infection.
49. Providing financial resources for private sector investment.

