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Decoding Data Use:

How do leaders source data and use it
to accelerate development?

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Acknowledgments

Citation:

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Boxes, Figures, and Tables

Acronyms

ADB: Asian Development Bank

AFD: French Development Agency

AfDB: African Development Bank

AusAID: Australian Agency for International Development

BADEA: Arab Bank for Economic Development in Africa

BMGF: Bill & Melinda Gates Foundation

CDB: Caribbean Development Bank

CSOs: Civil society organizations

DAC: Development Assistance Committee

DFID: Department for International Development

EBRD: European Bank for Reconstruction and Development

EU: European Union

GAVI: Global Alliance for Vaccines and Immunization

GEF: Global Environment Facility

GIZ: German Corporation for International Cooperation

IDB: Inter-American Development Bank

IFAD: International Fund for Agricultural Development

IFC: International Finance Corporation

IMF: International Monetary Fund

IsDB: Islamic Development Bank

JBIC: Japan Bank for International Cooperation

JICA: Japan International Cooperation Agency

LIC: Low-income country

LTL: Listening to Leaders

MCC: Millennium Challenge Corporation

MIC: Middle-income country

NGOs: Non-governmental organizations

NSO: National statistical office

ODA: Official development assistance

OECD: Organization for Economic Co-operation and Development

OFID: OPEC Fund for International Development

OPEC: Organization of the Petroleum Exporting Countries

SDGs: Sustainable Development Goals

UAE: United Arab Emirates

UNDP: United Nations Development Program

UNICEF: United Nations Children's Fund

USAID: U.S. Agency for International Development

1. Introduction: What evidence do world leaders need to achieve their goals?

National leaders need credible information with which to objectively monitor their country's progress against development goals. However, reliable data and timely analysis are often in short supply, particularly in low- and middle-income countries (LICs and MICs). This information deficit is a serious threat to achieving global and national development goals.[1] In response, numerous organizations, companies, and government agencies are investing substantial resources to reduce costs and increase capacity for data collection and analysis worldwide (PARIS21, 2016).

Despite this growing momentum towards a 'data revolution for development', little is known about the extent to which this information influences policy decisions and outcomes in the developing world (Oliver et al., 2014a & 2014b). Few studies shed light on how leaders use data and analysis or whether this evidence provides them with useful insights to achieve their objectives (Strydom et al., 2010; Oliver et al., 2014a & 2014b). This status quo is problematic for both those that produce information and those that consume it, as the risk of a disconnect between supply and demand is high (Custer & Sethi, 2017).

While information is "never the hero", it plays a supporting role to reform-minded leaders and citizens who endeavor to make wise choices for the future of their countries and communities.[2] With this report, we put the spotlight on what these leaders have to say about the evidence they need to achieve their goals. Our analysis relies on a novel source of data from AidData's 2017 *Listening to Leaders (LTL) Survey* – a global survey of nearly 3,500 public officials and development practitioners working within 126 LICs and MICs. The 2017 LTL survey provides a useful feedback loop between information providers and users by explicitly asking these leaders whose data or analysis they used,[3] how they used it, and why.[4]

1.1 Introducing the 2017 *Listening to Leaders Survey*

Studies on the use and utility of evidence in development policymaking are frequently hampered by the absence of systematic quantitative data, relying instead on anecdotal evidence or qualitative case studies (Oliver et al., 2014a). While useful in building contextual knowledge about how information is used in a specific policy or country context, these existing studies often fail to provide generalizable insights on what types of evidence are likely to achieve greater uptake among leaders and for what purposes they are used.

In this study, we leverage AidData's 2017 *Listening to Leaders Survey*[5] to overcome some of the limitations in existing studies on the use of evidence in the policymaking process.[6] Nearly 3,500 public, private, and civil society leaders participated in the survey.[7] In answering the 2017 LTL survey, respondents walked us through the entire process of how they find and use evidence in their decision-making.

Survey participants identified their primary policy focus (e.g., economic policy, health, education)[8] and then specified a particular policy initiative[9] on which they worked most closely. The remaining questions were based on the survey participant's first-hand experience working on a specific policy initiative they identified. Respondents reported on which sources and types of evidence they used, for what purposes, and how they found this information.[10]

In the survey, respondents ranked the helpfulness of evidence from each provider they used on a scale of 1 (not helpful at all) to 4 (very helpful). For each information provider identified as most helpful, participants identified up to three most important characteristics out of a fixed list of choices driving the helpfulness of the given domestic and international provider's data and analysis. Figure 1 shows the general structure of the questions.[11]

1.2 The structure of this report

The idea that a stronger evidence base is conducive to better development policy, and ultimately improved outcomes, rests on its own theory of change.[12] As a starting point, we assume that information providers produce data and/or analysis because they believe that those products will be helpful to those who formulate and influence development policy to make more effective decisions. We structure this report to examine what the first-hand experiences of LIC and MIC leaders tell us about what happens at each link of the causal chain to get from data to impact.

Having invested financial and human resources to produce data and/or analysis, information providers

seek to disseminate these products to their intended audience(s) (e.g., politicians, bureaucrats, local development partner staff, citizens). Development policymakers and practitioners, often inundated with data and analysis from many directions, must then decide which sources they will pay attention to and how they will use this evidence. In Chapter 2, we use the responses to the LTL Survey to analyze what information is most frequently used, for what purposes, and how it is accessed.

Even if policymakers and practitioners make use of data or analytical products in their decision-making processes, this information may not lead to discrete policy changes. As Custer and Sethi (2017) describe, there are a great number of individual and organizational disincentives to making decisions based upon evidence rather than other factors -- from technocratic concerns regarding the attributes of the

data and analysis available, to political calculations about the rewards and penalties of heeding evidence-based arguments.

Since the politics of data use are highly context-specific, we restrict the focus of this study to assessing user perceptions of available data and analysis, rather than other enabling environment factors, as a necessary (but insufficient) ingredient to use.[13] In Chapter 3, we use the 2017 LTL Survey responses to evaluate whose information leaders use and how they rate the helpfulness of the data and analysis that is available to them. In Chapter 4, we conclude by examining the attributes that make information helpful to end users and offer forward-looking recommendations for those funding, producing, and disseminating development data to optimize its use and impact.

Figure 1: The structure of the 2017 LTL Survey

1. Position and Focus Area
Indicate a position you held at a given organization (with years) and select a primary area of focus out of 22 different policy domains

2. Specific Policy Initiative
Identify a specific policy initiative on which you worked within the specific policy domain being self selected

3. Stages of the Policy Process
Select at which stages of the policy process (or for what purposes) you used raw data (or analysis) in your work (on the policy initiative identified above)

4. Identify Sources of Information
Identify which specific domestic or international organizations provided you with raw data or analysis and how you became familiar with each source of information

Were domestic or international organizations identified?

No further questions asked on data and analysis

5A Attributes of information Sources
Identify specific factors that made certain providers particularly helpful

5B Attributes of information Sources
Identify what, if anything, the least helpful organization could have done to make its data or analysis more useful to your team's work on the policy initiative.

Yes

No

Were any domestic or international organizations found to be helpful?

5. Attributes of information Sources
Answer a series of questions about which types of information you used from the providers and to what extent you found each of those providers to be helpful in implementing policy changes

Yes

No

[1] "As many as 57 countries have zero or only one poverty estimate [during the 10 year period between 2002 and 2011]", which makes it difficult for policymakers to accurately measure the extent of progress in achieving "zero poverty" by 2030, one of the Sustainable Development Goals (SDGs) (Serajuddin et al., 2015, p. 7).

[2] Much appreciation is due to David Saldivar of Oxfam America for this perceptive insight raised during the April 2017 launch event of AidData's "Avoiding Data Graveyards" study in Washington, DC.

[3] Throughout this study, we use the terms "evidence" or "information" to refer to data and/or analysis produced by country governments, foreign/international organizations, or other non-governmental entities like civil society organizations (CSOs), non-governmental organizations (NGOs), private foundations, or the media with the intent to shape development policy decisions. Evidence can include a wide range of information, including, but not limited to, "research/surveys, quantitative/statistical data, qualitative data…and analysis" (Strydom et al., 2010, p. 1).

[4] "Development policymakers and practitioners" or "leaders" refer to those individuals who engage directly in making development policy agendas or supporting policy initiatives within LICs and MICs, such as: government officials, development partner representatives working in-country, as well as local civil society and private sector leaders working on related activities.

[5] Our research team constructed a sampling frame that includes the global population of policymakers and practitioners who were knowledgeable about, or directly involved in, development policy initiatives in 126 low- and middle-income countries at any point between 2010 and 2015. We then identified the contact information of over 58,000 potential survey participants who fit this inclusion criteria through publicly available resources, such as organizational websites and directories, international conference records, Who's Who International, and public profiles on LinkedIn, Facebook, and Twitter. These individuals represent five different stakeholder groups: (1) host government officials (48%); (2) development partner staff based in the country (25%); (3) civil society leaders (12%); (4) private sector representatives (3%); and (5) independent experts (12%). See Appendix B and C for details on how the sampling frame of the 2017 *Listening to Leaders Survey* is constructed.

[6] The survey was sent out to all individuals in the sampling frame via email and stayed in the field for two months between January and March 2017. Of those sampling frame members, our email invitation to participate in the survey successfully landed in the email boxes of 46,688 individuals. Some email invitations did not reach their intended recipients because their emails were no longer effective or because of their security settings, which block suspected spam emails. A total of 3,468 individuals responded to the survey for a response rate of 7.43 percent.

[7] Individual-level participation rates to email surveys (Sheehan, 2006; Shih & Fan, 2008) and elite surveys (Gabre-Madhin & Haggblade, 2001; Bishin et al., 2006; Jones et al., 2008; Ban & Vandenabeele, 2009; Gray & Slapin, 2012; Ellinas & Suleiman, 2012; Pew Research Center, 2012; Hafner-Burton et al., 2014; and Avey & Desch, 2014) tend to be lower than that of household surveys. AidData mitigates potential bias in our surveys in two ways: (1) developing a robust sampling frame (over 55,000) to ensure a large enough set of final respondents to facilitate this analysis: and (2) using non-response weights when computing aggregate statistics (e.g., arithmetic means) from the 2017 LTL Survey. See Appendix D for more information.

[8] Respondents selected their area of policy focus from a fixed list of 22 different sectors: (1) agriculture, fishing, and forestry; (2) economic policy; (3) education; (4) energy and mining; (5) environment and natural resource management; (6) finance; (7) health; (8) human development and gender; (9) industry, trade and services; (10) information and communications; (11) labor market policy and programs; (12) nutrition and food security; (13) private sector development; (14) good governance and rule of law; (15) public sector management; (16) rural development; (17) social development and protection; (18) trade; (19) transportation; (20) urban development; (21) water, sewerage and waste management; and (22) foreign policy.

[9] In the questionnaire, a policy initiative was defined as an "organizational action designed to solve a particular problem," which includes various economic, social, or other reform actions or programs undertaken by the government, development partner organizations, or non-governmental actors like local NGOs and CSOs.

[10] They also identified both domestic and international sources of evidence they used and evaluated the helpfulness of that data and analysis in their work. Domestic providers of development information include government ministries and agencies, national statistical office, local non-governmental organizations (NGOs), and civil society organizations (CSOs). International providers refer to those bilateral or multilateral development organizations as well as international private foundations, NGOs and CSOs, which also play a critical role in collecting and analyzing development information. The questionnaire makes a distinction between domestic and international sources of information because these two types of providers play different roles in the information supply market, which will be discussed throughout this report (Custer & Sethi, 2017). If survey participants received information only from domestic sources, they were not asked to answer questions regarding international sources of information, and vice versa, so as to reduce respondent burden.

[11] See Appendix E for details on a set of questions being asked in the questionnaire.

[12] For example, Custer and Sethi (2017) articulate one such theory of change in their 4C's Framework which influenced our approach in this study: "Governments and organizations disclose data on development resources and results (content), disseminate this information to users online or offline (channel), whereby citizens and officials take action individually or collectively (choice), to improve the country's performance on achieving sustainable development for all (consequences)."

[13] For a more fulsome discussion related to incentives and political calculations inherent in data use, see other relevant studies from Custer and Sethi (2017), Custer et al. (2016b), and Development Gateway (2016), among others.

2. Weighing the evidence: What information do leaders use and for which purposes?

Leaders in LICs and MICs are inundated with information from multiple sources, but little is known about which evidence they use and for what purposes. In fact, prior research suggests that their use of data and analysis is limited at best (Oliver et al., 2014a & 2014b; Nutbeam, 2004; Oakley, 2007). In this chapter, we draw insights from the responses of nearly 3,500 leaders to the 2017 LTL Survey to shed light on what types of information leaders use most frequently and for which purposes.

Leaders answered a number of questions pertaining to the specific types of data and analysis they use in the context of their work. We define "information" or "evidence" broadly to include various types of raw (i.e., un-interpreted) data and analytical products that leaders might use to inform how they allocate resources, design policies or programs, monitor results, and evaluate impact.[14] Our analysis calls attention to **five findings,** which we discuss in this chapter:

- Leaders employ the evidence they perceive as most helpful to diagnose problems, set priorities, and design or inform implementation strategies

- Leaders use national statistics and evaluation data most frequently and also found them to be the most helpful sources of development data

- Leaders overall give the nod to qualitative analysis as most helpful by a slim margin, though government officials appear to place a higher premium on impact evaluations

- Leaders use national level information more frequently than cross-national or subnational information

- The majority of leaders use information that they discover from in-person interactions, either via formal meetings or informal communications

2.1 For which purposes do leaders use information available to them?

In the 2017 LTL Survey, we asked survey participants to select the domestic and international sources of evidence they used in their work and at which stages in the policymaking process.[15] Overall, leaders used empirical evidence more to conduct retrospective assessments of past performance than inform future policy and programs. However, leaders appeared to use their *most helpful* evidence differently from how they reported using data and analysis *in general*.

Consistent with earlier research on the uses of governance data (see Masaki et al., 2016), the majority of survey respondents reported using data and analytical products for research (73 percent), as well as monitoring and evaluation (72 percent).[16] Data and analysis are somewhat less frequently used in other stages of the policy process.[17]

That said, there are some notable differences in use patterns depending upon where respondents work. Civil society and private sector leaders were more likely to use evidence in "advocacy and agenda-setting". This is in line with their more indirect involvement in influencing change through convincing governments and development partner organizations to adopt their policy agendas (Court et al., 2006). Government and development partner representatives, on the other hand, were more likely to cite [policy] implementation among the most frequent use cases (see Table 1).

Intriguingly, something appears to shift in the decision calculus for leaders when it comes to using their most helpful evidence. We asked leaders to assess the helpfulness of the information they used on a scale of 1 ("not at all helpful") through 4 ("very helpful"). Survey respondents then identified how they ultimately used the information that was most helpful to them so that we could capture differences in their usage patterns overall.[18]

Table 1: What are the 3 most common purposes of information use, by stakeholder group?

Government N=887		Development Partner N=335	
Research and analysis	72%	Monitoring and evaluation	79%
Monitoring and evaluation	71%	Research and analysis	75%
Implementation	64%	Implementation	72%
CSO NGO N=471		**Private Sector** N=103	
Research and analysis	75%	Research and analysis	76%
Advocacy and agenda-setting	74%	Advocacy and agenda-setting	61%
Monitoring and evaluation	70%	Design	60%

Notes: This table shows the top 3 most commonly cited purposes for which information was used, by stakeholder group. The numbers in brackets report the proportion of respondents who indicated using information for a given purpose and N reports the number of respondents for each of the stakeholder groups.

2.1.1 Leaders employ the evidence they perceive as most helpful evidence to diagnose problems, set priorities, and design or inform implementation strategies

Leaders reported using the most helpful data and analysis at higher rates to carry out forward-looking tasks (e.g., design, agenda-setting, advocacy). The three use cases that rose to the top all pertained to informing how leaders determine which problems to solve and the strategies they employ to do so (see Figure 2). Many leaders also reported using their most helpful evidence for two other related purposes: advocating for the adoption of a new initiative and monitoring progress towards solving a particular problem. The patterns we found were strikingly similar between domestic and international sources of information.

These responses could indicate a mismatch between how decision-makers currently use the majority of data and analysis available to them and how they would like to use this information if it was more helpful or "fit-for-purpose" (Custer and & Sethi, 2017). If that is the case, information providers can better serve their target users by drilling down into how their data and analysis can be constructed to better assist leaders in adjudicating between different policy issues and prescribed solutions.

2.2 What types of information do leaders use and find most helpful?

Do leaders have a preference for certain types of data and analysis? Using their responses, we can assess user preferences along two different dimensions: (1) the information that leaders reportedly use most; and (2) the information that leaders rate as most helpful.[19]

2.2.1 Leaders use national statistics and evaluation data most frequently and also find them to be the most helpful sources of development data

Sixty-seven percent of survey respondents reported using domestic development data, such as that produced by their country government and local CSOs, in their decision-making. Of this group, 81 percent used national statistics, the most frequently mentioned type of domestic data (Figure 3).[20] As seen in Figure 4, not only did leaders use this information, but they also rated national statistics to be the most helpful type of raw data produced by domestic organizations (30 percent), followed by program or project evaluation data (23 percent)..

Figure 2: For which purposes do leaders find information helpful?

Stated Purpose	Percentage of Respondents Using Information	Int'l
To better understand policy issues that need to be solved	39.1%	41.7%
To design or inform specific implementation strategies	37.9%	42.6%
To identify policy issues that were most critical to solve	37.1%	33.5%
To monitor progress made towards solving specific policy issues	31.3%	23.4%
To advocate for the adoption or implementation of the initiative	30.9%	27.8%
To foster a broader partnership with development partners	17.2%	17,5%
To make budgetary or resource allocation decisions	16.7%	18.2%
To make course corrections during the implementation of the initiative	14.6%	18.4%
To keep domestic stakeholders (e.g. citizens) updated on prgress	14.5%	11.7%
To keep foreign/international stakeholders updated on progress	13.6%	10.7%
To petition for resources from authorizing entities or external partners	6.0%	5.7%

0%   10%   20%   30%   40%   50%

Domestic Sources   International Sources

Notes: This figure reports the proportion of respondents who indicated that they used information for a given purpose. The 2017 LTL Survey first asked respondents to identify providers that they deemed as most helpful and then select which specific activities the information from the most helpful provider served. There were 662 (or 723) respondents who answered these questions for domestic (or international) providers.

Figure 3: Which types of raw data are used?
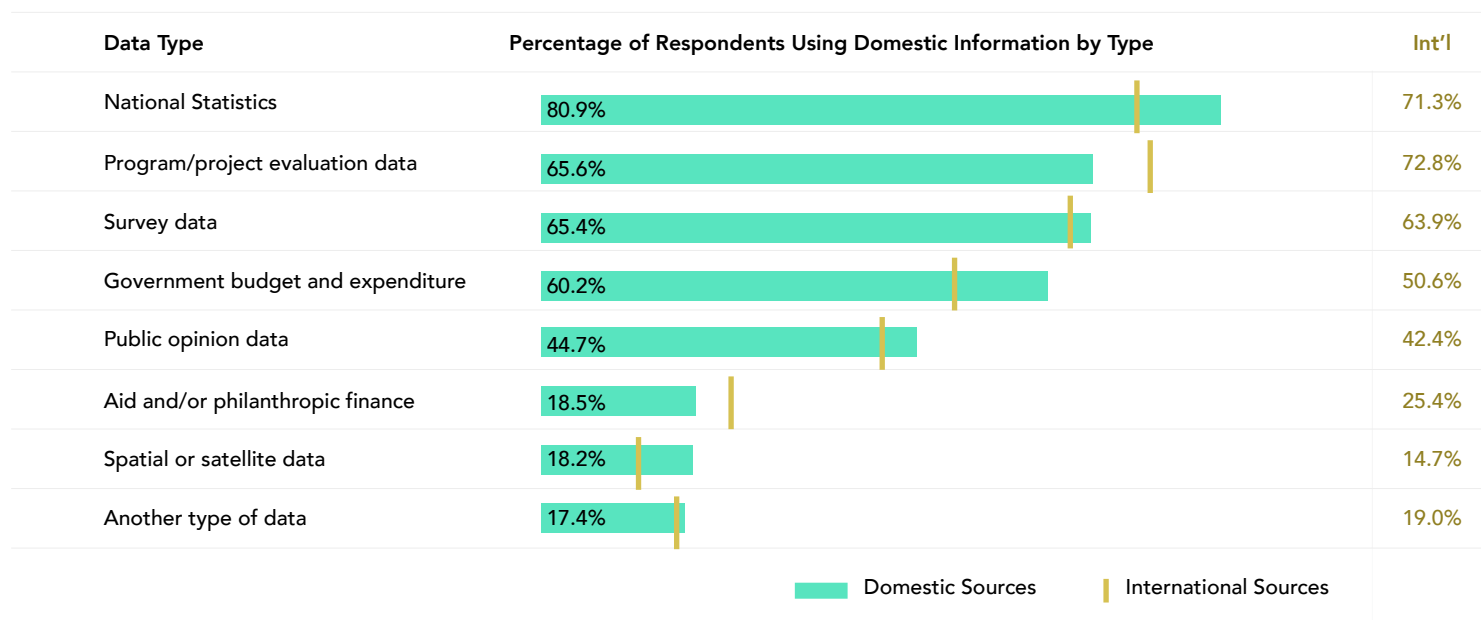
Data Type	Percentage of Respondents Using Domestic Information by Type	Int'l
National Statistics	80.9%	71.3%
Program/project evaluation data	65.6%	72.8%
Survey data	65.4%	63.9%
Government budget and expenditure	60.2%	50.6%
Public opinion data	44.7%	42.4%
Aid and/or philanthropic finance	18.5%	25.4%
Spatial or satellite data	18.2%	14.7%
Another type of data	17.4%	19.0%

Domestic Sources ▮ **International Sources**

Notes: This figure shows the proportion of respondents who indicated using each different type of raw data to study and monitor the policy initiative that they supported. The figure is based on 640 respondents who answered Question 51 (domestic) and 621 respondents who answered Question 31 (international). Note that these proportions do not add up to 100 percent because respondents were able to select all that applied.

Figure 4: Which types of raw data do leaders find most helpful?
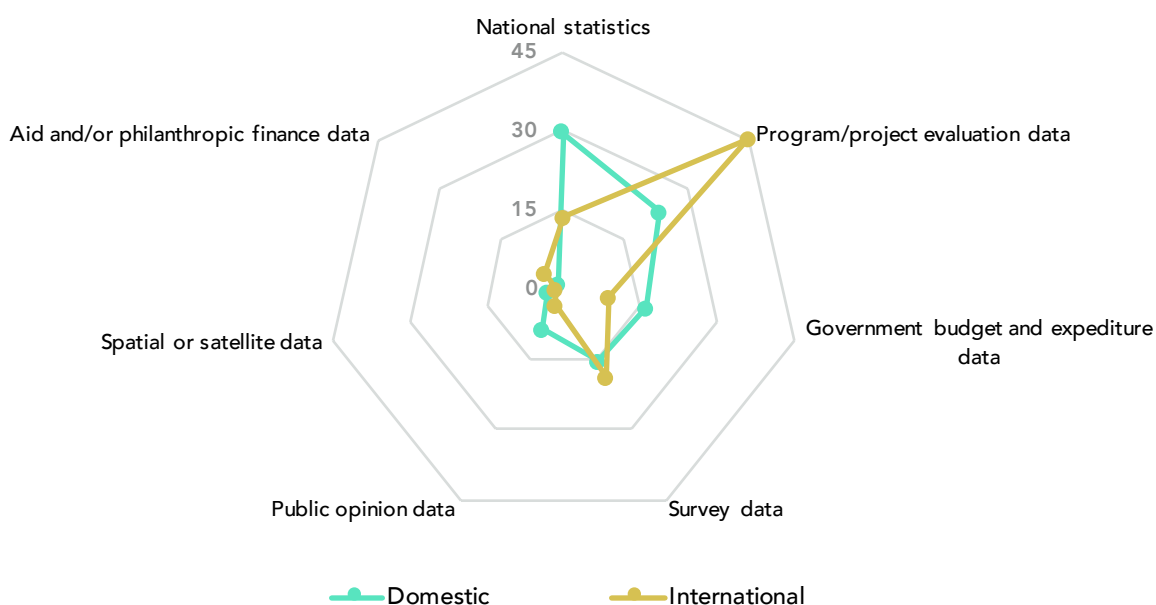
Notes: This figure shows the proportion of respondents who perceived each different type of raw data to be most helpful to their work on the specific policy initiative of their own selection. The figure is based on 364 (or 322) respondents who answered questions on the most helpful type of raw data provided by domestic (or international) providers.

Fifty-seven percent of respondents indicated using information from international providers such as development partner organizations and international NGOs. Among these users of international data, evaluation data was not only the most used (73 percent), but also rated to be the most helpful type of raw data produced by international organizations overall (45 percent). A large percentage of respondents (71 percent) also reported sourcing national statistics from international providers.[21]Despite longstanding policy discussions regarding aid effectiveness and inequality within countries, leaders were less emphatic about the helpfulness of data relevant to those concerns (regardless of the source), such as: aid/philanthropic finance data and spatial data (satellite imagery, remotely sensed or geo-referenced). There are several plausible hypotheses for why this might be the case

First, leaders may not value spatial and aid finance data as separate classes of information *in isolation from* other data on project-level outcomes and national development indicators. For example, leaders may still find it helpful to disaggregate national statistics by geography or include financial commitments (and expenditures) along with project-level evaluation data. However, they may not necessarily think of this as spatial or financial data. If that is the case, asking leaders to rate the helpfulness of data types separately could possibly skew the results.

Second, leaders may want spatial and aid finance data, but be dissatisfied with the quality or ease of use of the information available to them, such that they deem it to be unhelpful. Reliable and timely information on aid flows, national budgets, and project locations is often in short supply in LICs and MICs (Custer and & Sethi, 2017). Moreover, analyzing and interpreting this data may require specific technical skills, such as dealing with disparate levels of geographic resolution or interpolating missing financial amounts, which constitute a barrier to uptake.

Finally, it is possible that even if spatial and financial data is readily available and easy to use, this information may not be seen as pertinent to the most critical use cases of the leaders we surveyed. Since our survey respondents are national leaders and development partner staff based in capital cities, they may feel the weight of monitoring and reporting on how their country as a whole is progressing, rather than its constituent parts. Similarly, these national leaders may be more concerned with justifying how they spend taxpayer dollars via their national budget expenditures, rather than distant (and shrinking) aid dollars.

2.2.2 Leaders overall give the nod to qualitative analysis as most helpful by a slim margin, though government officials appear to place a higher premium on impact evaluations

More leaders use qualitative analysis (over 80 percent) than quantitative studies (over 74 percent) or impact evaluations (over 61 percent). When it comes to information produced by international organizations, the gap widens somewhat, with the use of quantitative studies and impact evaluations falling farther behind qualitative analysis (see Figure 5).

Figure 5: Which types of analysis are used?
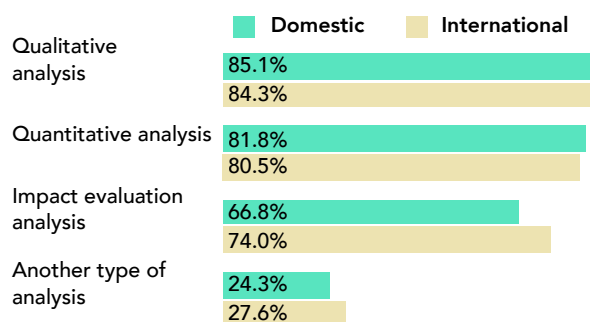
Notes: This figure shows the proportion of respondents who indicated using each different type of raw data to study and monitor the policy initiative that they supported. The figure is based on 668 (or 787) respondents who answered questions on which specific types of domestic-source (or international-source) analysis they used. Note that these proportions do not add up to 100 percent because respondents were able to select all that applied.

Figure 6 shows the proportion of survey respondents who perceived each type of analysis to be most helpful. Once again, qualitative analysis is ahead by a slim margin. This finding is largely consistent with Custer and Sethi's (2017) observation that policymakers and practitioners sometimes prefer qualitative evidence to help them gain context-specific insights and glean lessons learned. Another possible driver of this slight preference for qualitative analysis could be a technical hurdle in deriving insights from quantitative analysis or impact evaluations that often requires a higher familiarity with statistics.

Interestingly, government officials expressed a particular preference for impact evaluations vis-à-vis other forms of analysis (see Figure 7). Thirty-six percent of government officials who made use of information from either domestic or international sources deemed impact evaluation as the most helpful type of analysis. Impact evaluation seems to be particularly essential to government policymakers who are directly responsible for policy implementation and leverage information from past project or impact evaluation studies to improve the design and implementation of their own projects and programs.

Figure 6: Which types of analysis do leaders find most helpful?
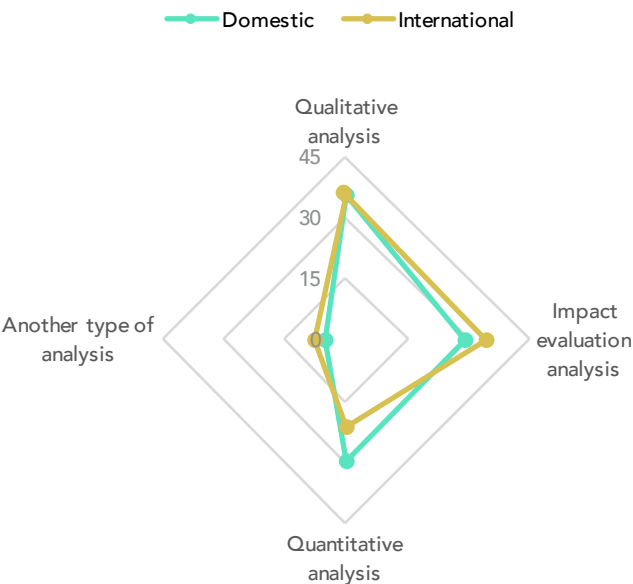
Notes: This figure shows the proportion of respondents who perceived each different type of analysis to be most helpful to their work on the specific policy initiative of their own selection. The figure is based on 297 (or 409) respondents who answered questions on the most helpful type of analysis provided by domestic (or international) providers.

Figure 7: Which types of analysis do government officials find most helpful?
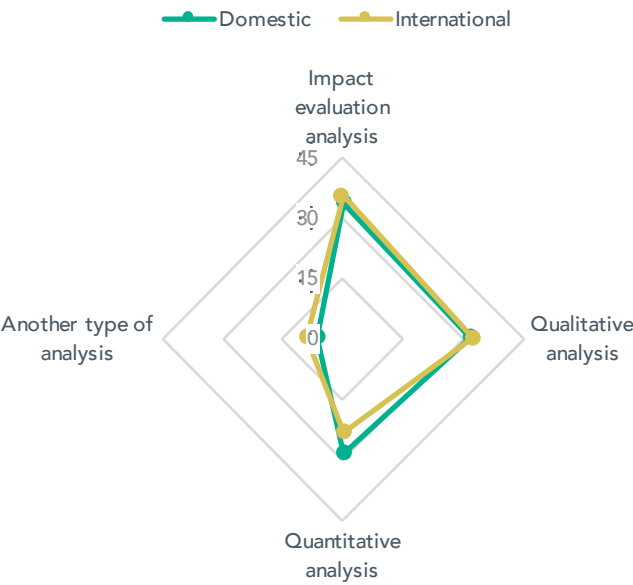
Notes: This figure is based on 140 (or 198) respondents who answered questions on the most helpful type of analysis provided by domestic (or international) providers.

2.2.3 Leaders used national level information more frequently than cross-national and subnational information

According to the UN (2015, p. 11), the collection of high-quality data disaggregated across various dimensions (e.g., age, sex, ethnicity, disability, geography) is a "key [step] to making decisions and monitoring progress in achieving sustainable development for all".[22] However, the demand for highly granular information reportedly often "outstrips the capacities of [information providers] to produce it consistently" (Custer & Sethi, 2017, p. 15).[23]

So how granular is the evidence that is *actually* used by decision makers? We look at one dimension of this: geography. Approximately 90 percent of survey respondents reportedly use national-level data, compared with more modest use of cross-national and provincial data (see Figure 8).[24] Only a third of respondents reported using district, village, or location-specific data. This pattern seems to hold across all different stakeholder groups, policy areas, and regions.

In interpreting this finding, it is important to note that this could be partly driven by the fact that our survey respondents are often based in capital cities where use of subnationally disaggregated data may be lower than what one might expect outside of the capital. Similarly, there may be a stronger use case for cross-national data among those working at the international or regional level who need to monitor trends between rather than within countries.

Moreover, people cannot use what is not readily available. If there is only limited public access to subnationally disaggregated data, as has been found in other studies, the lower levels of reported use of district- or village-level data is unsurprising. This finding also does not speak to whether respondents prefer to use less granular data, only that they currently do so.

2.3 How do leaders find or source their information?

Without effective dissemination, data and evidence may well end up in a "data graveyard" (Custer & Sethi, 2017). Yet, Oliver et al. (2014b) pinpoint limited "availability and access" to relevant information as one of the critical barriers to evidence-based policymaking. Several studies point to specific breakdowns in how information providers disseminate data and analysis to target users as one of the root issues for this disconnect (Oliver et al., 2014b; Masaki et al., 2016; Custer & Sethi, 2017).

To help information providers optimize uptake, we asked developing world leaders how they sourced data and analysis to support their decision making. In other words, how did these leaders first become aware of the information products provided by various domestic and international organizations?[25]

Figure 8: How granular is the information being used?

	Domestic	International
National	93.6%	84.5%
Subnational	62.1%	49.7%
Cross National	41.3%	66.8%
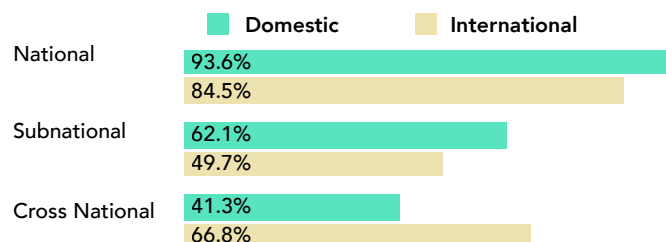
Notes: This figure shows the proportion of respondents who indicated using information at each level of geographical granularity. The figure is based on 733 (or 807) respondents who answered a survey question on the granularity of domestic (or international) data and analysis. Note that these proportions do not add up to 100 percent because respondents were able to select all that applied.

2.3.1 The human face of data: the majority of leaders use information that they discovered from in-person interactions, either via formal meetings or informal communications

There is a growing array of communication mediums to disseminate ideas and information, but leaders most frequently reported finding new data and analysis from in-person interactions such as formal meetings or consultations (over 80 percent), as well as informal face-to-face communications (over 68 percent). As seen in Figure 9, written analytical products such as memorandums, policy briefs, and short technical papers were also frequently mentioned as important channels for leaders to find information sources (over 65 percent).

Despite the rise of social media and the ubiquity of digital communications tools (e.g., email, Internet),

survey participants less frequently identified these dissemination channels as the ways in which they discover information to support their work. Similarly, traditional media was a far less common medium for leaders to identify new data and analysis. These patterns remain largely similar across stakeholder groups. This suggests that in-person communication holds sway over online means of communication, which may be due to a digital divide and fewer people preferring to access information on the web (Custer et al., 2016b).

Notably, these findings are somewhat different from what previous studies have found to be true in the governance sector, where government officials are much more reliant on active web searches to source information.[26] Our findings here give some credence to observations by these sector-specific studies that the reliance of domestic leaders on web searches to source governance data may be less a signal of their preference than a "byproduct of the fact that few governance data producers directly engage with host government counterparts" (Custer et al., 2016a, p. 2; Masaki et al., 2016).

Our findings may also attest to the ongoing challenge of implementing "open data" policies in LICs and MICs. Although there is some significant improvement seen in recent years in terms of the digitization and publication of administrative data and official statistics, much of this information still remains proprietary and not openly accessible. Custer et al. (2016b) note that, at times, government ministries are unwilling to share their data holdings for political and bureaucratic reasons. A lack of a standardized procedure or digital architect to integrate and publish development data also undermines public access to information (ibid.).

In this chapter, we examined how leaders currently source, use, and rate the helpfulness of development information in their work. Information providers can take comfort in the fact that the majority of leaders view at least some of the available data and analysis as helpful to them; however, it is also evident that there are still disconnects to address and opportunities to better package information to support local reforms. In Chapter 3, we examine what leaders have to say about *whose* data they use and why.

Figure 9: How do leaders become familiar with information?

(Corrected) Figure 9: How do leaders become familiar with information?

Data Type	Percentage of Respondents Using Domestic Information by Type	Int'l
Formal meeting/consultation	87.6%	81.7%
Informal Communication	73.4%	67.9%
Memorandum/brief/technical papers	64.9%	69.4%
Email/e-newsletters	47.2%	57.4%
Information/data portal	39.7%	48.6%
Internet search	34.6%	56.2%
Traditional media	32.7%	28.5%
Social media	23.9%	27.2%

Domestic Sources   International Sources
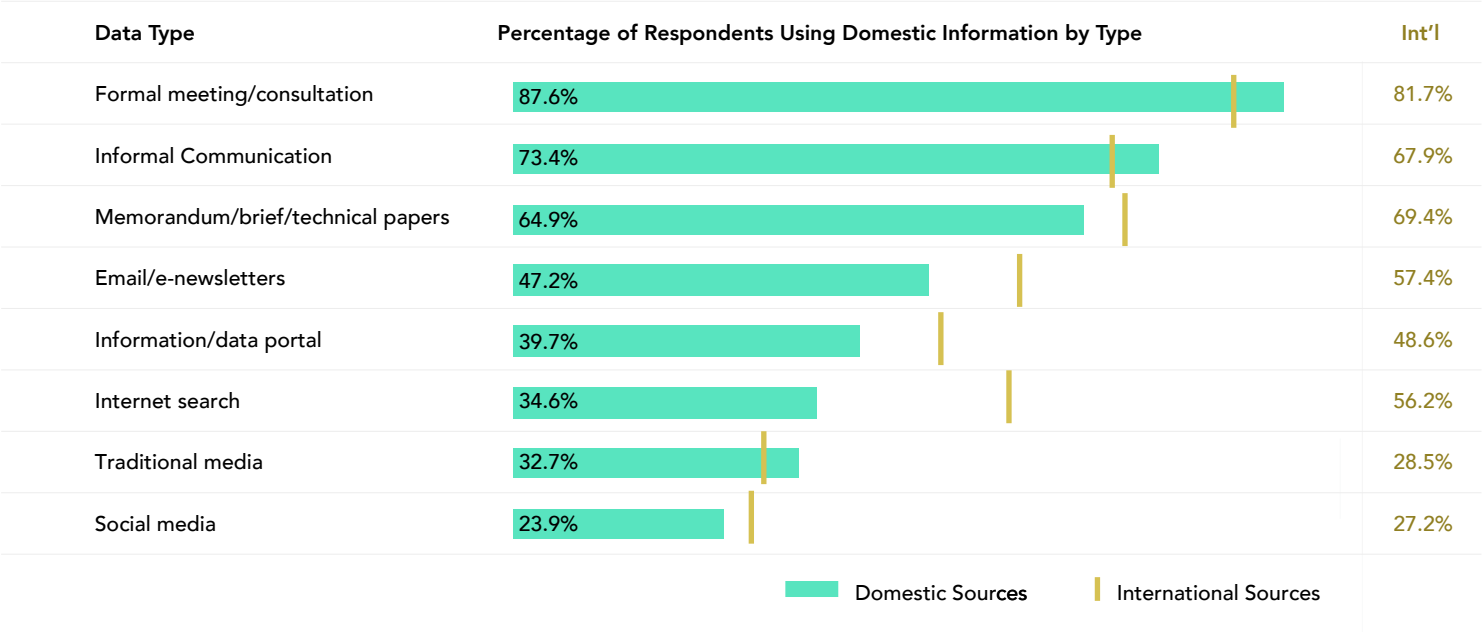
Notes: This figure shows the proportion of information users who selected a particular channel of communication as a means through which they received information. 735 (or 822) respondents answered the question that asked them to select communication channels for domestic (or international) sources of information. Respondents could select multiple channels of communication, so proportions presented in the figure do not add up to 100 percent. This figure was updated in August, 2018 to correct an incorrect label in the list of data types.

[14] In the survey questionnaire, raw data were defined as a data point, dataset, or datasets (e.g., spreadsheet, csv files) while analyses were defined as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation.

[15] The survey was structured in a way that sequentially asked respondents about their familiarity with, and use of, domestic and foreign or international sources of information. Domestic providers include national and local government agencies, as well as non-governmental actors that are often directly responsible for collecting, analyzing, and disseminating information to end users at the national level. International providers include bilateral development agencies, multilateral development organizations, as well as international think tanks and NGOs. These international actors complement domestic data collection efforts by offering technical and financial support, but also collect their own data and provide analysis to inform policy decisions in partner countries (Custer & Sethi, 2017).

[16] The survey asked respondents to identify "for which purposes [or at which stages of the policy process]", if any, they used data or analysis in their work on a specific policy initiative (see Questions 20 and 21 in the survey questionnaire, available in Appendix E). Respondents were asked to select from a fixed list of seven different policy stages: (1) research and analysis; (2) advocacy and agenda-setting; (3) design; (4) implementation; (5) monitoring and evaluation; (6) external communications; and (7) training, capacity building, and/or technical support. Of the 1,769 respondents who answered questions on their use of evidence in their work, only 34 respondents stated that they *did not* use evidence or did not know whether they used it at all in their work. See the Appendices for more information.

[17] See Figure A-1 for details on for which specific purposes survey respondents reported using information.

[18] After identifying the single organization that provided the most helpful information, respondents were then asked to identify how they used the information from this organization. Respondents were given a fixed list of 11 different activities (see Questions 36 and 56 in the questionnaire, which is available in Appendix E).

[19] Respondents were asked to select from a fixed list of different types of data and analysis. There were 7 different types of data evaluated in the survey: 1) national statistics; 2) survey data; 3) public opinion data; 4) program/project performance and evaluation data; 5) government budget and expenditure data; 6) spatial or satellite data; and 7) aid and/or philanthropic finance data. Respondents were also asked to select from 3 different types of analysis: 1) qualitative analysis; 2) quantitative analysis; and 3) impact evaluation analysis. While these response options are clearly not exhaustive, they cover a broad spectrum of data and analytical products that are typically used by development policymakers and practitioners. Survey respondents then rated the helpfulness of the information types they used on a scale of 1 ("not at all helpful") through 4 ("very helpful").

[20] In the 2017 LTL Survey, we allowed survey participants themselves to interpret what would be included within the term national statistics. In interpreting their responses, the authors view national statistics as including data and information that summarizes a country's state of development in a particular sector using nationally representative indicators (e.g., poverty rates, pupil-teacher ratios, child mortality rates).

[21] We included national statistics as a response option for both international and domestic sources of development data. For example, it is equally plausible that a leader might source statistics on their country either from a domestic source such as their National Statistics Organization or from an international source such as the World Bank's World Development Indicators database. The authors thank Shaida Badiee of Open Data Watch for her helpful insights on this matter.

[22] Studies also show that domestic constituencies consider analysis that uses subnational data and speaks into the local circumstances to be more credible than other sources of information (Momani, 2007; Lombardi & Woods, 2008; Edwards, 2011).

[23] In their three-country study of development data use, Custer and Sethi (2017) also report that many user groups express a growing demand for information disaggregated by demography and geography, which would aid them in a wide range of activities including project design, implementation, and resource allocation. Yet, the collection of highly granular information requires strong institutional and statistical capacities on the part of information providers. Even if governments have access to highly granular information, they may not possess data management systems or capacities to handle such information and/or analyze it. For more information see: *aiddata.org/avoiding-data-graveyards*.

[24] Questions 52 asked about the geographical scope of the domestic information respondents used and Question 32 asked the equivalent question for international sources of information.

[25] Question 48 in the 2017 LTL Survey asked survey respondents from which specific channels of communication they derived domestic sources of information while Question 28 asked the same question for international sources of information.

[26] The research team that conducted the 2017 LTL Survey also designed, fielded, and analyzed the snap poll of 3,000 governance data users in the summer of 2016. The construction and analysis of the snap poll, produced for the Governance Data Alliance (GDA), substantially informed our approach for the 2017 Listening to Leaders Survey and this report. For more information on the GDA snap poll please see: *http://aiddata.org/when-is-governance-data-good-enough*.

3. Shopping for data: Whose information do leaders use and why?

More is not necessarily better when it comes to the use of data and analysis in the policymaking process. Leaders in LICs and MICs have ample choices when it comes to deciding which sources of information to use as they target scarce resources and monitor results to achieve sustainable development for all (Oliver et al., 2014a, p. 8). In this chapter, we analyze the responses of leaders in the 2017 LTL Survey to understand which organizations leaders turn to for sourcing information and how they rate the helpfulness of that evidence in their work.

Our analysis calls attention to **seven findings**, which we will discuss at length in this chapter:

- Leaders generally view domestic sources of data and analysis to be quite helpful, but give government agencies the highest marks as information providers

- The value of non-governmental information is highly context specific: data and analysis produced by local civil society is most helpful in countries with open civic space

- Leaders put data and analysis from development partners at the top of the class when it comes to the helpfulness of international information sources

- Not all development partners are equally popular: multilateral organizations command a larger user base for their data and analysis than their bilateral counterparts overall

- Multilateral organizations with a specific regional or sectoral focus are viewed as the most helpful international information sources

- Multilateral development partners, the United States, and Germany punch well above their financial weight in terms of attracting domestic uptake of their data and analysis

- Large bilateral and multilateral donors were generally rated as more helpful information providers, but focused multilaterals appear to punch above their financial weight

3.1 Which sources of information do leaders use and find most helpful?

Do leaders use data and analysis from some information providers more than others? While there are many factors at play in their decision-making calculus, leaders must ultimately judge whether a given information source will be helpful to them in advancing their agenda.[27] In this section, we assess how decision-makers in LICs and MICs respond to information from different categories of domestic and international producers of data or analysis.

Figure 10: Which domestic sources of information do respondents commonly use?

Govt. ministries and agencies	84.9%
CSOs and private foundations	57.2%
Think tanks and research orgs	47.7%
Private sector	36.4%
The media	28.1%

Percentage of Respondents Using Information
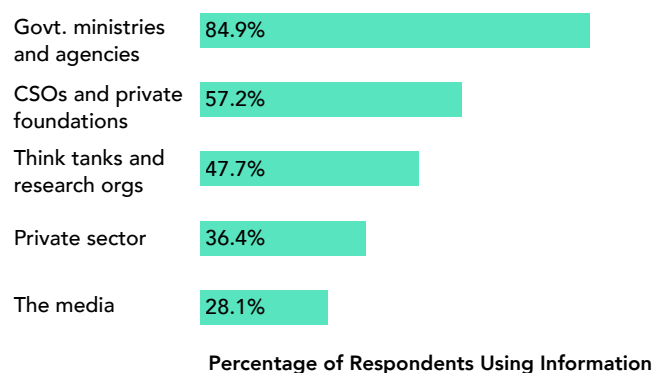
Notes: This figure shows the proportion of the 775 respondents who reported using information from at least one of type of domestic organization (e.g., government ministries/agencies, CSOs and private foundations, think tanks and research organizations, the private sector, and the media).

3.1.1 Leaders generally give government agencies the highest marks among domestic information providers

As shown in Figure 10, host government agencies reportedly produced the most frequently used domestic data (85 percent of respondents).[28] They also received high marks as information providers -- about 90 percent of the time, users rated their data and analysis to be "quite helpful" or "very helpful" (see Figure 11). Comparatively, data from private sector companies appears to be underutilized in light of the

value of this hyper-local information to monitor local economic activity and social mobility (Data2X, 2017). While over 80 percent of the time, respondents found their information to be at least "quite helpful", only 37 percent of respondents reported using private sector data and analysis. These patterns largely hold true across stakeholder groups, policy areas, and geographic regions.[29]

Figure 11: How helpful are domestic sources of information?
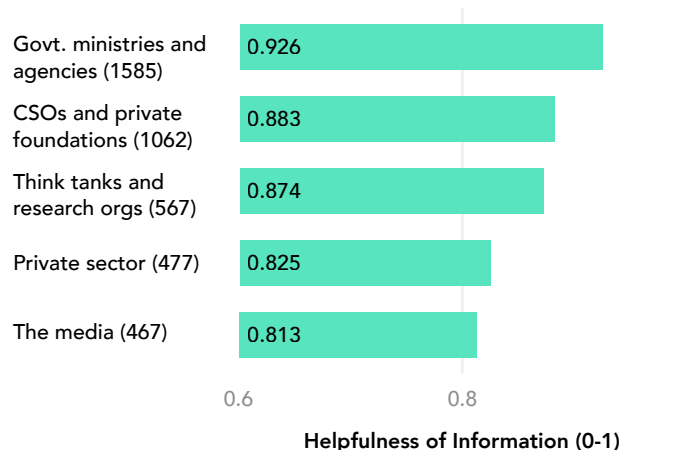
Notes: This figure shows how frequently respondents identified information from a given domestic organization to be "quite helpful" or "very helpful." The number of responses evaluating each different source of information is reported in brackets. Note that the number of responses is not the same as the number of respondents because each respondent could evaluate more than one organization from each of the organizational types (e.g., government ministries/agencies, CSOs and private foundations, think tanks and research organizations, the private sector, and the media).

This high reported use of government data is unsurprising in some respects. Government agencies are often among the most prolific producers of development data in LICs and MICs. They publish a wide range of information: censuses, household surveys, national statistics (e.g., GDP, poverty rate, child mortality), and budget data. Other data producers rely on government-sourced information to generate their own datasets or analysis (Custer & Sethi, 2017). Unlike foreign organizations who rely on a network of domestic infomediaries to disseminate information, government agencies also have their own mechanisms to disseminate information directly into the hands of their target users (Stern et al., 2017).[30]

It is important to set the high reported level of satisfaction with the helpfulness of data and analysis produced by the host government in context. Previous studies, such as that by Custer and Sethi (2017) have noted two countervailing forces when it comes to

government data: users want more of it, but have grave concerns about its trustworthiness. The authors caution that government data often suffers from "a trust deficit", given perverse incentives for politicians and policymakers to distort the truth to advance their political agendas.

So, why do leaders overwhelmingly view government data as helpful? Compared to the more episodic (and proprietary) data collection efforts of non-governmental actors, government agencies may offer the best publicly available information in terms of sheer quantity and coverage. A more pessimistic interpretation is that users find public sector data to be helpful, not because it is objective and unbiased, but rather because this information signals the government's priorities and perspectives.

Meanwhile, information collected by private companies is often not freely accessible due to proprietary and privacy concerns, thereby thwarting broader public use of that potentially valuable data. These actors frequently collect data related to projects they are implementing, but may be reluctant to share information that is costly for them to produce. Even if they are willing to make their data and analysis public, this information may not be easily "discoverable" by prospective users, as it is seldom integrated within official datasets or information portals.

3.1.2 The value of non-governmental information is highly context specific: data and analysis produced by local civil society is most helpful in countries with open civic space

Local civil society actors are increasingly active producers, rather than passive consumers, of valuable project-level data and analysis (Wilson & Rahman, n.d.; Custer and Sethi, 2017). This "unofficial" information can be invaluable in holding public officials accountable for results and to verify the official record (UNDP, 2011). Citizen-generated data, "data that people or their organizations produce to directly monitor, demand or drive change on issues that affect them", is a particularly promising way to crowdsource the perspectives of people and institutions (Wilson & Rahman, n.d.).[31] Box 1 provides one such example.

Leaders in LICs and MICs appear to be paying increasing attention to this burgeoning information source. CSOs and private foundations were the second most popular source of domestic data and analysis -- 58 percent of respondents reported using this information and 88 percent of those leaders found it to be helpful when they did. Unfortunately, the number of observations for domestic CSOs and private foundations was too small to report a breakdown at the individual organization level with confidence.

Box 1: Citizen-generated data on SDGs: The case of Uwezo

Limited government capacity to collect accurate and timely information on official statistics has contributed to significant data gaps that threaten the ability of LICs and MICs to track their progress towards the SDGs (Serajuddin et al., 2015). Citizen-generated data -- or data produced by private citizens or their organizations -- can play an important role in augmenting and validating official government data on the SDGs. Indeed, "[t]here is a strong consensus...that citizen and civil society engagement is critical to the design, implementation and monitoring of the SDGs" (see *http:// www.data4sdgs.org/guide-making-use-of-citizen-generated-data/*). While citizen-generated information is not a substitute for strong government statistical systems, 'unofficial' data sources can help fill important gaps, such as by amplifying voices and perspectives of hard-to-reach and marginalized groups.

A development monitoring initiative (Uwezo) in East Africa, first launched in 2009 by a non-governmental organization called Twaweza, exemplifies how a local NGO or CSO can contribute meaningfully to the collection of data on SDGs. With the purpose of improving the quality of education (SDG4) in three East African countries (e.g., Kenya, Tanzania, and Uganda), Uwezo conducts large scale household-based assessments of children's actual literacy and numeracy levels. Not only does it collect information, Uwezo also leverages its own local networks to disseminate its key findings, thereby shaping both state- and national-level discussion on education policy in East Africa (R4D, 2015).

The potential of citizen-generated data is vast, but there are several challenges to unlocking its full potential as a tool to monitor progress towards SDGs. First, these citizen-driven initiatives often lack financial resources to disseminate their findings at the community level. For example, R4D (2015) finds that there is little evidence of the uptake of information produced by Uwezo at the district or village level. This lack of information use at the local level could be attributed to a scarcity of Uwezo's institutional and financial capacity to reach those local communities (Ibid). Second, as there are no agreed upon standards or practices for data collection and use, the reliability and quality of citizen-generated data may vary substantially, preventing decision-makers from drawing consistent and generalizable conclusions.

Governments and development partners that tend to have greater resources and more established data management practices may be well-positioned to work alongside civil society counterparts to help them overcome these challenges and tap the potential of citizen-generated data to track and monitor progress towards the SDGs.

However, the extent to which these actors are seen as providing helpful information largely depends upon the political environment in which they operate. In countries where activities of non-governmental actors are restricted, CSOs can only play a limited role in providing data or analysis to inform policy decisions. In a place like Swaziland, for example, where civic space is highly circumscribed, "just acknowledging that [CSOs] could contribute data would be a step forward" and disseminating their data or analysis "is still a distant dream" (Roger, 2016).

Our survey data confirms this assessment. On average, respondents from countries with less political freedom (e.g., China, Myanmar, Swaziland) found local CSOs and private foundations to be less helpful information providers than respondents from countries with a higher level of political freedom (e.g., Guatemala, Ukraine, Ghana, Botswana). Figure 12 visualizes how the helpfulness of information from non-governmental

sources varies at different levels of political freedom (or civic space), as measured by Freedom House ratings of political rights in 2010.

Figure 12: How does the local political freedom (or civic space) affect how leaders view the helpfulness of data and analysis produced by domestic CSOs and private foundations?
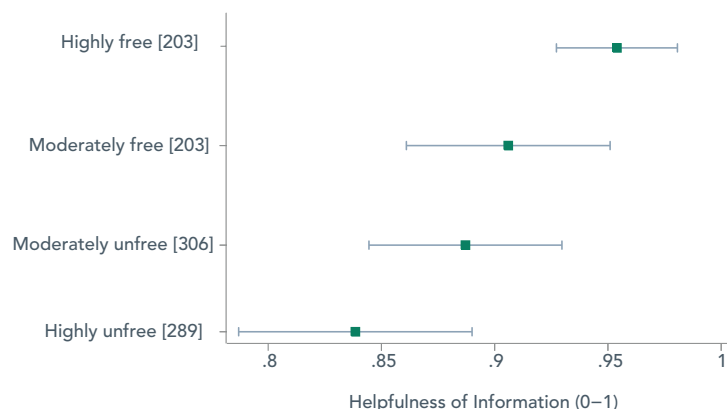
Notes: The figure shows how frequently respondents identified information from a local CSO or private foundation to be "quite helpful" or "very helpful" at different levels of civic space (or political openness), as evaluated by the Freedom House ratings of political rights in 2010. The number of responses evaluating information from local CSOs and private foundations is reported in brackets.

Box 2: Partnerships in data collection: The case of REPOA in Tanzania

REPOA, a Tanzanian think tank, is an excellent example of a non-governmental information supplier that works closely with development partner organizations in collecting and disseminating development information. REPOA was founded in 1994 with the aim to spur growth and socio-economic transformation for poverty reduction in Tanzania through the production of new development data and analysis.

REPOA has extensive experience leading data collection efforts with development partner organizations. In 2012, REPOA administered questionnaires, coordinated and supervised fieldwork, and verified and processed questionnaires for a World Bank project seeking to address the lack of standardized indicators to measure the quality of services as experienced by African citizens (World Bank, 2012). In 2016, the World Bank enlisted REPOA to train decision-makers in data collection, analysis, and dissemination for improving the delivery of education and health services in Tanzania (Kasumuni, 2016). REPOA has also been the leading implementing partner for Afrobarometer since its first round (1999-2001), orchestrating data collection, analysis, and dissemination efforts in the country. REPOA also collaborates with foreign research institutions to conduct rigorous studies. For example, the organization is currently working with researchers from the College of William and Mary and Brigham Young University on a randomized control trial to assesses the impact of mobile phones on the uptake of digital financial services and women's welfare.

Such partnerships between local CSOs and international organizations have rich benefits for both parties. Local CSOs gain access to additional financial and technical resources to grow their capacity for data collection and analysis, as well as enhance their reputation and visibility with international partners. For international organizations, working with a local CSO allows them to tap into the context-specific knowledge and deep networks with policymakers and practitioners on the ground to ensure that their analysis is responsive to country realities and likely to reach target users.

This finding underscores an important point: protecting civic space is not only important from a human rights perspective, but likely also critical for evidence-based decision making. Where civic space is circumscribed or non-existent, policymakers and practitioners are making decisions without taking into account the valuable insights of citizens and community groups that are often closest to the point of service delivery. Therefore, advocating for greater political openness and freedom of information should be front of mind for those seeking to foment a "data revolution for development".

In countries where civic space is constrained, donors and international organizations could use their influence with host government counterparts to bolster the authorizing environment for local CSOs to collect and disseminate development information without interference. In doing so, they increase the likelihood that the information produced as a result of these partnerships will be more visible and helpful to domestic leaders. Such actions may also open up political space and voice for non-governmental actors to contribute in other ways in their societies.

International organizations often partner with local CSOs or think tanks to work on their behalf to collect data, produce contextually appropriate analysis, and serve as credible infomediaries to disseminate this information to target users (Ubaldi, 2013; Custer & Sethi, 2017). Box 2 provides one such example in

Tanzania, an environment where there have been growing concerns regarding civic space (Kwayu, 2016).

3.1.3 Leaders put data and analysis from development partners at the top of the class when it comes to international information sources

In a crowded marketplace, development partner organizations, as shown in Figure 13, stand out as the most popular international source of information (93 percent). Development partners also received the highest marks among international information providers -- 88 percent of the time, users rated their data and analysis to be "quite helpful" or "very helpful" (see Figure 14).

These findings could reflect the fact that development partners are more prolific (and consistent) producers of publicly available data and analysis than other international actors. They produce well-regarded technical studies to evaluate progress, diagnose problems, and propose policy solutions to their host government counterparts (Parks et al., 2015; Masaki et al., 2017; Custer & Sethi, 2017).[32] They also administer or fund data collection activities, working with local partners, in addition to providing financial support for statistical capacity to governments in LICs and MICs.[33]

Figure 13: Which foreign or international sources of information do respondents report using?
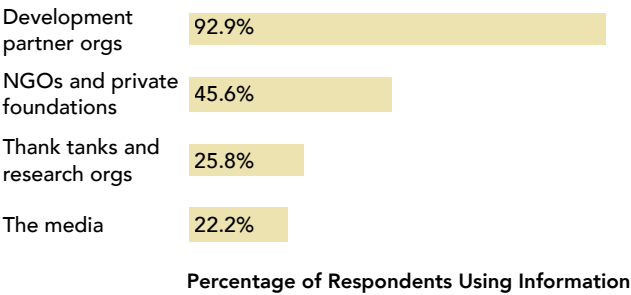
Development partner orgs	92.9%
NGOs and private foundations	45.6%
Thank tanks and research orgs	25.8%
The media	22.2%

Percentage of Respondents Using Information

Notes: This figure shows the proportion of respondents who indicated using information from at least one of the foreign/international organizations in a given organizational type (e.g., development partner organizations, NGOs and private foundations, think tanks and research organizations, and the international media). 887 respondents answered the question that asked them to indicate which international sources of information they used.

Figure 14: How helpful are international sources of information to achieving leaders' policy objectives?

Development partner orgs (3881)	0.879
NGOs and private foundations (815)	0.834
The media (336)	0.795
Think tanks and research orgs (305)	0.713

0.50 — 0.75 — 1.00

Helpfulness of Information (0-1)

Notes: This figure shows how frequently respondents identified information from a given international organization to be "quite helpful" or "very helpful." The number of responses evaluating each different source of information is reported in parentheses. Note that the number of responses is not the same as the number of respondents because each respondent could evaluate more than one organization from each of the organizational types (e.g., development partner organizations, NGOs and private foundations, the media, think tanks and research organizations).

Alternatively, a less sanguine view might attribute domestic policymaker use of data and analysis produced by development partners as reward-maximizing behavior. If LIC and MIC leaders believe that paying attention to these information sources will help them access material or reputational benefits, they are more likely to do so (De Renzio & Woods, 2008; Barder, 2010; Parks et al., 2015).
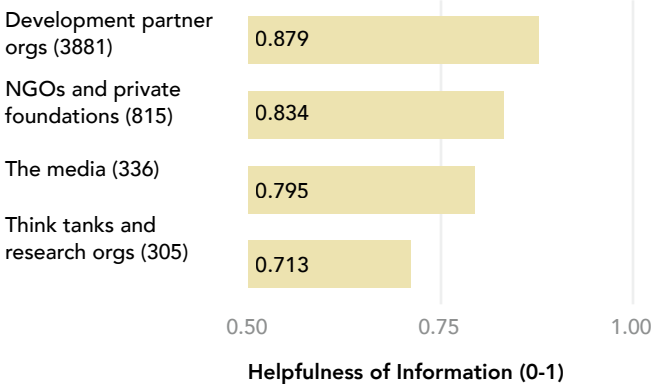
Comparatively, survey respondents were much less likely to turn to information from international NGOs/

private foundations, think tanks, research organizations, and the media in their work (see Figure 13).[34] As a group, foreign think tanks were seen as providing relatively less helpful information than development partners, though over 71 percent of the time, respondents still found them to be at least "quite helpful".[35] International NGOs and private foundations, as well as the media were in the middle of the pack.[36] Similar patterns were observed across all stakeholder groups, policy areas, and geographic regions.[37]

Nonetheless, at the individual organization level, several private foundations garnered above average marks from leaders who reported their information as being "quite helpful" or "very helpful", including the Open Society Foundation (92 percent) and the Bill and Melinda Gates Foundation (87 percent). Among large-scale implementing organizations, leaders rated World Vision as above average in providing helpful data and analysis (90 percent). Transparency International holds the lead as the most helpful information provider among other advocacy organizations (83 percent) by a slim margin (see Figure 15).

Figure 15: How do international CSOs and private foundations stack up as information providers?

Open Society Foundations (53)	0.923
World Vision (39)	0.895
BMGF (31)	0.871
Save the Children (41)	0.843
Transparency International (84)	0.834
Oxfam (64)	0.793
United Nations Foundation (32)	0.785
Amnesty International (37)	0.783
Human Rights Watch (44)	0.742

0.50 — 0.75 — 1.00

Helpfulness of Information (0-1)
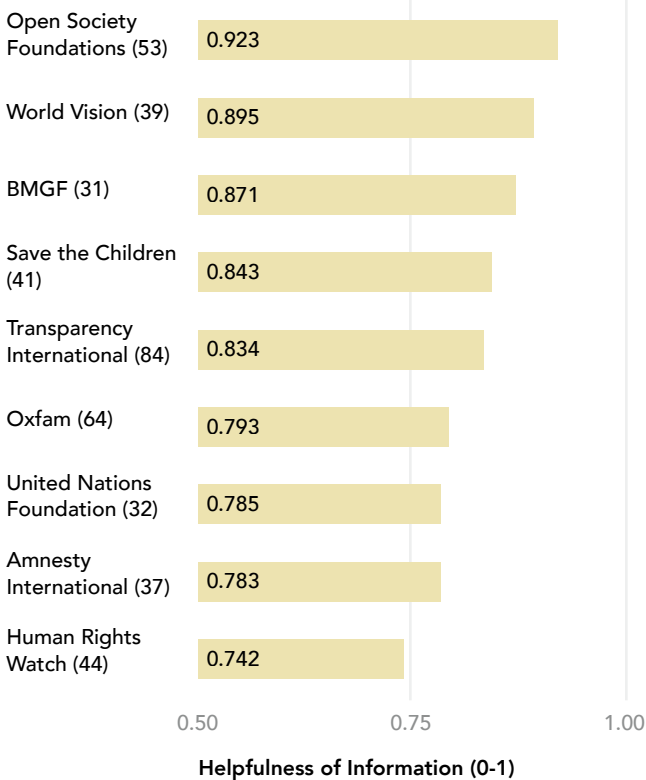
Notes: This figure shows how frequently respondents identified information from a given NGO/CSO organization or private foundation to be "quite helpful" or "very helpful." The number of respondents evaluating each organization is reported in parentheses.

3.2 How do development partners stack up as information providers?

It is clear that leaders in LICs and MICs turn to development partners (e.g., bilateral aid agencies, multilateral development banks) not only for their financial support, but also highly esteem their technical and analytical expertise. However, development partners are not monolithic and our survey respondents view three cohorts of international donors quite differently when they are shopping for data and analysis. In this section, we take a closer look at which development partners rise to the top as the most frequently used and most helpful sources of information.

3.2.1 Not all development partners are equally popular: multilateral organizations command a larger user base for their data and analysis than their bilateral counterparts

Multilateral organizations dominate the market as producers of international data or analysis. Eighty-seven percent of leaders who used information from international providers sourced it from multilateral organizations such as UN agencies and the World Bank (see Figure 16).[38] In fact, five of the top ten individual providers of international data and analysis shown in Figure 17 were multilateral organizations, including: the World Bank, two UN agencies (UNDP and UNICEF), the European Union, and the International Monetary Fund (IMF).[39]

The World Bank performed particularly well as a go-to source of information for half of all users of international data or analysis. Remarkably, the World Bank's dominant market position is quite consistent across user groups, policy areas, and regions. For example, leaders ranked the World Bank among the top 3 most used sources of data and/or analysis in all six policy areas covered by the 2017 LTL Survey (see Figure 18).

Multilateral organizations often have clear mandates to collect data and conduct analysis to track progress on global development agendas, and their member states turn to them to help assess country progress against global goals (World Bank, 2017). These institutions are seen as possessing strong technical knowledge about policy reform experiences in other countries and less beholden to national interests than their bilateral counterparts (Rodrik, 1996; Parks et al., 2015; Custer et al., 2015).[40] In addition, multilateral organizations may invest more in marketing, communications, and branding of their data and analytical products, allowing them to reach their target audiences effectively (Parks et al., 2015).

Survey respondents were comparatively less likely to use data and analysis from bilateral development partners, but some bilateral actors performed better than others. Fifty-nine percent of international data users employed information from member countries of the OECD's Development Assistance Committee (DAC) club of advanced economies. Several large DAC bilateral development partners -- the United States, Germany, Japan, the United Kingdom, and France -- round out the top ten information providers according to respondents.

Germany has the most cachet with data users in the rural development and environment sectors, the United States in the social sector, and Japan in infrastructure (see Figure 18). Even smaller development partners can carve out a niche for themselves as prominent providers of information in certain focus sectors, such as Denmark in rural development or Australia in infrastructure.[41]

Despite substantial media attention devoted to the influence of South-South Cooperation providers (e.g., China, India), only 7 percent of international data users, reported leveraging data and analysis from "non-DAC" development partners. There are two possible explanations for this divergence between DAC and non-DAC bilaterals: (1) philosophy; and (2) money.

DAC and non-DAC bilaterals have different philosophies of how they engage with host government counterparts. DAC development partners are more likely to make performance-based aid allocation decisions, prompting governments counterparts to pay close attention to the assessments these donors care about in order to unlock more loans and grants (Parks et al., 2015). Conversely, non-DAC development partners often espouse a principle of non-interference in "the politics of recipients of their aid" (Walz & Ramachandran, 2010).[42]

Alternatively, DAC development partners may benefit from the power of the purse, particularly with regard to their investments in data and statistical capacity building in LICs and MICs which have grown over time (PARIS21, 2016). Notably, bilateral development partners that ranked among the top 10 information providers overall were also among the largest donors in the volume of their official finance contributions to LICs and MICs, including official development assistance and other official flows.[43] It stands to reason that domestic policymakers and practitioners are more likely to be familiar with, and use information from, well-resourced development partners that supply greater amounts of data and analysis.

Figures 16, 17, and 18: How does information use vary by sector and development partner?

% of respondents who report using information

Figure 16: How does information use vary by development partner type?

Multilateral
87.1%

DAC Bilateral
59.6%

non- DAC Bilateral
6.6%
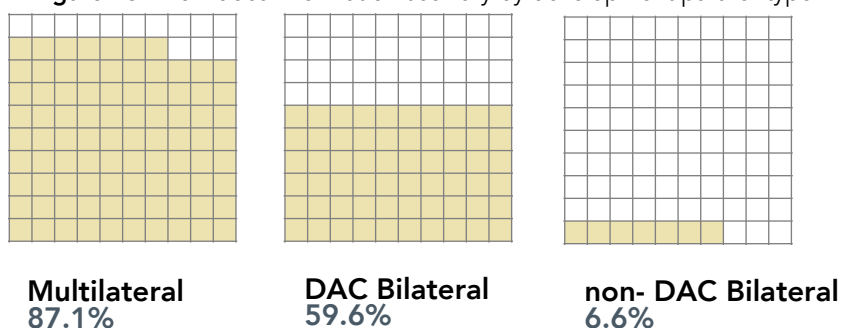
Figure 17: Whose information do policymakers report using, by development partner??

World Bank	45.4%
UNDP	39.7%
EU	38.7%
United States	31.3%
Germany	22.8%
UNICEF	21%
IMF	19.7%
Japan	16.9%
United Kingdom	13.9%
France	13.2%

Percentage of Respondents Using Information
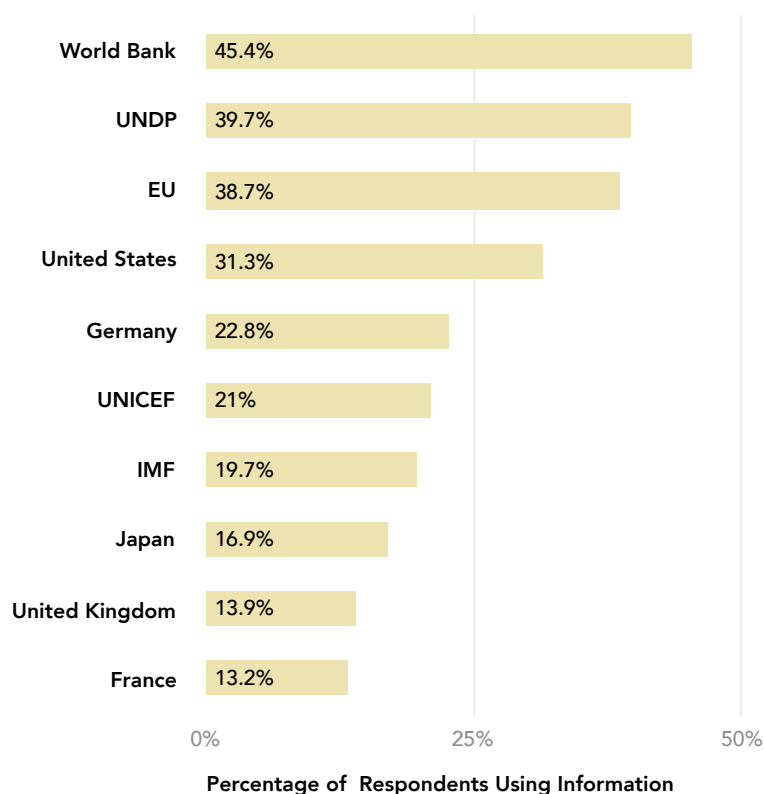
Notes:
Figure 16 *shows the proportion of respondents who reported using information from a given type of foreign or international organization.* ***Figure 17*** *shows the proportion who indicated using information from a given international organization.* ***Figure 18*** *shows the proportion of respondents who indicated using information from a given international organization. The denominator for Figures 16 and 17 is the number of respondents who indicated using information from at least one international provider or source (N=887) while the denominators for policy-area-specific percentages in Figure 18 are reported in parentheses.*

Figure 18: Whose information do policymakers in each specific sector report using?

Social (N=238)

UNICEF	40.6%
World Bank	37.4%
United States	27.4%
UNDP	26.8%
Global Fund	22.6%

Governance (N=173)

EU	50%
UNDP	48.7%
World Bank	48.6%
United States	40.3%
IMF	25%

Economic (N=165)

World Bank	65.4%
EU	47.4%
IMF	45.7%
UNDP	44%
United States	30.5%

Environment (N=90)

UNDP	51.9%
World Bank	41.3%
GEF	38.8%
Gemany	33.9%
United States	29.6%

Rural Development (N=53)

EU	43.6%
World Bank	40.1%
Germany	39.9%
UNDP	38.4%
IFAD	24.5%

Infrastructure (N=32)

World Bank	39.5%
EU	35.2%
Japan	29.2%
United States	23.8%
UNICEF	21.9%

Figure 19: The top and bottom 10 development partners by helpfulness of information

TOP 10

Average 0.89

Partner	Score
IDB (44)	0.966
IFAD (55)	0.937
United States (294)	0.931
AfDB (90)	0.930
World Bank (362)	0.923
EU (329)	0.916
Global Fund (71)	0.915
IFC (76)	0.910
UNICEF (171)	0.909
IMF (139)	0.905

Helpfulness of Information (0-1)

BOTTOM 10

Average 0.89

Partner	Score
Japan (127)	0.850
France (93)	0.838
Netherlands (48)	0.831
Norway (49)	0.820
EBRD (38)	0.810
GEF (59)	0.808
Canada (73)	0.807
Australia (72)	0.806
China (32)	0.741
Belgium (39)	0.696

Helpfulness of Information (0-1)

Notes: This figure shows the proportion of respondents who identified information provided from each foreign or international organization to be "quite helpful" or "very helpful." The number of respondents evaluating each different organization or country provider is reported in parentheses. Any organization with N<30 is dropped.

3.2.2 Multilateral organizations with a specific regional or sectoral focus are viewed as the most helpful international information sources

Multilateral organizations appear to have a clear "performance edge" over bilateral agencies when it comes to helpfulness -- this is similar to what we have observed in past studies (see Parks et al., 2015; Custer et al., 2015).[44] Notably, only one bilateral donor, the United States, broke into the top 10 list of most helpful development partners (see Figure 19).

Organizations that have the mandate to focus on a particular geographic region or sector -- such as the regional development banks, the International Fund for Agricultural Development, and the Global Fund to Fight AIDS, Tuberculosis, and Malaria -- received the highest marks.[45] Over 90 percent of users rated information from these focused multilaterals as quite or very helpful.[46]

Why do leaders rate information produced by focused multilaterals so highly? First, these organizations are conceivably able to parlay their specialized mandate into a deep expertise in a particular region or sector that allows them to gain a comparative advantage vis-a-vis donors that are stretched thin to cover a much broader range of regions or topics. Second, these focused multilaterals can effectively tailor their data and analysis to speak to a more clearly defined (and bounded) set of target users.[47] For example, IFAD's focus on the agriculture sector to eradicate rural poverty gives the organization a clear mandate to target its diagnostics and recommendations to policymakers working in ministries of agriculture and rural development.

To this latter point, some may question whether information is truly helpful if it is not used widely. Drawing upon the 2017 LTL Survey responses, we were able to put this question to the test. Figure 20 shows that a larger user base is associated with higher helpfulness scores, but there are diminishing returns. Information provided by some development partners was not widely used, but those leaders who did use it in their work rated it as very helpful. Many of the focused multilateral organizations appear to fall in this group.

3.3 Which sources of information punch above their weight?

In the previous section, we hypothesized that a donor's "power of the purse" could be a decisive factor in how decision-makers in LICs and MICs source their information. Using the volume of a donor's official finance contributions, we tested whether development assistance levels actually predict data use patterns.[48] In fact, we find evidence that this is indeed the case:

larger providers of financial assistance attract greater uptake of their data or analysis than their less well-endowed counterparts (see Figure 21).[49] This pattern holds true, even if we restrict the test to examining only donor investments in statistical capacity building.[50]

Figure 20: Does uptake correlate with reported helpfulness?
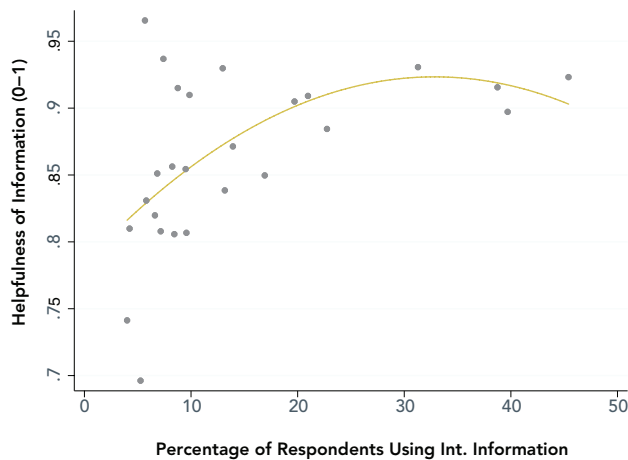
Notes: This graph shows the relationship between the helpfulness of information and uptake of information, both evaluated based on the 2017 LTL Survey.

The size of official finance contributions may be an important driver of which information sources are used most often, but this only tells a partial story. Indeed, some organizations enjoy a greater-than-expected level of use of their data and analysis, even after taking into account the size of their official finance investments. In the rest of this section, we quantify the return on investments in data for thirty development partners on two different measures: information use and perceived helpfulness of this data or analysis in decision-making.

Our two "value for money" indices compare the *reported* use and helpfulness of each development partner's information with their *predicted* performance based upon the sheer size of their official financial contributions alone.[51] Development partners on the top half of the indices are punching above their weight, garnering higher scores than what we would expect if driven by the volume of assistance alone. Conversely, development partners on the bottom half of the indices are underperforming, or punching below their weight, relative to what we would expect to see.

3.3.1 Several multilateral development partners, the United States, and Germany punch well above their financial weight in terms of attracting domestic uptake of their data and analysis

Several multilateral organizations such as the World Bank, EU, and IMF are efficiently converting large

development assistance budgets into greater-than-expected uptake of their data and analysis (see Figure 22). UNDP is particularly noteworthy, as it has achieved outsized uptake of the information it produces, despite a relatively small assistance budget (see Box 3). The strong performance of these multilaterals in garnering an outsized user base for their data and analytical products is similar to what we have observed in past studies (Parks et al., 2015; Custer et al., 2015).

There are three plausible drivers of this market dominance by multilateral organizations: (1) the status of these organizations as not beholden to any particular set of national interests gives the information they produce credibility with end users; (2) these organizations pride themselves on having a robust cadre of technocrats seen as producing international gold standard data and analysis (World Bank, 2017; UN, 2015); and (3) policymakers in LICs and MICs may recognize that these donors use their own assessments in their lending decisions.

Two large bilateral donors -- the United States and Germany -- also perform relatively well compared with other bilaterals in translating large assistance budgets into information market share. However, the remainder of the bilateral and multilateral development partners -- both large and small, DAC and non-DAC -- do not fare as well. Regardless of the size of their official finance contributions, these donors are getting a lower return on their financial investments for domestic policymakers in LICs and MICs.

Figure 21: Larger donors attract more users of their information
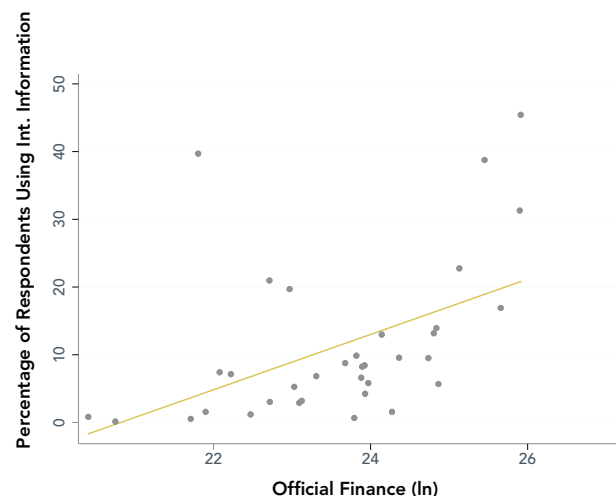
Notes: This graph shows the relationship between the proportion of users of information provided by a given development partner (from the 2017 LTL Survey) and the total volume of official finance by development partner. The size of total official finance disbursed by each donor is retrieved from the OECD-DAC website and refers to the total amount of Official Development Assistance (ODA) and other official flows (OOF) between 2010 and 2015 (log-transformed as indicated by ln).

Figure 22: Value for money: Which development partners punch above or below their financial weight in attracting users of their data or analysis?
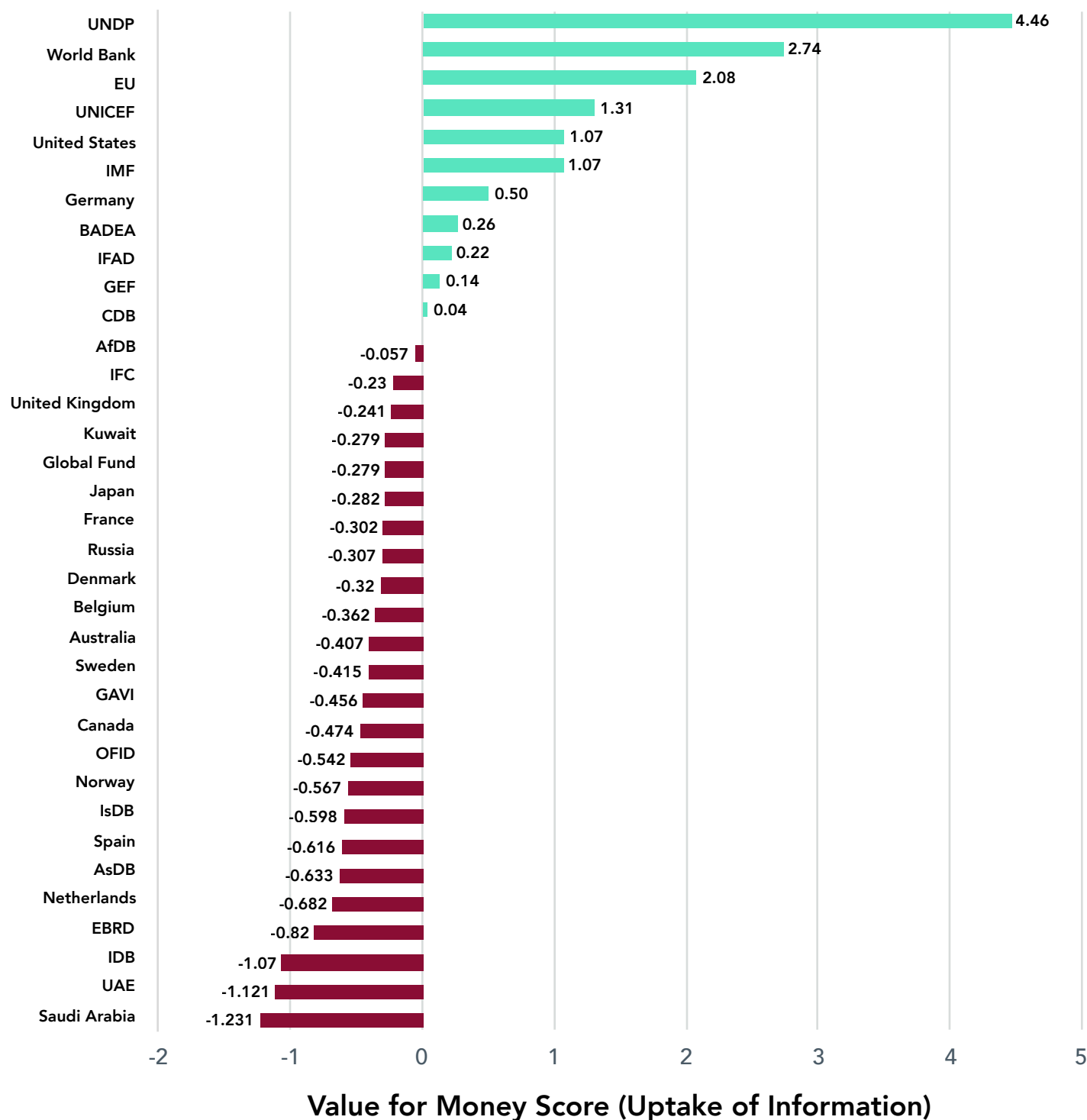
Organization	Value for Money Score
UNDP	4.46
World Bank	2.74
EU	2.08
UNICEF	1.31
United States	1.07
IMF	1.07
Germany	0.50
BADEA	0.26
IFAD	0.22
GEF	0.14
CDB	0.04
AfDB	-0.057
IFC	-0.23
United Kingdom	-0.241
Kuwait	-0.279
Global Fund	-0.279
Japan	-0.282
France	-0.302
Russia	-0.307
Denmark	-0.32
Belgium	-0.362
Australia	-0.407
Sweden	-0.415
GAVI	-0.456
Canada	-0.474
OFID	-0.542
Norway	-0.567
IsDB	-0.598
Spain	-0.616
AsDB	-0.633
Netherlands	-0.682
EBRD	-0.82
IDB	-1.07
UAE	-1.121
Saudi Arabia	-1.231

Value for Money Score (Uptake of Information)

Notes: This graph shows the VFM index of each development partner organization. The VFM index is a standardized difference (in z-scores) between the actual uptake of information from each development partner and the predicted level of uptake based on their financial weights. See footnote 51 on how the VFM index is calculated.

Box 3: UNDP's role in the information market

Founded in 1965, UNDP has produced a wide range of analytical products (e.g., the annual Human Development Report) and indices to measure various dimensions of development, such as: human development (e.g., the Human Development Index), gender inequality (e.g., the Gender Development Index), and poverty (e.g., the Multidimensional Poverty Index). These datasets are now publicly available and widely used to guide policy surrounding these key development issues. In Honduras, for example, the government has used the Human Development Index (HDI) as a yardstick to measure its progress and to "stimulat[e] national political debate about how the country is doing each year in comparison with other countries in the region and the world" (OECD, 2009).

There are a number of reasons why UNDP may enjoy pronounced influence in the information market in the developing world. First, UNDP has extensive ground presence, which allows the organization to directly connect with potential information users (e.g., public officials, local NGOs/CSOs) within developing countries. Not only does the UNDP operate in 170 countries, but it also communicates frequently with host government counterparts (Parks et al., 2015; Custer et al., 2015). This "ground-game" presence is probably a strong advantage in UNDP's efforts to reach potential users of its data and analytical products and integrate them into policy processes.

Second, a higher-than-expected uptake of UNDP's information can also be attributed to the organization's bounded focus on a few specific thematic areas that resonate with a broader audience across different sectors. While operating in a number of different sectors, UNDP has a clear focus on three key themes: sustainable development, democratic governance and peace-building, and climate and disaster resilience. By targeting a narrower set of cross-cutting development goals instead of sparsely spreading its time and efforts across too many issue areas, UNDP has become the knowledge frontier in providing analytical and technical advice, and brokering cross-sectoral partnerships, in addressing those thematic areas (UNDP, 2010).

Lastly, UNDP's historical role in the information market may also have played a role in how development policymakers and practitioners perceive the organization as a credible source of information (Parks et al., 2015). As one of the first multilateral development agencies established within the UN, UNDP has established its reputation and credibility through years of its direct engagement with its partner countries. The longevity, and the earned reputation, of the organization may also explain why its data and analytical products are widely used in developing countries.

3.3.2 Large bilateral and multilateral donors were generally rated as more helpful information providers, but focused multilaterals appear to punch above their financial weight

While money may be correlated with how leaders assess the relative helpfulness of information providers, the stellar performance of several focused multilaterals with smaller aid budgets indicates that financial clout need not be deterministic. Our helpfulness value-for-money index (Figure 23) confirms this view that some development partners are more efficient than others in translating the "power of the purse" into higher helpfulness scores.[52]
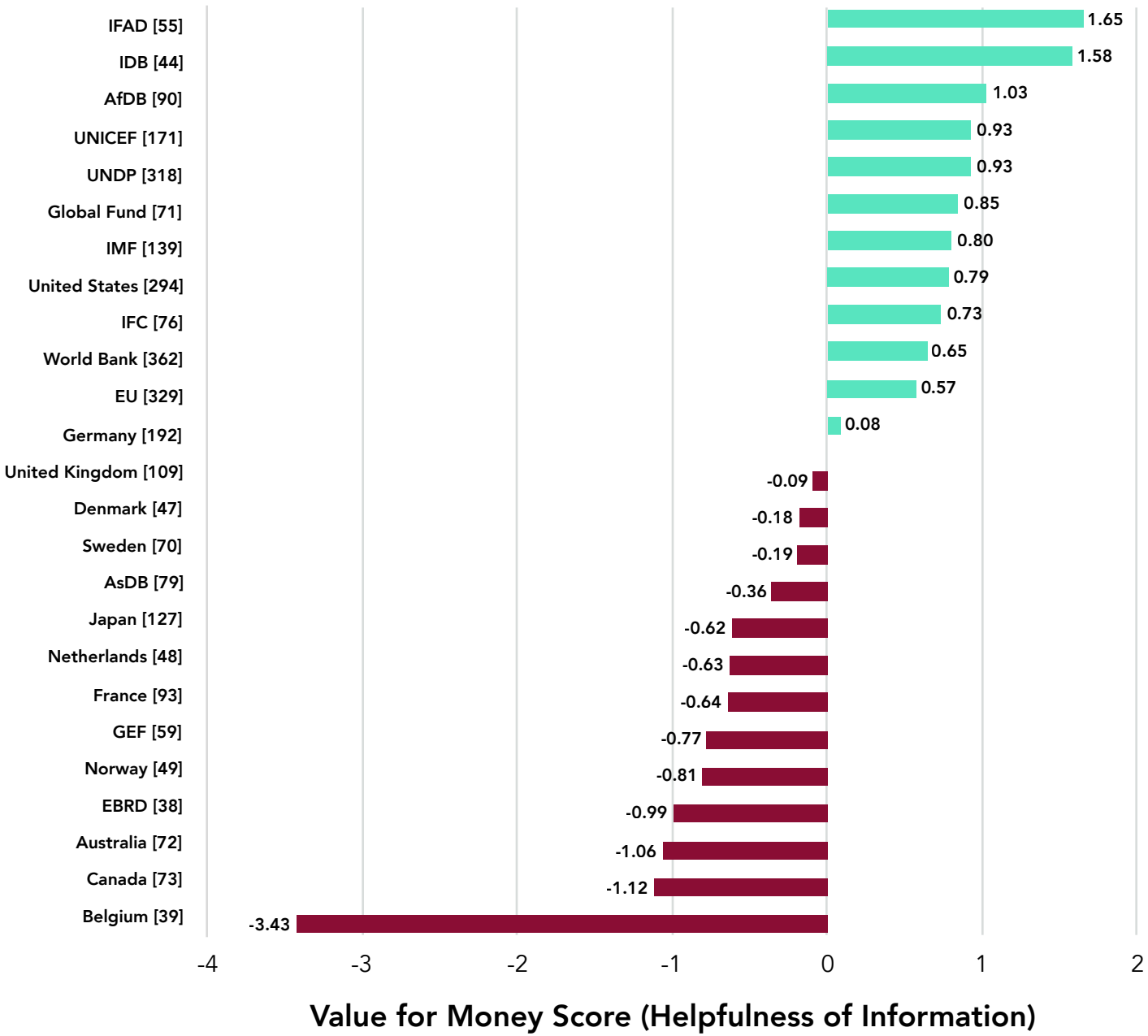
Sector- or region-specific multilateral organizations were top performers (e.g., IFAD, IDB, AfDB). Several of the larger multilateral organizations with broader mandates also performed well, such as UNDP, IMF, and IFC. Collectively, these development partners seem to have leveraged their official financial contributions to reinforce and maximize their perceived helpfulness as information providers.

Similar to what was observed by Custer et al. (2015), large DAC bilaterals (e.g., Canada, France, Japan, Germany) are getting less performance bang for their buck when it comes to producing information that leaders find helpful in their work.[53] However, small DAC bilaterals (e.g., Australia, Denmark) also appear to lag behind in not getting as good of a return on their financial investments.

The vision of a data revolution relies heavily on the assumption that increasing the supply of timely, accurate, and relevant information will be a game changer for developing world leaders. But evidence will have little impact on policy decisions if leaders in LICs and MICs deem what is available to them as unhelpful. As we have seen in this chapter, not all sources of information are viewed equally favorably by leaders in LICs and MICs. In Chapter 4, we examine what attributes of information make it more (or less) helpful to intended users, and offer several forward-looking strategies for suppliers to increase their uptake and impact.

Figure 23: Value for money: Who punches above or below their financial weight in terms of perceived helpfulness of their data or analysis?

Organization	Value for Money Score
IFAD [55]	1.65
IDB [44]	1.58
AfDB [90]	1.03
UNICEF [171]	0.93
UNDP [318]	0.93
Global Fund [71]	0.85
IMF [139]	0.80
United States [294]	0.79
IFC [76]	0.73
World Bank [362]	0.65
EU [329]	0.57
Germany [192]	0.08
United Kingdom [109]	-0.09
Denmark [47]	-0.18
Sweden [70]	-0.19
AsDB [79]	-0.36
Japan [127]	-0.62
Netherlands [48]	-0.63
France [93]	-0.64
GEF [59]	-0.77
Norway [49]	-0.81
EBRD [38]	-0.99
Australia [72]	-1.06
Canada [73]	-1.12
Belgium [39]	-3.43

Value for Money Score (Helpfulness of Information)

Notes: *This graph shows the VFM index of each development partner organization. The VFM index is a standardized difference (in z-scores) between the actual perceived helpfulness of each development partner and the predicted level of helpfulness based on their financial weights.*

[27] A total of 728 respondents answered this question on the helpfulness of domestic sources of information; 799 respondents answered this question for international sources. In the 2017 LTL Survey, we asked survey participants to rate the helpfulness of information they used from various domestic and international organizations on a scale of 1 ("not at all helpful") through 4 ("very helpful"). The survey explicitly defined "helpfulness" as "being of assistance to implementing policy changes" in the context of specific policy initiatives with which respondents worked most directly.

[28] This is based upon 775 respondents who answered a question on which domestic organizations they sourced information from.

[29] See Figures A2-4 and 6-8 in Appendix A for more information on these breakdowns.

[30] See also: Ubaldi (2013); Deephouse and Heugen (2009); Janssen and Zuiderwijk (2014); and Linders (2013).

[31] Non-governmental actors collect information that complements official statistics because they have unique channels they can employ to reach specific segments of the population and collect highly granular data at the community level (UNGC, 2016; Wilson & Rahman, n.d.). For instance, governments could partner with local CSOs and companies to "enable real time data and information sharing" by crowdsourcing data collection and dissemination efforts to validate and augment official records (Ubaldi, 2013; Custer & Sethi, 2017).

[32] The World Bank, for instance, rates the "ease" of business regulations in a given country by publishing its annual *Doing Business* report. These external assessments have proven quite influential in shaping policy agendas in LICs and MICs, though the level of influence may vary depending on who produces such assessments and what kind of information they contain (Parks & Masaki, 2017; Kelley & Simmons, 2014; Parks et al., 2015; Custer et al., 2016a).

[33] The Demographic Health Survey (DHS) is a prime example of such externally-funded data collection efforts. The DHS has been funded primarily by the United States Agency for International Development (USAID) and other external donors and is one of the most prominent data sources on health outcomes (e.g., fertility, family planning, maternal and child health, gender, HIV, malaria, nutrition) in LICs and MICs.

[34] This is out of 887 respondents who answered that they derived information from at least one foreign or international provider.

[35] The 2017 LTL Survey collected information on several foreign think tanks; however, the number of organization-level observations did not meet our minimum threshold of 30 to include in the main report: Center for European Policy Studies (n=21), International Institute for Strategic Studies (n=14), Center for Strategic and International Studies (n=14), French Institute of International Relations (n=10), Brookings Institution (n=15), Chatham House (n=10), Danish Refugee Council (n=11), and Council on Foreign Relations (n=11). While we do include the full breakdown of scores for these organizations in the Appendices (See Figure A-13), we advise that readers are cautious in drawing definitive conclusions on the helpfulness of these institutions given the small number of respondents that evaluated them.

[36] The 2017 LTL Survey collected information on several international media outlets, private foundations, and non-governmental organizations; however, many of the organization-level observations did not meet our minimum threshold of 30 to include in the main report, including: Action Aid (n=21), International Rescue Committee (n=13), Care (n=26), Handicap International (n=13), New York Times (n=27), Plan International (n=23), Le Monde (n=15), Clinton Foundation (n=11), Aga Khan Foundation (n=16), Doctors Without Borders (n=20), and BRAC (n=10). While we do include the full breakdown of scores for these organizations in the Appendices (See Figure A-13), we advise that readers are cautious in drawing definitive conclusions on the helpfulness of these institutions given the small number of respondents that evaluated them.

[37] See Figure A9-11 in Appendix A for more information on these breakdowns.

[38] This is out of 887 respondents who reported used information from at least one foreign or international source.

[39] This is among survey participants who indicated using information from at least one international organization.

[40] As Rodrik (1996) describes, multilateral lending organizations like the World Bank are particularly well-positioned for "monitoring and information-gathering activities" because of a wealth of technical and specialized knowledge they have amassed over the decades of their experience in various countries and sectors (p. 172).

[41] Neither Denmark or Australia are in the top 10 providers of net overseas development assistance in terms of total spending, according to analysis by Meyers (2016) using OECD 2015 data. However, Denmark is considered to be a "generous" donor in that it rises to the top 10 providers of ODA spending if assistance levels are calculated as a percentage of the donor country's gross national income. See: https://www.weforum.org/agenda/2016/08/foreign-aid-these-countries-are-the-most-generous/.

[42] This is not to say that emerging non-DAC development partners do not use their development assistance to influence policy in aid-recipient countries. These non-traditional development partners at times use aid programs as a means of gaining more influence in the international community. For instance, Walz and Ramachandran (2010) note that India and Brazil have used development aid "as a tool to get political leverage at the UN, namely a seat on the UN Security Council" (16). China also utilizes its development assistance as economic leverage to strike favorable deals with resource-rich African countries for oil and other natural resources (Tull, 2006). Some western development partners show concerns that the emergence of these new development partners may challenge their efforts to push for policy reforms in developing countries. For instance, traditional DAC development partners accused China for providing "blind support" to rogue states with poor policy environments, thus making them less vulnerable to western pressures for policy reforms (Woods, 2008).

4. Strengthening data markets: How can information suppliers increase their uptake and impact?

"Evidence…is just one voice among many. We do not yet know how to make that voice more helpful, nor more influential."

OLIVER ET AL. (2014A, P. 5)

Producers of data and analysis are often far removed from the decision-making processes they hope to influence, to the point that understanding what leaders want from their information can be tantamount to a "black box" (Development Gateway, 2016; Custer et al., 2016b; Custer & Sethi, 2017).[54] In this chapter, we analyze what leaders had to say about *why* they found some information more (or less) helpful than others, as well as their wish list for what they would like information providers to do differently. Armed with these insights, we help information producers decode what leaders want and position themselves for greater impact.

Our analysis calls attention to **7 strategies**, which we will discuss at length in this chapter:

- Context is key: to capture the attention of leaders, information providers must demonstrate a clear understanding of local realities in LICs and MICs

- Be constructive: to motivate leaders to take action, information providers should not only diagnose problems, but offer practical policy recommendations

- Know your niche: leaders expect somewhat different things from domestic and international information providers, which is an opportunity for greater specialization

- Stand out: to break through the noise, leaders want domestic sources of information to offer new and specific insights

- Be responsive: leaders want international sources of information to be more aligned with national priorities

- Co-create with users: involve leaders throughout the process of collecting, interpreting, and disseminating information

- Increase quality: domestic producers should prioritize remedying technical deficiencies, such as improving the quality and timeliness of their information

4.1 What are the most helpful sources of information doing right?

Why is it that leaders rated some information sources so highly? For each information provider they identified most helpful, survey participants selected up to 3 characteristics (out of a fixed list of choices) that explained why a given provider's data or analysis was helpful.[55] In this section, we spotlight three attributes of the most helpful information that rose to the top.[56]

4.1.1 Context is key: to capture the attention of leaders, information providers must demonstrate a clear understanding of local realities in LICs and MICs

Leaders appear to place a high premium on data and analysis that 'gets it'. Survey participants overwhelmingly selected "an understanding of the local context" as one of the most important reasons why they found a given source of information to be helpful (see Figure 24). This reason remained popular, regardless of whether users were speaking about domestic (41 percent) or international information sources (35 percent).[57]

In practice, this underscores a natural tension between two competing priorities for information providers: cross-national comparability versus country-specific insights. While information providers aim to respond to global monitoring and reporting regimes, they cannot give short shrift to situating broader trends in light of unique domestic development priorities, actors, and political economy considerations. Information providers may benefit from augmenting their collection of standardized global development indicators with nuanced political economy assessments and identification of supplemental indicators that are more locally salient.

Figure 24: What makes some sources of data more helpful to leaders?

Stated Reason	Percentage of Respondents	Int'l
Reflected the local context	41.1%	35.2%
Drew upon data or analysis produced by the government	23.2%	13.6%
Provided a concrete set of policy recommendations	23.1%	37.1%
Provided new insights	22.5%	18.2%
Contained information that the government cared about	22.5%	15.7%
Available at the right level of aggregation	18.8%	15.3%
Unbiased and trustworthy	18.6%	20.5%
Timely and up-to-date	18.0%	20.9%
Easy to understand	14.5%	13.0%
Based on a transparent set of methods/ assumptions	13.2%	19.2%
Accompanied by critical financial/ material/TA support	10.2%	22.7%
Published frequently	7.9%	7.1%
Easy to adapt for a new purpose	7.4%	9.4%
Used by other governments that we could emulate	3.2%	9.0%

0%   25%   50%

▬ Domestic Sources   **▮ International Sources**

Notes: This figure reports the proportion of respondents who cited each factor as a reason why they rated certain information providers to be particularly helpful. This figure is based on 663 (or 723) respondents who answered questions that asked them to select up to 3 specific factors that made information from a given domestic (or international) organization particularly helpful.

4.1.2 Be constructive: to motivate leaders to take action, information providers should not only diagnose problems, but offer practical policy recommendations

Leaders want more specificity, not less, when it comes to determining how to respond to development challenges in their countries. Scholars and practitioners have long debated in the abstract about the merits of development partners taking a 'prescriptive' versus 'descriptive' approach to advising leaders in LICs and MICs.[58] However, survey participants were far more definitive in what they want; "a concrete set of policy recommendations" was among the most frequently cited attributes of what made information helpful to them.[59]

This trend held true regardless of whether leaders were speaking of domestic (23 percent) or international (37 percent) information sources. Notably, this was the most popular response for why data and analysis from international sources was helpful, and is fairly consistent with what other studies have found with regard to governance data (Custer et al., 2016a) and external assessments of government performance (Parks et al., 2015).[60]

The desire for concrete policy recommendations may be an opportunity for producers of data and analysis to partner with local infomediaries -- individuals and organizations who help distill key insights, as well as package information in a compelling way to their networks (Masaki et al., 2016). Rather than passive distributors, infomediaries may be able to play a more active role in identifying policy implications and contextually-appropriate solutions based upon the evidence collected by information producers.

4.1.3 Know your niche: leaders expect somewhat different things from domestic and international information providers, which is an opportunity for greater specialization

While leaders were fairly consistent in how they ranked the most important attributes that make domestic and international information sources helpful, there were two notable exceptions between these two groups. First, "using information produced by the government" was among the top three reasons why leaders cited *domestic* data and analysis to be helpful. However, this was a much less prominent rationale for why they deemed *international* information to be helpful. Second, leaders cited "the ability to secure accompanying financial, material, or technical support" among the top three reasons why they viewed

international information to be helpful, but this was not a popular justification for *domestic* sources.

This divergence in expectations suggests that there may be an opportunity for information providers to specialize. Domestic organizations are expected to incorporate government data and their information is more highly regarded when they do so. The value proposition for international organizations is somewhat different: their data is seen as signaling what leaders need to pay attention to when it comes to positioning their country (or organization) to access foreign assistance (financial, technical or material). Information providers who reinforce those associations may gain additional stature with their existing base, as well as attract new users.

4.2 Why do less helpful sources of data and analysis miss the mark?

Information providers can also learn from what leaders had to say about why certain sources of data and analysis were less helpful.[61] For any source that leaders identified as unhelpful, we asked them to select the most important reasons why from a fixed list of choices.[62] It turns out that leaders had different views of what made information less helpful, depending upon whether it was from a domestic or international source.

4.2.1 Stand out: to break through the noise, leaders want domestic sources of information to offer new and specific insights

Just as actionability was a major driver of what made information most helpful, the converse is also true. Leaders emphasized that domestic sources of information were *unhelpful* when they did not provide a concrete set of policy recommendations (26 percent), as shown in Figure 25. In addition, they said that unhelpful information failed to provide them with new insights (22 percent), nor was it specific enough for their purposes (20 percent).

In other words, if information providers want to capture the attention of busy policymakers, they must move beyond generics to offering novel, specific takes on the most pressing issues at hand and propose practical policy solutions. Nonetheless, it is important to recognize that domestic providers may be less willing than their international counterparts to provide concrete policy recommendations, due to political constraints and considerations that international information providers may not face.

Figure 25: What were the biggest challenges your team faced when trying to use information?

Stated Reason	Percentage of Respondents	Int'l
Failed to provide concrete set of policy recommendations	25.9%	15.6%
Failed to provided any new insights	22.0%	16.6%
Not specific enough	19.5%	15.8%
Not accompanied by critical financial/ material/TA support	15.3%	15.1%
Not enough information that government officials cared about	15.3%	20.8%
Failed to reflect the local context	13.4%	21.9%
Hard to adapt for a new purpose	11.3%	12.2%
Not transparent in its methods or assumptions	10.5%	4.7%
Biased and entrustworthy	9.8%	4.7%
Received when there was not much opportunity for change	9.1%	12.6%
Untimely and out-of-date	6.5%	3.0%
Drew upon data or analysis produced by the government	6.2%	5.9%
Not used by other governments that we could emulate	2.1%	2.9%
Hard to understand	1.8%	6.8%

0%   15%   30%

■ Domestic Sources   ❘ International Sources

Notes: This figure reports the proportion of respondents who cited each factor as one of the biggest challenges when trying to use information from a given organization that they found to be "not at all helpful" or "only slightly helpful." 183 (or 205) respondents answered this question for domestic (or international) providers

.

4.2.2 Be responsive: leaders want international sources of information to be more aligned with national priorities

The reasons given for why international sources of information miss the mark were somewhat different from domestically produced data and analysis. Leaders reported that international information was unhelpful when it was disconnected from their day-to-day realities, specifically when it did not reflect an understanding of the local context (22 percent), or contain enough information that government officials cared about (21 percent). One way information providers could close this perceived relevance gap would be to more explicitly align their data and analysis with the host government's national development priorities.

Informational asymmetry could be an underlying driver of this apparent disconnect between international data producers and their domestic users. As Custer and Sethi (2017) note, domestic organizations (e.g., host government institutions, local NGOs/CSOs) are uniquely positioned to access local knowledge and information (e.g., administrative records, national statistics, budget documents, local expertise, historical context), which may not be readily available, or desirable, for international organizations to use.

4.3 What can information providers do differently to be more helpful?

Beyond decoding what makes information more (and less) helpful, leaders also shared their insights on what specific actions information providers could take to make their data and analysis more helpful to end users. Survey participants were asked to provide open-ended feedback on what their lowest-rated information producer could have done differently to make their data or analysis more useful.[63] We coded and categorized these open-ended responses to 14 different categories to analyze the feedback systematically.[64]

4.3.1 Co-create with users: engage leaders throughout the process of collecting, interpreting, and disseminating information to increase uptake

The top three suggested improvements for information providers – involve local stakeholders in the process of data collection/dissemination, provide actionable recommendations, align with stakeholder needs – imply the need to engage target users as co-creators throughout the data production and dissemination process to increase uptake.[65] Greater inclusion of end users throughout the process of producing development data may dispel concerns of bias[66] and irrelevance, as well as provide a forum to collaboratively identify the most contextually relevant policy solutions.[67]

For some information providers, this suggests a radical departure from the status quo.[68] Most producers rely on "vague, and arguably naive, archetypes of their ideal users" and do not engage them until the tail end of the process, when they disseminate data and analysis that is 'fully baked' (Custer & Sethi, 2017, p. 3; Read & Atinc, 2016). The typical role for infomediaries is similarly late stage -- accessing and repackaging existing data to make it more digestible for the public or policymaker (Verhulst, 2017).

That said, end users do not possess monolithic interests, and collecting more input from these individuals often illuminates user groups with divergent – and often conflicting – data demands.[69] Any singular data product or portal will struggle to meet these diverse and divergent use cases. It is therefore important that information providers take a cue from the focused multilaterals that garner such high praise from end users: avoid the trap of trying to satisfy all informational needs and ultimately meeting none.

Figure 26: What could information providers have done better to make their information more useful?

Stated Reason	Percentage of Respondents	Int'l
Involve local stakeholders in production/dissemination	14.4%	16.5%
Provide actionable or concrete recommendations	13.8%	8.4%
Align with the needs of relevant stakeholders	7.2%	7.2%
Reflect the local context	6.0%	7.0%
Increase access to data and/or analysis	5.9%	5.4%
Increase specificity or granularity of data and/or analysis	5.5%	5.0%
Increase coverage or quantity of data and/or analysis	5.3%	4.5%
Make data and/or analysis more timely and up-to-date	4.1%	4.0%
Provide better quality data and/or analysis	4.0%	3.4%
Increase or improve monitoring and evaluation	3.6%	2.4%
Strengthen data and/or analysis capacity or systems	2.7%	2.2%
Tie data and/or analysis to financial, material, or technical support	1.4%	1.7%
Make data and/or analysis easy to use and understand	1.2%	0.7%
Provide new insights	0.8%	0.6%
Publish data and/or analysis more frequently	0.6%	0.4%

Legend: ▬ Domestic Sources | International Sources

Notes: The figure reports the proportion of respondents who cited a given activity as one of the concrete actions that an unhelpful provider could have done to be more helpful. 182 (or 201) answered this quesiton for domestic (or international) providers.

4.3.2 Increase quality: domestic producers should prioritize remedying technical deficiencies, such as improving the quality and timeliness of their information

For domestic providers, leaders focused their recommendations on issues related to the quality and timeliness of information. It is well documented that National Statistical Offices (NSOs) and other domestic data providers face considerable hurdles, such as: insufficient and changeable budgets, constrained human and institutional capacity, and perverse incentives that cut against quality data collection.[70] In Chapter 3, we explained that this "trust deficit" is most pronounced when it comes to government data.

Rather than ramping up the volume of data and analysis, government agencies and other domestic actors may do better to focus their efforts on improving the credibility of the information they already produce. External funders and investors in capacity building for national statistics should also take note: while there are certainly unmet demands for more data, if they do not assist domestic producers to overcome "trust deficits", this information may be relegated to "data graveyards" (Custer & Sethi, 2017).

4.4   Final Thoughts

Data has now displaced oil as the "world's most valuable resource", argues *The Economist* (2017). Advances in information communication technologies are certainly reducing the time, cost, and difficulty of collecting data of various kinds at breakneck speed. Governments and organizations are increasingly seeking to exploit data to allocate scarce resources, track progress against ambitious goals, and maximize their impact (UN, 2016). Yet, the extent to which information influences development policy has largely remained a virtual "black box."

In this report, the authors set out to systematically quantify what data or analysis leaders in low- and middle-income countries use, from what sources, and for which purposes. To answer these questions, we analyzed the responses of 3500 leaders from 126 low- and middle-income countries who shared their first-hand experiences of how they use evidence to advance development progress in the context of their work.

Encouragingly, in Chapter 2, we found that the majority of leaders view at least some of the available data and analysis as helpful to them. However, in Chapter 3, it became clear that the use and perceived helpfulness of individual data sources varies widely. In this final chapter, we identified why this was the case, and proposed several forward-looking strategies for information providers to overcome barriers to increase their uptake and impact.

There are many factors that influence whether and how leaders put information to use in their decision-making. Even when leaders use data or analysis, it does not necessarily guarantee that this information will decisively influence specific policies or decisions for the better. However, we hope that this study helps information suppliers take an important step forward in translating data into impact by decoding what it is that leaders are looking for in the evidence they need to achieve their goals.

[54] Merriam Webster (2017) defines a black box as "an usually complicated electronic device whose internal mechanism is usually hidden from or mysterious to the user; or broadly, anything that has mysterious or unknown internal functions or mechanisms".

[55] There were 663 (or 723) respondents who answered these questions for domestic (or international) providers.

[56] Based upon the proportion of respondents citing each factor.

[57] This pattern also held true across different stakeholder groups, policy areas, and geographical regions. These results are also consistent with previous studies where the authors find that developing world leaders view information as more credible, influential, and helpful when it demonstrates knowledge of the local context. See: Parks et al., 2015; Custer et al., 2016a; Masaki et al., 2016; and Custer & Sethi, 2017. However, this is the first study to confirm that these trends hold true across all sectors, geographies, stakeholder groups, and sources of data.

[58] See Schimmelfennig and Sedelmeier (2004), UNDP and Global Integrity (2008), Parks (2014), Grindle (2004), Rodrik (2007), and Andrews (2013). The 'descriptive' camp argues that development partners should not provide concrete recommendations, but merely diagnose the problem in order to give policymakers maximum flexibility in identifying locally appropriate solutions. The 'prescriptive' camp argue that the opposite is true—development partners should be more directive in outlining potential solutions in order to be of greater assistance to local reformers.

[59] Notably, this response received 23 percent of all responses for domestic providers and 37 percent of all responses for international providers, nearly tied with the top choice for international providers. This may indicate that the value of providing concrete recommendations is felt slightly more strongly for international providers than domestic.

[60] While Parks et al. (2015) find that prescriptive assessments are more influential than descriptive assessments, neither the presence nor absence of prescriptive recommendations had a statistically significant impact on assessment influence.

[61] Information providers were identified as unhelpful if a respondent selected the answer choices of "not at all helpful" or "only slightly helpful" when evaluating the helpfulness of information provided by different domestic or international organizations.

[62] When interpreting these findings, the reader should be aware of two important caveats. First, this question has a much smaller number of respondents, as participants are predisposed to find the information providers they choose to use helpful. Second, the differences between factors in the absolute number of responses are small.

[63] For each participant, the domestic and foreign/international information producer that received the lowest helpfulness ranking (either "not at all helpful" or "only slightly helpful") was selected as the subject of this question. In the case where multiple providers in either the domestic or international category had the same lowest rating, one provider was selected at random.

[64] The subsample for these questions is small: 182 responses for domestic providers and 201 for international providers. Since respondents are more likely to use information they find helpful, a relatively small number of participants ranked any of the information providers that they chose to work with as unhelpful.

[65] As Parks and Masaki (2017) note, when information providers consult with their target users, they bolster the contextual relevance (i.e., local knowledge) and legitimacy of the resulting data or analysis, which in turn increases the likelihood that leaders will view this information as helpful to them. This participation can align the supply of information with demand and ensures that policy recommendations advanced are well suited for the specific local context. See: Andrews (2011); Swedlund (2013); Busia (2014); Verhulst and Young (2016); and Kelly and Simmons (2016).

[66] See: Lombardi and Woods (2008); UNDP (2008); and Ubaldi (2013).

[67] See: Johnson et al., (2009); Mechant-Vega and Malesky (2011); and Busia (2014).

[68] International organizations are particularly vulnerable to this critique. Geographically distant from their target users, they tend to emphasize global generalizability with the unintended byproduct of seeking the lowest common denominator that is applicable across borders. See: Momani (2007); Lombardi and Woods (2008); Edwards (2011); and Parks et al. (2015).

[69] For example, interviews conducted by AidData on the demand for development data in Timor-Leste revealed that senior officials prefer polished analytical products with clear top-line recommendations, while mid-level technocrats prefer to analyze raw data themselves (Custer & Sethi, 2017, p. 21).

[70] See: Morisset & Wane, 2012; UNECA & AfDB, 2012; and Round, 2014. Custer and Sethi (2017) highlight that endline data collectors (e.g., clinic workers, agricultural extension officers) are frequently under-resourced, under-trained, and under-incentivized to collect high quality data. In Ethiopia, where budgets are allocated by population size, the census in 2008 was so contentious that an inter-census was ordered to verify the population sizes of two regions in 2014 (Redi, 2012; Abiye, 2013; CGD & APHRC, 2014).

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Appendix A: Supplementary Findings

Figure A-1: For which purposes do leaders use information?
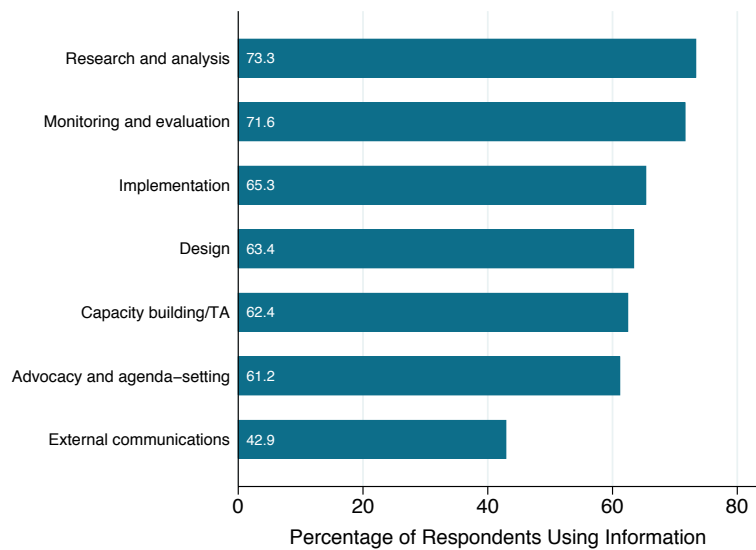
Notes: This figure shows the percentage of respondents (out of 1,769) who indicated using information for different purposes in the policy process. Note that these proportions do not add up to 100 percent because respondents were able to select all response options that applied.

Figure A-2: Which domestic sources of information do respondents commonly use, by stakeholder group?
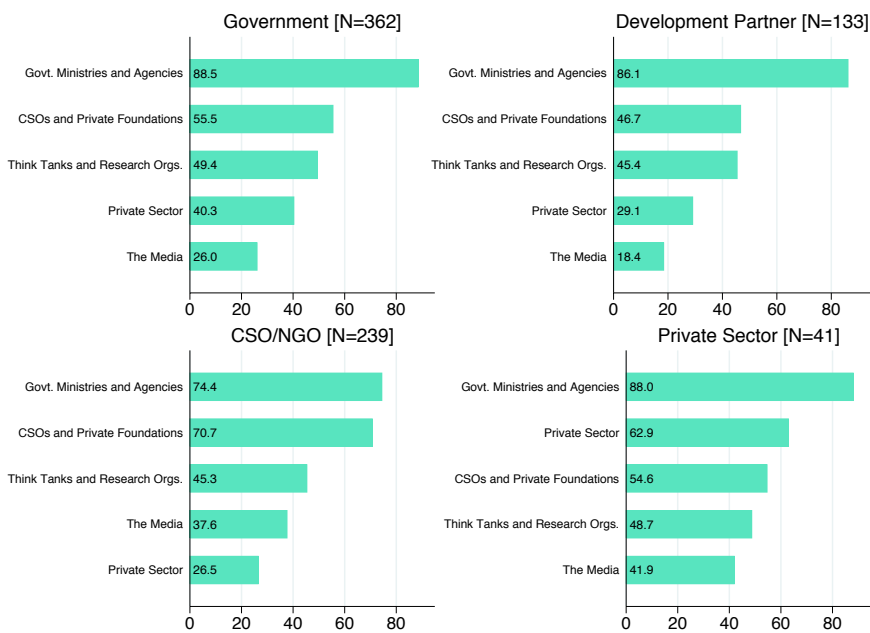
Notes: This figure shows the proportion of respondents who reported using information from a given type of domestic organization, disaggregated by stakeholder group. The number of respondents is reported in brackets.

Figure A-3: Which domestic sources of information do respondents commonly use, by geographical region?

East Asia and Pacific [N=108]

Source	Value
Govt. Ministries and Agencies	86.3
CSOs and Private Foundations	49.0
Think Tanks and Research Orgs.	46.0
Private Sector	30.1
The Media	28.7

Latin America and the Caribbean [N=110]

Source	Value
Govt. Ministries and Agencies	79.7
CSOs and Private Foundations	58.8
Think Tanks and Research Orgs.	47.6
Private Sector	32.4
The Media	14.7

South Asia [N=57]

Source	Value
Govt. Ministries and Agencies	78.8
CSOs and Private Foundations	58.4
Think Tanks and Research Orgs.	53.4
Private Sector	43.9
The Media	31.6

Europe and Central Asia [N=151]

Source	Value
Govt. Ministries and Agencies	81.6
CSOs and Private Foundations	54.9
Think Tanks and Research Orgs.	47.0
Private Sector	36.6
The Media	18.2

Middle East and North Africa [N=46]

Source	Value
Govt. Ministries and Agencies	89.7
CSOs and Private Foundations	68.4
Think Tanks and Research Orgs.	52.1
Private Sector	38.0
The Media	28.6

Sub–Saharan Africa [N=303]

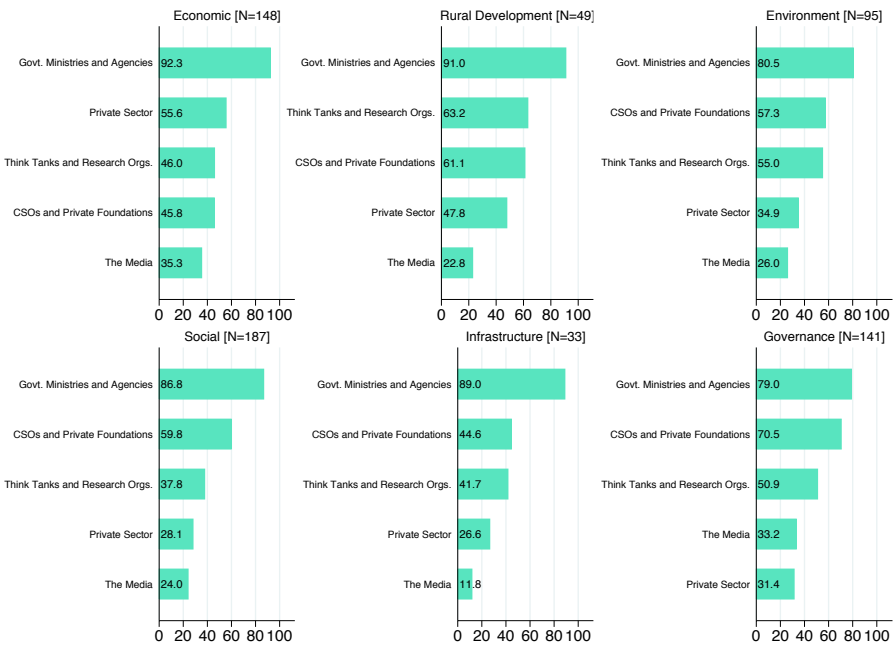| Source	Value
Govt. Ministries and Agencies	87.4
CSOs and Private Foundations	58.1
Think Tanks and Research Orgs.	46.9
Private Sector	38.2
The Media	35.2

Notes: This figure shows the proportion of respondents who reported using information from a given type of domestic organization, disaggregated by region. The number of respondents is reported in brackets.

Figure A-4: Which domestic sources of information do respondents commonly use, by policy area?

Economic [N=148]

Source	Value
Govt. Ministries and Agencies	92.3
Private Sector	55.6
Think Tanks and Research Orgs.	46.0
CSOs and Private Foundations	45.8
The Media	35.3

Rural Development [N=49]

Source	Value
Govt. Ministries and Agencies	91.0
Think Tanks and Research Orgs.	63.2
CSOs and Private Foundations	61.1
Private Sector	47.8
The Media	22.8

Environment [N=95]

Source	Value
Govt. Ministries and Agencies	80.5
CSOs and Private Foundations	57.3
Think Tanks and Research Orgs.	55.0
Private Sector	34.9
The Media	26.0

Social [N=187]

Source	Value
Govt. Ministries and Agencies	86.8
CSOs and Private Foundations	59.8
Think Tanks and Research Orgs.	37.8
Private Sector	28.1
The Media	24.0

Infrastructure [N=33]

Source	Value
Govt. Ministries and Agencies	89.0
CSOs and Private Foundations	44.6
Think Tanks and Research Orgs.	41.7
Private Sector	26.6
The Media	11.8

Governance [N=141]

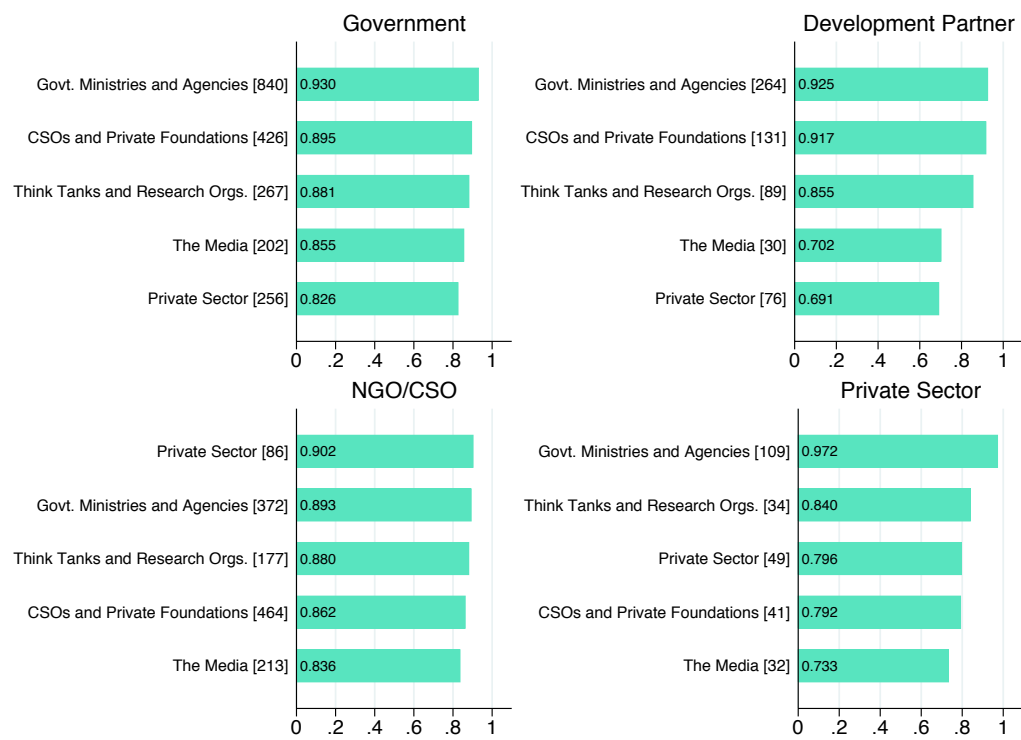| Source	Value
Govt. Ministries and Agencies	79.0
CSOs and Private Foundations	70.5
Think Tanks and Research Orgs.	50.9
The Media	33.2
Private Sector	31.4

Notes: This figure shows the proportion of respondents who reported using information from a given type of domestic organization, disaggregated by policy area. The number of respondents is reported in brackets.

Figure A-5: Do larger providers of statistical aid enjoy greater uptake of their data and analysis?
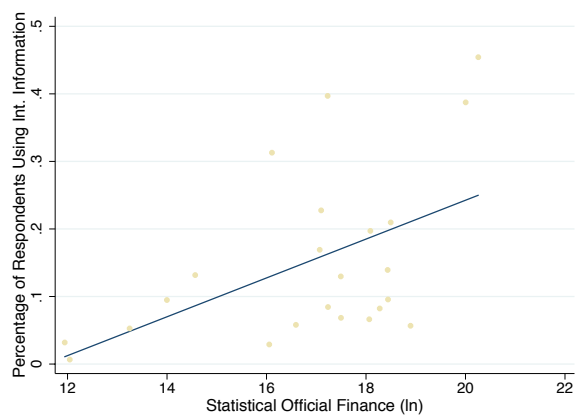

Notes: This figure shows the relationship between the proportion of information users and the total volume of statistical aid by development partner. The uptake of information measures the proportion of respondents who used information from a given organization or country, calculated based on the 2017 LTL Survey. The size of statistical aid for each donor is retrieved from PARIS21 (2016).

Figure A-6: How helpful are domestic sources of information in achieving leaders' policy objectives, by stakeholder group?
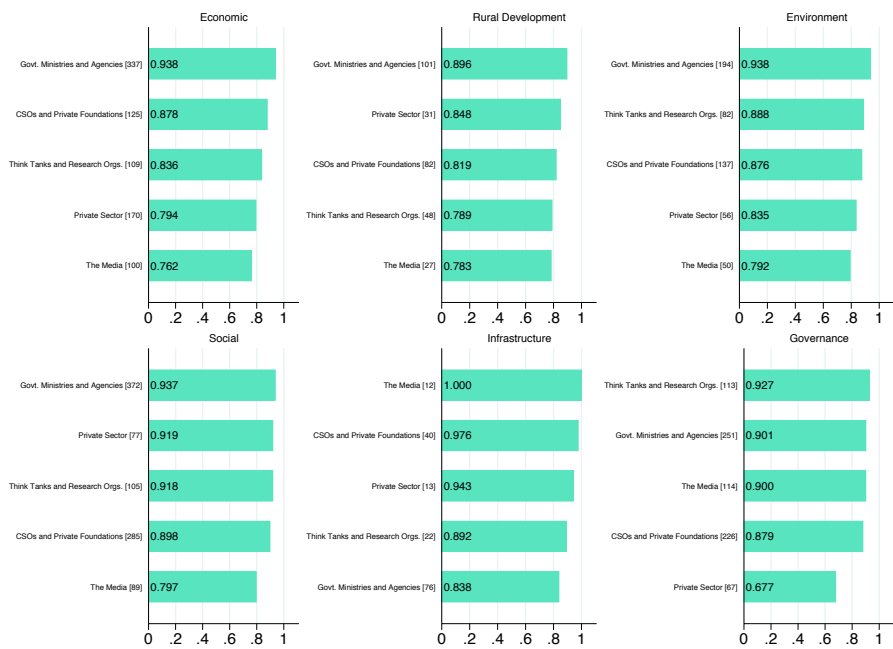

Notes: This figure shows how frequently respondents identified information from a given domestic organization to be "quite helpful" or "very helpful", disaggregated by stakeholder group. The number of *responses* evaluating each different source of information is reported in brackets. Note that the number of *responses* is not the same as the number of *respondents* because each respondent could evaluate more than one organization from each of the organizational types (e.g., government ministries/agencies, CSOs and private foundations, think tanks and research organizations, the private sector, and the media).

Figure A-7: How helpful are domestic sources of information in achieving leaders' policy objectives, by geographical region?
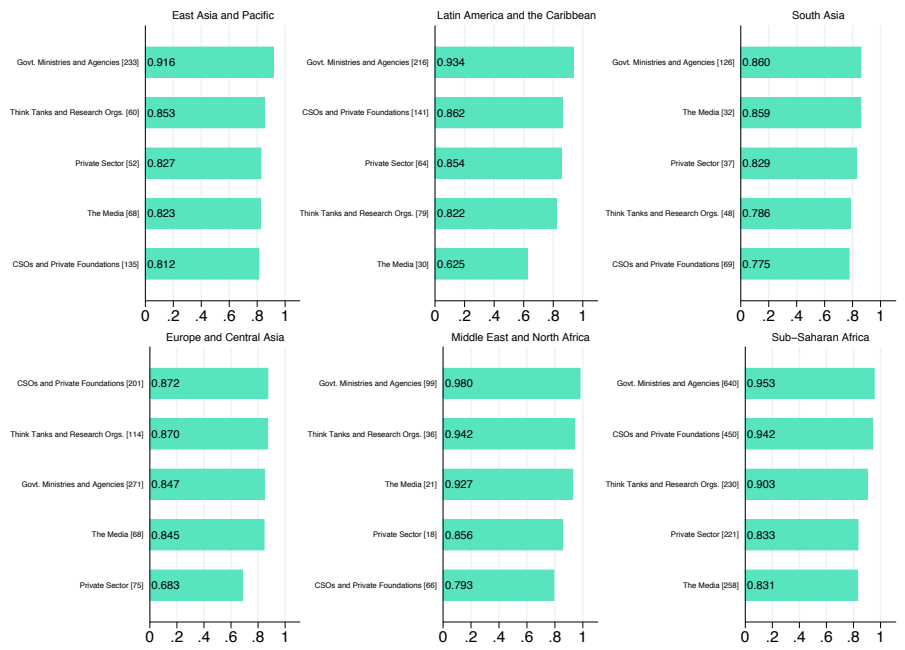
Notes: This figure shows how frequently respondents identified information from a given domestic organization to be "quite helpful" or "very helpful", disaggregated by region. The number of *responses* evaluating each different source of information is reported in brackets.

Figure A-8: How helpful are domestic sources of information to in achieving leaders' policy objectives, by policy area?

Notes: This figure shows how frequently respondents identified information from a given domestic organization to be "quite helpful" or "very helpful", disaggregated by policy area. The number of *responses* evaluating each different source of information is reported in brackets.

Figure A-9: How helpful are international sources of information to achieving leaders' policy objectives, by stakeholder group?

Government

	Value
Development Partner Orgs [2280]	0.877
NGOs & Private Foundations [414]	0.813
The Media [135]	0.798
Think Tanks & Research Orgs [149]	0.624

Development Partner

	Value
Development Partner Orgs [703]	0.883
NGOs & Private Foundations [103]	0.861
Think Tanks & Research Orgs [57]	0.816
The Media [41]	0.779

CSO/NGO

	Value
NGOs & Private Foundations [265]	0.876
Development Partner Orgs [733]	0.861
Think Tanks & Research Orgs [87]	0.855
The Media [132]	0.797

Private Sector

|	Value
Development Partner Orgs [165]	0.956
NGOs & Private Foundations [33]	0.801
The Media [28]	0.794
Think Tanks & Research Orgs [12]	0.689

Notes: This figure shows how frequently respondents identified information from a given international organization to be "quite helpful" or "very helpful", disaggregated by stakeholder group. The number of *responses* evaluating each different source of information is reported in brackets. Note that the number of *responses* is not the same as the number of *respondents* because each respondent could evaluate more than one organization from each of the organizational types (e.g., development partner organizations, NGOs and private foundations, the media, think tanks and research organizations).

Figure A-10: How helpful are international sources of information to achieving leaders' policy objectives, by geographical region?

East Asia and Pacific

	Value
The Media [54]	0.841
Development Partner Orgs [632]	0.837
NGOs & Private Foundations [126]	0.757
Think Tanks & Research Orgs [47]	0.634

Latin America and the Caribbean

	Value
Development Partner Orgs [338]	0.917
NGOs & Private Foundations [62]	0.874
Think Tanks & Research Orgs [28]	0.867
The Media [32]	0.566

South Asia

	Value
Development Partner Orgs [239]	0.768
NGOs & Private Foundations [45]	0.615
Think Tanks & Research Orgs [18]	0.546
The Media [18]	0.458

Europe and Central Asia

	Value
Development Partner Orgs [821]	0.864
NGOs & Private Foundations [150]	0.785
The Media [61]	0.748
Think Tanks & Research Orgs [82]	0.710

Middle East and North Africa

	Value
Development Partner Orgs [251]	0.863
The Media [22]	0.861
NGOs & Private Foundations [49]	0.709
Think Tanks & Research Orgs [27]	0.555

Sub-Saharan Africa

	Value
Development Partner Orgs [1600]	0.910
NGOs & Private Foundations [383]	0.908
The Media [149]	0.867
Think Tanks & Research Orgs [103]	0.790

Notes: The figure shows how frequently respondents identified information from a given international organization to be "quite helpful" or "very helpful", disaggregated by region. The number of *responses* evaluating each different source of information is reported in brackets.

Figure A-11: How helpful are international sources of information to achieving leaders' policy objectives, by policy area?
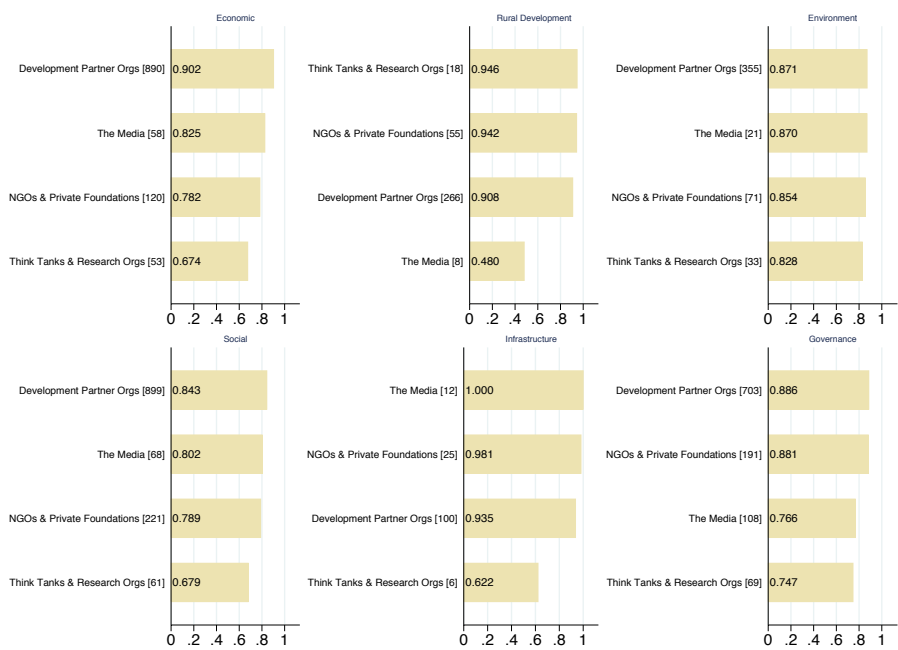
Notes: The figure shows how frequently respondents identified information from a given international organization to be "quite helpful" or "very helpful", disaggregated by region. The number of *responses* evaluating each different source of information is reported in brackets.

Figure A-12: Information provided by larger development partners is found to be more helpful
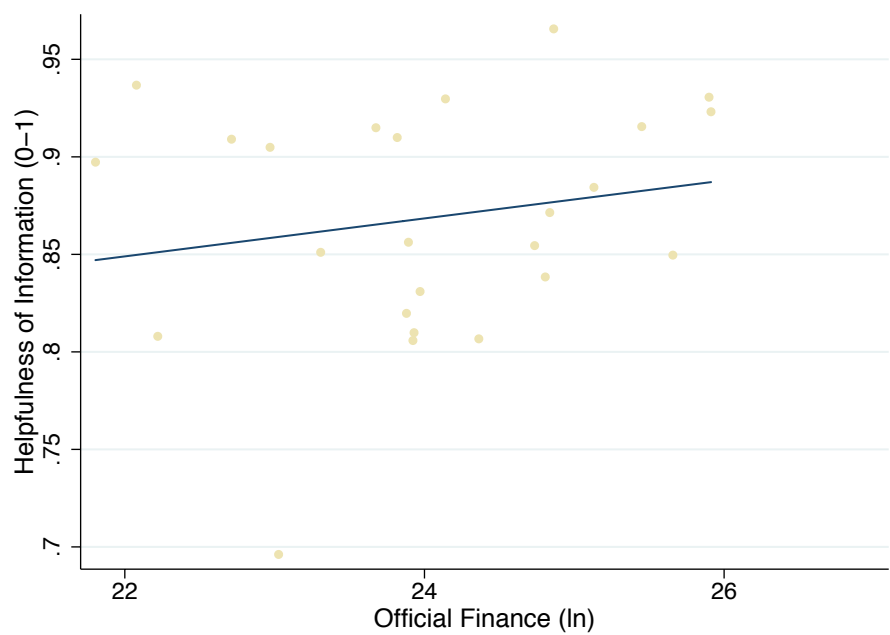
Notes: This figure shows the relationship between the helpfulness of information provided by a given development partner (from the 2017 LTL Survey) and the total volume of its official finance. The size of total official finance for each donor is retrieved from the OECD-DAC website and refers to the total amount of Official Development Assistance (ODA) and other official flows (OOF) between 2010 and 2015 (log-transformed as indicated by *ln*).

Appendix B: Details on the Implementation of the 2017 Listening to Leaders Survey

Prior to fielding the 2017 *Listening to Leaders Survey*, our research team spent nearly two years preparing a sampling frame of approximately 58,000 host government and development partner officials, civil society leaders, private sector representatives, and independent experts from 126 low- and lower-middle income countries and semi-autonomous territories. In this appendix, we provide an overview of our methodology and describe key attributes of our sampling frame construction, questionnaire design, survey implementation, and data aggregation processes.

Defining the Population of Interest

While the *true* global population of development policymakers and practitioners is for all intents and purposes unobservable, we took painstaking efforts to identify a well-defined and observable population of interest. We define this population of interest as including those individuals who are knowledgeable about the formulation and implementation of government policies and programs in low- and lower-middle income countries at any point between 2010 and 2015. For more information on sampling frame inclusion criteria, see Appendix C.

In recognition of the need for cross-country comparability, and the fact that every government consists of a unique set of institutions and leadership positions, we identified our population of interest by first mapping country-specific public sector institutions (and leadership positions within those institutions) back to an ideal-typical developing country government. This ideal-typical government consisted of 33 institution types, such as a Ministry of Finance, a Supreme Audit Institution, and a National Statistical Office (see Appendix C). We then identified functionally equivalent leadership positions within these institutions, and the specific individuals who held these positions between 2010 and 2015. For the four additional stakeholder groups that we included in our sampling frame (in-country development partners, domestic civil society and non-governmental organizations, private sector associations, and independent experts), we undertook a similar process of first mapping country-specific institutions and positions, and then identifying the individuals who held those positions between 2010 and 2015.

Identifying functional equivalents at the institution- and leadership position-level resulted in a sampling frame that enables comparison across countries. In addition, by clearly defining a population of interest and constructing a master sampling frame that is stratified by country, stakeholder group, and institution type, we managed to overcome one of the most vexing challenges associated with expert panels and opinion leader surveys: the absence of detailed demographic data and the inability to assess the representativeness of findings at various levels. The stratification of our master sampling frame by country, stakeholder group, and institution type makes it possible to generate extremely granular elite survey data that can be published at varying levels of disaggregation without compromising participant confidentiality. It also enables analysis of the factors that influence participation rates as well as the underlying sources of response bias. A more detailed description of the master sampling frame can be found in Appendix C.

Creating the Sampling Frame

Our ability to select individuals from the population of interest for inclusion in our final sampling frame was constrained by the availability of individual contact information. We identified the contact information of potential survey participants using publicly available resources, such as organizational websites and directories, international conference records, Who's Who International, and public profiles on LinkedIn, Facebook, and Twitter. While we identified approximately 58,000 individuals who met our inclusion criteria in the sampling frame, we were able to identify and successfully send a survey invitation to roughly 47,000 of those individuals (about 80 percent).

Survey Implementation

We administered the *2017 Listening to Leaders Survey* between early January and late March 2017. Survey implementation was guided by the Weisberg total survey error approach and the Dillman tailored design method. Survey recipients were sent a tailored email invitation to participate in the survey that included a unique link to the online questionnaire. During the course of the survey administration period, survey recipients received up to three different automated electronic reminders, as well as some additional tailored reminders. Survey participants were able to take the survey in one of six different languages: English, French, Spanish, Portuguese, Russian, and Arabic. Of 47,000 individuals who received our email invitation, about 3,500 indeed participated (with a response rate of 7.4%) and 1,441 survey respondents (41 percent) completed the survey. See Tables B-1 and B-2 which show the breakdown of members in the sampling frame, survey recipients (or those individuals to whom we successfully emailed our survey invitation), and survey respondents.

Table B-1: Members of the Sampling Frame and Sample of Respondents, by Stakeholder Group

Stakeholder Group	Members of the Sampling Frame	Survey Recipients	Sample of Respondents
Host government	27,990 (47.9%)	21,615 (46.3%)	1,473 (44.6%)
Development partner	14,502 (24.8%)	12,210 (26.2%)	516 (15.6%)
Civil society	7,063 (12.1%)	5,915 (12.7%)	701 (21.2%)
Private sector	1,949 (3.3%)	1,666 (3.6%)	179 (5.4%)
Country experts	6,881 (11.8%)	5,280 (11.3%)	345 (10.4%)
Others	N/A	N/A	89 (2.7%)
Total	**58,385**	**46,686**	**3,303**

Table B-2: Members of the Sampling Frame and Sample of Respondents, by Region

World Bank Region Classification	Members of the Sampling Frame	Survey Recipients	Sample of Respondents
East Asia and Pacific	8,713 (14.9%)	6,805 (14.6%)	498 (14.8%)
Europe and Central Asia	10,247 (17.6%)	8,127 (17.4%)	777 (21.0%)
Latin America and the Caribbean	8,010 (13.7%)	6,140 (13.2%)	454 (13.2%)
Middle East and North Africa	5,767 (9.9%)	5,001 (10.7%)	270 (7.8%)
South Asia	5,427 (9.3%)	4,572 (9.8%)	357 (10.6%)
Sub-Saharan Africa	20,221 (34.6%)	16,041 (34.4%)	1,112 (32.7%)
Total	**58,385**	**46,686**	**3,468**

Appendix C: Sampling Frame Inclusion Criteria for the 2017 Listening to Leaders Survey

Table C-1: Inclusion Criteria for Host Government Officials

Institution	Inclusion Criteria	Sources
Overall		
Ministry of Finance/Economy	Minister, Deputy Minister, Secretary General, Chief of Staff, Special Assistant to the Minister, Senior Advisor, Chief Economist, Accountant General, Deputy Accountant General, Head of Department (e.g. Tax, Customs, Budget, Debt Management, Public Procurement, Internal Audit, Public Investment, External Finance, Research and Policy Analysis, Public Enterprise Reform)	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Government, various editions; International Who's Who Publication, various editions; Register of participants World Bank/IMF, ADB, AFDB, and IADB Board of Governor meetings; Africa Confidential's "Who's Who" Database; The International Association of Treasury Services (AIST) Conference Records; AfDevInfo database; various ministry websites
Ministry of Planning/National Planning Commission	Minister, Deputy Minister, Secretary General, Director General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Chief Economist, Head of Department (e.g. External Finance and International Cooperation, Monitoring and Evaluation, Policy and Research)	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; various Ministry and National Planning Commission websites
Ministry of Foreign Affairs/International Cooperation	Minister, Deputy Minister, Secretary General, Chief of Staff, Special Assistant to the Minister, Senior Advisor, Head of Department (e.g. North America, Europe, IFIs, United Nations, International Organizations, External Finance, Research and Policy Analysis)	UN General Assembly Conference Records; U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Health	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Chief Public Health Officer, Head of Department (e.g. Primary Health Care, Health Systems Reform, Epidemiology and Immunization, Research and Policy Analysis, Monitoring and Evaluation, HIV/AIDS, Malaria); Focal Point for National Health Accounts	Global Fund Country Coordinating Mechanism (CCM) "Key Contacts"; WHO Ministerial Conference Records; U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Education	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department (e.g. Early Childhood Education, Primary Education, Secondary Education, Tertiary Education), EFA National Coordinator, UNESCO Representative	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; UNESCO Directory of National "Education for All" (EFA) Directors; Participants in High Level Group Meetings on Education For All (HLG5); Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Members of IADB Regional Policy Dialogue; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites

Ministry of Industry/Trade/ Commerce/ Competitiveness	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, WTO Accession Focal Point; Head of Department (e.g. Customs, Business Environment Reform Unit); Director of Commerce, Director of Industry	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; WTO National Focal Points, various editions; Participants in Ministerial Conferences on Central Asia Regional Economic Cooperation; Participants in World Export Development Forum; Participants in International Workshop on Public Private Dialogue; Members of IADB Regional Policy Dialogue; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Public Service/Public Administration	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Membership lists from the United Nations Online Network in Public Administration (UNPAN); the African Training and Research Centre in Administration for Development (CAFRAD); African Management Development Institutes' Network (AMDIN); the African Association for Public Administration and Management (AAPAM); Regional School of Public Administration (RESPA); Support for Improvement in Governance and Management (SIGMA) initiative; UN Program for Innovation in the Euro-Mediterranean Region (INNOVMED); the Arab Administrative Development Organization (ARADO); Eastern Regional Organization for Public Administration (EROPA); Caribbean Centre for Development Administration (CARICAD); Centro Latinoamericano de Administración para el Desarrollo (CLAD); The Instituto Centroamericano de Administración Pública (ICAP); Red de Líderes de Gobierno Electrónico de América Latina y El Caribe (Red GEALC); various ministry websites
Ministry of Labor/ Social Security/ Social Welfare/ Social Protection	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Natural Resources/ Environment	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department (e.g. Monitoring and Evaluation, Research and Policy Analysis), UNFCCC Designated National Authority, CBD National Contact, GEF Political Focal Point, GEF Operational Focal Point	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; GEF Political Focal Points and Operational Focal Points; Convention on Biodiversity (CBD) National Contacts; United Nations Framework Convention on Climate Change (UNFCCC) Designated National Authorities); Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Members of IADB Regional Policy Dialogue; various ministry websites
Ministry of Energy/Oil/ Mineral Resources	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department, National EITI Focal Point; Member of EITI Steering Committee	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments,; Participants in IAEA annual meetings, various editions; EITI online register of National EITI Focal Points and Steering Committee Members; GEF Political Focal Points and Operational Focal Points; International Who's Who Publication, various editions; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites

Ministry of Lands/ Property Registrar	Minister, Deputy Minister, Secretary General, Chief of Staff, Senior Advisor, Head of Department, Property Registrar, Deputy Property Registrar	U.S. State Department "Country Background Notes," various editions; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Doing Business Online Database of Local Partners; UN-HABITAT annual conference registration records; various Ministry and Property Registrar websites
Ministry of Justice/ Office of the Attorney General	Minister, Deputy Minister, Chief of Staff, Senior Advisors, Attorney General, Deputy Attorney General, Prosecutor General/Chief Prosector, Solicitor General	Membership directory of The International Association of Prosecutors (IAP); Participants in various Third World Summits of Prosecutor Generals, Attorney Generals, and Chief Prosecutors; Ibero-American Association of Prosecutor's Offices; Participants in the Intergovernmental Expert Working Group on Review of the Implementation of the United Nations Convention against Corruption; List of participants in International Anti-Corruption Conferences (IACC); Members of the Ibero-American Legal Assistance Network (IberRed); various Ministry of Justice and Attorney General websites
Ministry of Family/Gender	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Agriculture/Rural Development/ Land Reform/ Food Security	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Public Works/Transport	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites
Ministry of Interior	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department (e.g. Economic and Financial Crimes, Criminal Investigations, Anti-Human Trafficking)	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Asian Development Bank's PPMS (Project Performance Management System) Database of Developing Member Country Officials; Africa Confidential's "Who's Who" Database; AfDevInfo database; various ministry websites

National Statistical Office	Director General, Deputy Director General, Senior Advisor	International Statistical Institute's (ISI) Directory of Official Statistical Agencies & Societies; National Statistical Office information from the United Nations Statistics Division (UNSD) website; Managing for Development Results (MFDR) network of experts; statistical experts associated with the United Nations Economic and Social Commission for Western Asia (ESCWA); the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP); United Nations Statistical Institute for Asia and the Pacific (SIAP); the Partnership in Statistics for Development in the 21st Century (PARIS21); The Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC); Economic Commission for Latin America and the Carribbean (ECLAC); and Observatoire économique et statistique d'Afrique Subsaharienne (AFRISTAT); various Statistical Office websites
Investment Promotion Agency	Head of the Agency, Deputy Head of the Agency, Senior Advisor	Membership records from World Association of Investment Promotion Agencies (WAIPA); Participants in the Investment Committee For South East Europe Working Group on Investment Promotion; Participants in various World Export Development Forum meetings; various national investment promotion agency websites
Independent Human Rights Commission/ Office of the Ombudsman	Commissioner, Deputy Commissioner, Senior Advisor, Ombudsman, Deputy Ombudsman, Head of Department	Membership Directory of International Ombudsman Association; Membership records from Network of National Human Rights Institutions, including the Asia Pacific Forum (APF) of National Human Rights Institutions, the Ibero American Federation of the Ombudsman (FIO); OmbudsNet (Sistema Integrado de Información y Comunicación para las oficinas de Ombudsman en América Latina y el Caribe), La Red de Instituciones Nacionales para la Promoción y Protección de los Derechos Humanos del Continente Americano (Rindhca), and the European Coordinating Committee of National Human Rights Institutions; List of Participants in OSCE Human Dimension Implementation Meetings; various Human Rights Commission and Ombudsman websites
Independent Electoral Institution	Commissioner, Deputy Commissioner, Senior Advisor, Director of Elections, Deputy Director of Elections	Members of ACE Electoral Knowledge Network; various election commission websites
Central Bank	Governor, Vice Governor, Head of Operations, Head of Department (e.g. Operations, Research and Policy Analysis) Department, Senior Advisors	Register of participants from World Bank/IMF, ADB, AFDB, and IADB Board of Governor meetings; Members of the Central Bank Governance Forum; Conference records from annual meetings of the Association of African Central Banks (AACB); Members of Latin American Network of Central Banks and Finance Ministries; various central bank websites (from the Bank for International Settlements' "Central Bank Hub")
Supreme Audit Institution	Auditor/Inspector General, Deputy Auditor/ Inspector General, Comptroller, Head of the Court of Account, Deputy Head of the Court of Account, Member of the Public Accounts Committee, Senior Advisor	Membership list from the International Organization of Supreme Audit Institutions (INTOSAI), the African Organization of English-Speaking Supreme Audit Institutions (AFROSAI-E), The Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS), European Organization of Supreme Audit Institutions (EUROSAI), South Pacific Association of Supreme Audit Institutions (SPASAI), Pacific Association of Supreme Audit Institutions (PASAI), The Asian Organization of Supreme Audit Institutions (ASOSAI), and The Arab Organization of Supreme Audit Institutions (ARABOSAI); various Supreme Audit Institution websites

Public Procurement Agency	Head of Agency; Deputy Head of Agency, Senior Advisor	The European Public Procurement Network (PPN); Commonwealth Public Procurement Network (CPPN); Asia Pacific Procurement Forum; National Partners of the United Nations Procurement Capacity Development Centre; various public procurement agency websites
Anti-Corruption Agency/Ministry/ Commission/ Council/Task Force	Minister, Deputy Minister, Executive Director, Commissioner, Deputy Commissioner, Senior Adviser, Head of Department (e.g. Investigations, Corruption Prevention and Education, Income and Asset Verification, Financial Intelligence and Anti-Money Laundering)	Membership registry of International Association of Anti-Corruption Agencies (IAACA); List of participants in various International Anti-Corruption Conferences (IACC); Participants in Global Forum V on Fighting Corruption and Safeguarding Integrity; UNCAC Conference Records; Intergovernmental Expert Working Group on Review of the Implementation of the United Nations Convention against Corruption; Participants in ADB/OECD Anti-Corruption Initiative for Asia and the Pacific; International Center for Asset Recovery Country Profiles; Eastern and Southern African Anti-Money Laundering Group (ESAAM) National Contact Points; Members of the East African Association of Anti Corruption Authorities (EAAACA); National Focal Points for Council of Europe Group of States Against Corruption (GRECO); Members of Research Network of Anti-Corruption Agencies (ANCORAGE-NET); Members of OECD Anti-Corruption Network for Transition Economies; various anti-corruption institution websites
Civil Service Agency/ Commission	Head of Agency; Deputy Head of Agency, Department Head, Chief of Staff, Senior Advisor	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments, various editions; International Who's Who Publication, various editions; Membership lists from the United Nations Online Network in Public Administration (UNPAN); the African Training and Research Centre in Administration for Development (CAFRAD); African Management Development Institutes' Network (AMDIN); the African Association for Public Administration and Management (AAPAM); Regional School of Public Administration (RESPA); Support for Improvement in Governance and Management (SIGMA) initiative; UN Program for Innovation in the Euro-Mediterranean Region (INNOVMED); the Arab Administrative Development Organization (ARADO); Eastern Regional Organization for Public Administration (EROPA); Caribbean Centre for Development Administration (CARICAD); Centro Latinoamericano de Administración para el Desarrollo (CLAD); The Instituto Centroamericano de Administración Pública (ICAP); various government agency websites
Poverty Reduction Units/ Directorates	Head of Unit/Directorate; Senior Advisors	Participants in the OECD Aid Effectiveness Working Group, various years; List of Accra High-Level Conference Participants; Forum on National Plans as Poverty Reduction Strategies in East Asia; Members of African Community of Practice (AfCoP) and the Asian Pacific Community of Practice (CoP-MfDR Asia Pacific) on Managing for Development Results (MfDR); various ministry websites
Aid Effectiveness and Coordination Units/ Directorates	Head of Unit/Directorate; Senior Advisors	Participants in the OECD Aid Effectiveness Working Group, various years; Participants in OECD Surveys on Monitoring the Paris Declaration, various years; List of Accra High-Level Conference Participants; Members of African Community of Practice (AfCoP) and the Asian Pacific Community of Practice (CoP-MfDR Asia Pacific) on Managing for Development Results (MfDR); various ministry websites

Office of President/Prime Minister	President, Prime Minister, Cabinet Secretary, Secretary General of Government, Minister without Portfolio, Charge de Mission, Chef de Service, Chief of Staff, Senior Advisor	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments; List of Delegations to the annual UN General Assembly, various editions; International Who's Who Publication, various editions; Office of the Presidency National Websites; Office of the Prime Minister National Websites
Office of the Vice President/Deputy Prime Minister	Vice President, Secretary General, Minister without Portfolio, Charge de Mission, Chief of Staff, Senior Advisor	U.S. State Department "Country Background Notes"; CIA Directory of Chiefs of State and Cabinet Members of Foreign Governments; List of Delegations to the annual UN General Assembly; International Who's Who Publication, various editions; Office of the Vice Presidency National Websites
Embassy officials stationed in the United States	Ambassador, Deputy Chief of Mission, First Secretary/Counselor, Second Secretary/Counselor, Third Secretary/Counselor, Senior Advisor	Various Editions of the "Diplomatic List" from the U.S. State Department's Office of the Chief of Protocol
Embassy officials stationed at the United Nations in New York or Geneva	Ambassador and Permanent Representative, Deputy Permanent Representative, First Secretary/Counselor, Second Secretary/Counselor, Third Secretary/Counselor, Senior Advisors	United Nations Office of Protocol "List of Permanent Representatives and Observers to the United Nations in New York"; Permanent Mission websites at www.un.org
Business Registration Office	Executive Director, Deputy Director, Senior Advisor	State Department Investment Climate Statements; U.S. Country Commercial Guide; Doing Business Online Database of Local Partners; Participants in International Workshops on Public Private Dialogue; Business registry websites
Local Millennium Challenge Account (MCA) Implementation Units and Eligibility Task Forces	CEO, Deputy CEO, Project Director, Government Board Member, Head of MCC Eligibility Task Forces	MCC website; MCA country websites

Table C-2: Inclusion Criteria for In-Country Development Partner Staff and Officials

Institution	Inclusion Criteria	Sources
Overall		
U.S. Embassy Staff	Ambassador, Deputy Chief of Mission, Political/Econ Chief, Political Officer, Economic Officer	U.S. State Department "Country Background Notes,"; Council of American Ambassadors Membership Records; US Embassy websites
USAID	Mission Director, Deputy Mission Director, Office Director, Senior Advisor, Program Officer	U.S. State Department "Country Background Notes"; Federal Executive Yellow Book; USAID Mission websites
MCC	Resident Country Director, Deputy Resident Country Director, Program Officer	Federal Executive Yellow Book; MCC website
State Department Headquarters/ National Security Council Staff	Assistant Secretary, Deputy Assistant Secretary, Principal Deputy Assistant Secretary, Office Director, Desk Officer	Federal Executive Yellow Book; State Department website; various conference proceedings
World Bank	Country Director, Country Manager, Lead Economist, Sector Specialist, Desk Economist	United Nations Development Group (UNDG) Country Team Database; World Bank website
IMF	Resident Representative, Lead Economist, Special Advisor to the Government, Desk Economist	United Nations Development Group (UNDG) Country Team Database; IMF website
ADB	Country Director, Lead Economist, Sector Specialist	United Nations Development Group (UNDG) Country Team Database; ADB website
AFDB	Country Director, Lead Economist, Sector Specialist	AFDB website
IADB	Country Representative, Lead Economist, Sector Specialist, Desk Economist	IADB website
European Commission	Head of the EC Delegation, Project Director, Adviser	EC Website
UNDP/United Nations Missions	Country Director, Resident Representative, Deputy Resident Representative, Project Manager, Lead Economist, Adviser, Special Representative of the U.N. Secretary General; Deputy Special Representative of the U.N. Secretary General	United Nations Development Group (UNDG) Country Team Database
WHO/PAHO	Country Representative, Adviser	United Nations Development Group (UNDG) Country Team Database
UNESCO	Country Representative, Adviser	United Nations Development Group (UNDG) Country Team Database
JICA/JBIC/ Japanese Embassy	Ambassador, Deputy Chief of Mission, Country Representative, Deputy Country Representative, Project/Program Director, Adviser, Country Economist	Japan's Ministry of Foreign Affairs (MOFA) website and
EBRD	Country Director, Economist	EBRD website
Australian Embassy/ AUSAID/DFAT	Ambassador, Deputy Chief of Mission, Country Director, Deputy Country Director, Project/ Program Director, Adviser, Country Economist	AUSAID, Embassy/DFAT websites

UK Embassy/ DFID	Ambassador, Deputy Chief of Mission, Country Director, Economist, Adviser	UK Online Directory of Overseas Missions; various DFID websites
German Embassy/GIZ/ GTZ/KFW	Ambassador, Deputy Chief of Mission, Country Director, Deputy Country Director, Project/ Program Director, Adviser, Country Economist	GTZ, BMZ, and KFW websites
French Embassy/ AFD	Ambassador, Deputy Chief of Mission, Country Director, Deputy Country Director, Project/ Program Director, Adviser, Country Economist	Various French Embassy and AFD websites
Other Foreign Embassies, International Organizations, and Development Finance Institutions with an In-country Presence	Ambassador, Deputy Chief of Mission, Country Director, Deputy Country Director, Project/ Program Director, Adviser, Country Economist	Various Development Partner websites

Table C-3: Inclusion Criteria for Local Civil Society and Non-Government Organizations

Institution	Inclusion Criteria	Sources
Overall		
Anti-Corruption and Transparency NGOs	Executive Director, Country Director, Program Manager, and Country Expert	Transparency International Annual Reports; national Transparency International chapter websites; Open Budget Partnership's Country Researchers; Publish What You Fund National Contacts; Open Society Institute (OSI) Directory of Experts; Soros Foundation Directory of Experts; Asia Foundation Directory of Experts
Democracy and Human Rights NGOs (e.g. health, education)	Executive Director, Deputy Director, Project Director	The Institute for Democracy and Electoral Assistance's (IDEA) NGO Directory; Membership records from Network of National Human Rights Institutions; Membership records of national consortium/ association of NGOs
Social Sector NGOs (e.g. health, education)	Executive Director, Deputy Director, Project Director	Global Fund CCM Country websites; Membership records of national consortium/association of NGOs
Environmental NGOs	Executive Director, Deputy Director, Project Director	Environment Encyclopedia and Directory (multiple editions); Caucasus Environmental NGO Network (CENN); GEF and World Bank conference proceedings
Independent Journalist Associations	Executive Director, Secretary General	Country-specific press unions (e.g. Union Des Journalistes Privés Nigériens, Gambia Press Union); CIA Factbook list of "political pressure groups and leaders"; State Department Country Reports on Human Rights Practices
National Coalition/ Consortium/ Association of NGOs	Executive Director, Deputy Director, Senior Advisor	CIA Factbook list of "political pressure groups and leaders"; World Association of Non-Governmental Organizations; International Forum of National NGO Platforms; Local Newspapers; country-specific online sources

Table C-4: Inclusion Criteria for Representatives of Private Sector Organizations

Table 20: Representatives of Private Sector Organizations

Institution	Inclusion Criteria	Sources
Overall		
U.S. Chamber of Commerce	Executive Director, Deputy Director, Senior Advisor	U.S. Commercial Service "Country Commercial Guide for U.S. Companies"; Local U.S. Chamber of Commerce chapter websites
Western European Chamber of Commerce	Executive Director, Deputy Director, Senior Advisor	World Bank Directory of Private Sector Liaison Officers; various websites
International Chamber of Commerce	Executive Director, Deputy Director, Senior Advisor	International Chamber of Commerce websites
Other International Private Sector Organizations	Executive Director, Deputy Director, Senior Advisor	Various websites
National Chambers of Commerce	Executive Director, Deputy Director, Senior Advisor	World Bank Directory of Private Sector Liaison Officers; Participants in International Workshops on Public Private Dialogue
Export-Import Associations	Executive Director, Deputy Director, Senior Advisor	Country-Specific Export-Import Association Websites
Sectoral Business Associations/ Institutions	Executive Director, Deputy Director, Senior Advisor	Country-Specific Sectoral Business (e.g. textiles, agriculture, manufacturing) Association Websites
Finance and Banking Associations/ Institutions	Executive Director, Deputy Director, Senior Advisor	Country-Specific Finance and Banking Association Websites
Small-/Medium-Sized and Young Entrepreneurs Business Associations	Executive Director, Deputy Director, Senior Advisor	Country-Specific Websites for Small-/Medium-Sized and Young Entrepreneurs Business Associations
Women's Business Associations	Executive Director, Deputy Director, Senior Advisor	Country-Specific Websites for Women's Business Associations
Labor Unions and Workers Associations	Executive Director, Deputy Director, Senior Advisor	Country-Specific Websites for Labor Unions and Workers Associations
Other Domestic Private Sector Organizations	Executive Director, Deputy Director, Senior Advisor	Various websites

Table C-5: Inclusion Criteria for Independent Country Experts/Analysts

Institution	Inclusion Criteria	Sources
Overall		
In-Country Think Tanks, Policy Institutes, and Universities	Executive Director, Deputy Director, Professor, Research Fellow, Analyst	Freedom House Directory of Think Tanks in Central and Eastern Europe; Think Tank Initiative Directory; NIRA's World Directory of Think Tanks (NWDTT), Harvard Library's Think Tank Search, Various University Websites
International Think Tanks, Policy Institutes, Risk Rating Agencies and Universities	Executive Director, Deputy Director, Professor, Research Fellow, Senior Analyst, Analyst	Country researchers and policy analysts from the Bertelsmann Foundation; Eurasia Group, Inter-American Dialogue, Council on Foreign Relations, Center for Strategic and International Studies (CSIS), Congressional Research Service, Economist Intelligence Unit, International Crisis Group, Global Insight, Freedom House, Global Integrity; Human Rights Watch, the Atlantic Council, Middle East Policy Council; Royal Institute of International Affairs; Chatham House; Various University Websites

Appendix D: Weighting Scheme for Aggregate Statistics

The response rate to the *2017 Listening to Leaders* Survey was 7.4%. In light of this relatively low response rate and imperfect information about the representativeness of our sample vis-à-vis the sampling frame (i.e. the population of interest), we employ non-response weights to account for unit non-response (or survey non-response) and to redress potential bias deriving from it. To generate non-response weights, we take the following steps. First, we estimate the probability of survey response by using a logistic regression. For all members of our sampling frame, we have information on their gender, country, institution types (e.g., finance ministry, anti-corruption agency, supreme audit institution) and stakeholder group (e.g., host government officials, development partners. We use all these predictors to estimate the probability of survey response for each member of the sampling frame (as each of them turns out to be significant in predicting survey response). Second, we take the inverse of the estimated probability to arrive at the final non-response weights used for our analysis.

Appendix E: The 2017 Listening to Leaders Survey Survey Questionnaire

The 2017 *Listening to Leaders* Survey

Q1 [SG1-4]: You've been selected to participate in this survey based on our records, which indicate that you worked [[in.country]] at some point between 2010 and 2015. In the drop-down menu below, please select the country you worked in for the longest period from 2010 to 2015.

❍   <<List of 126 low-income and middle-income countries and semi-autonomous territories>>
❍   I did not work in one of these countries at any point between 2010 and 2015.

Q1 [SG5]: Which country have you most closely monitored issues related to policy formulation and implementation in between 2010 and 2015?

❍   <<The same list of countries provided for SG1-4>>
❍   I did not monitor issues related to policy formulation and implementation in any of these countries between 2010 and 2015.

Q2 [SG1-4]: Please select the type of organization within [[Q1: Country]] with which you worked for the longest period of time between 2010 and 2015.

❍   Government (1)
❍   Development Partner (2)
❍   Non-Governmental Organization or Civil Society Organization (3)
❍   Private Sector (4)
❍   I did not work for one of these types of organizations between 2010 and 2015. (5)

Q2 [SG5]: Over your entire career, for approximately how many years have you monitored issues related to policy formulation and implementation in [[Q1: country]]?

❍   0-4 years (1)
❍   5-9 years (2)
❍   10-14 years (3)
❍   15-19 years (4)
❍   More than 20 years (5)

Q3 [SG1-4]: Please write the name of the organization within [[Q1: Country]] with which you worked for the longest period of time between 2010 and 2015.(Almost all of the questions in this survey will ask about your time at this organization.)

Q3 [SG5]: We want to best capture your perspective on policy-making in [[Q1: Country]]. Starting as early as 2010, with which one of the following administrations are you most familiar?

<<List of all administrations relevant for [[Q1: Country]] between 2010 and 2015: not shown here to save space>>

Q4 [SG1-4]: The following questions refer to your time at [[Q3: Organization]]. Please identify the position that you held for the longest period of time between 2010 and 2015. What was the name of this position? (example: Director)

Q5 [SG1-4]: In which of the following years did you hold this position?

❏   2010 (1)
❏   2011 (2)

- ❑ 2012 (3)
- ❑ 2013 (4)
- ❑ 2014 (5)
- ❑ 2015 (6)

Q6 [SG1-4]: The following question asks about your area of focus while holding the position of [[Q4: Position]]. What was your primary area of focus? (Please select one.)

Q6 [SG5]: Thinking of [[Q3: Administration]], with which area of policy-making are you most familiar? (Please select one.)

- ❍ Agriculture, Fishing and Forestry (1)
- ❍ Economic Policy (2)
- ❍ Education (3)
- ❍ Energy and Mining (4)
- ❍ Environment and Natural Resource Management (5)
- ❍ Finance (6)
- ❍ Health (7)
- ❍ Human Development and Gender (8)
- ❍ Industry, Trade and Services (9)
- ❍ Information and Communications Technologies (10)
- ❍ Labor Market Policy and Programs (11)
- ❍ Nutrition and Food Security (12)
- ❍ Private Sector Development (13)
- ❍ Good Governance and Rule of Law (14)
- ❍ Public Sector Management (15)
- ❍ Rural Development (16)
- ❍ Social Development and Protection (17)
- ❍ Trade (18)
- ❍ Transportation (19)
- ❍ Urban Development (20)
- ❍ Water, Sewerage and Waste Management (21)
- ❍ Foreign Policy (22)
- ❍ Other (Please indicate): (23) _____

Q7 [SG1-4]: The following question asks about your area of focus while holding the position of [[Q4: Position]]. On which of the following [[Q6: Policy Area]] issues did you work? (Please select any and all that apply.)

Q7 [SG5]: Thinking of [[Q3: Administration]], with which sub-sectors of [[Q6: Policy Area]] are you most familiar? (Please select any and all that apply.)

<<If Agriculture, Fishing and Forestry (1) is selected in Q6>>
- ❑ Crops (1)
- ❑ Livestock (2)
- ❑ Irrigation and Drainage (3)
- ❑ Agricultural Extension, Research, and Other Support Activities (4)
- ❑ Forestry (5)
- ❑ Fisheries (6)
- ❑ Agriculture management and institutions (7)
- ❑ Other (Please indicate): (8) _____

<<If Economic Policy (2) is selected in Q6>>
- ❑ Fiscal sustainability (1)
- ❑ Public Expenditure Policy (2)

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- ❏ Debt Policy (3)
- ❏ Tax policy (4)
- ❏ Subnational Fiscal Policies (5)
- ❏ External Finance (6)
- ❏ Monetary and Credit Policies (7)
- ❏ Income and Wage Policies (8)
- ❏ Macroeconomic Resilience (9)
- ❏ Inclusive Growth (10)
- ❏ Structural Transformation and Economic Diversification (11)
- ❏ Green Growth (12)
- ❏ Spatial Growth (13)
- ❏ Other (Please indicate): (14) _____

<<If Education (3) is selected in Q6>>
- ❏ Early Childhood Education (1)
- ❏ Primary Education (2)
- ❏ Secondary Education (3)
- ❏ Tertiary Education (4)
- ❏ Workforce Development/Skills (5)
- ❏ Adult, Basic and Continuing Education (6)
- ❏ Other Education (7)
- ❏ Access to Education (8)
- ❏ Education Facilities (9)
- ❏ Private Sector Delivery of Education (10)
- ❏ Other (Please indicate): (11) _____

<<If Energy and Mining (4) is selected in Q6>>
- ❏ Mining (1)
- ❏ Oil and Gas (2)
- ❏ Renewable Energy Hydro (3)
- ❏ Renewable Energy Solar (4)
- ❏ Renewable Energy Wind (5)
- ❏ Renewable Energy Biomass (6)
- ❏ Non-Renewable Energy Generation (7)
- ❏ Energy Transmission and Distribution (8)
- ❏ Energy Efficiency (9)
- ❏ Energy Policies & Reform (10)
- ❏ Access to Energy (11)
- ❏ Other (Please indicate): (12) _____

<<If Environment and Natural Resource Management (5) is selected in Q6>>
- ❏ Climate Change Mitigation (1)
- ❏ Climate Change Adaptation (2)
- ❏ Air quality management (3)
- ❏ Water Pollution (4)
- ❏ Soil Pollution (5)
- ❏ Forests Management and institutions (6)
- ❏ Fisheries management and institutions (7)
- ❏ Oceans (8)
- ❏ Biodiversity (9)
- ❏ Landscape Management (10)
- ❏ Coastal Zone Management (11)
- ❏ Watershed Management (12)

- ❑ Environmental policies and institutions (13)
- ❑ Water Resource Management (14)
- ❑ Emergency response (15)
- ❑ Agriculture management and institutions (16)
- ❑ Other (Please indicate): (17) _____

<<If Finance (6) is selected in Q6>>
- ❑ Financial Sector oversight and policy (1)
- ❑ Financial Sector Integrity (2)
- ❑ Insurance and pensions (3)
- ❑ Credit Infrastructure (4)
- ❑ Payment & markets infrastructure (5)
- ❑ MSME Finance (6)
- ❑ Financial inclusion (7)
- ❑ Disaster Risk Finance (8)
- ❑ Agriculture Finance (9)
- ❑ Infrastructure Finance (10)
- ❑ Housing Finance (11)
- ❑ Banking Institutions, including banking regulation & restructuring (12)
- ❑ Capital Markets (13)
- ❑ Other (Please indicate): (14) _____

<<If Health (7) is selected in Q6>>
- ❑ Disease Control: HIV/AIDS (1)
- ❑ Disease Control: Malaria (2)
- ❑ Disease Control: Tuberculosis (3)
- ❑ Disease Control: Neglected tropical diseases (4)
- ❑ Disease Control: Non-communicable diseases (5)
- ❑ Disease Control: Enteric and diarrheal diseases (6)
- ❑ Disease Control: Polio (7)
- ❑ Disease Control: Pneumonia (8)
- ❑ Health Systems and Policies: Health System Strengthening (9)
- ❑ Health Systems and Policies: Health Service Delivery (10)
- ❑ Health Systems and Policies: Health Finance (11)
- ❑ Health Systems and Policies: Private Sector Delivery in Health (12)
- ❑ Health Systems and Policies: Reproductive and Maternal Health (13)
- ❑ Health Systems and Policies: Adolescent Health (14)
- ❑ Health Systems and Policies: Child Health (15)
- ❑ Health Systems and Policies: Regulation and Competition (16)
- ❑ Health Systems and Policies: Innovation and Technology (17)
- ❑ Emergency Response (18)
- ❑ Other (Please indicate): (19) _____

<<If Human Development and Gender (8) is selected in Q6>>
- ❑ Gender (1)
- ❑ Demographics and Aging (2)
- ❑ Cultural Heritage (3)
- ❑ Road Safety (4)
- ❑ Disaster Risk Management (5)
- ❑ Other (Please indicate): (6) _____

<<If Industry, Trade and Services (9) is selected in Q6>>
- ❑ Agricultural markets, commercialization and agri-business (1)

- ❑ Trade (2)
- ❑ Services (3)
- ❑ Manufacturing (4)
- ❑ Tourism (5)
- ❑ Other (Please indicate): (6) _____

<<If Information and Communications Technologies (10) is selected in Q6>>
- ❑ ICT Infrastructure (1)
- ❑ ICT Services (2)
- ❑ Other (Please indicate): (3) _____

<<If Labor Market Policy and Programs (11) is selected in Q6>>
- ❑ Skills Development (1)
- ❑ Labor Market Institutions (2)
- ❑ Active Labor Market Programs (3)
- ❑ Other (Please indicate): (4) _____

<<If Nutrition and Food Security (12) is selected in Q6>>
- ❑ Nutrition (1)
- ❑ Food Security (2)
- ❑ Other (Please indicate): (3) _____

<<If Private Sector Development (13) is selected in Q6>>
- ❑ Investment and Business Climate (1)
- ❑ Regulation and Competition Policy (2)
- ❑ Innovation and Technology Policy (3)
- ❑ Job Creation (4)
- ❑ Job Quality (5)
- ❑ Youth Employment (6)
- ❑ Public Private Partnerships (7)
- ❑ Entrepreneurship (8)
- ❑ Global value chains (9)
- ❑ MSME Development (10)
- ❑ Regional Integration (11)
- ❑ ICT Solutions (12)
- ❑ ICT Policies (13)
- ❑ Other (Please indicate): (14) _____

<<If Good Governance and Rule of Law (14) is selected in Q6>>
- ❑ Democracy (1)
- ❑ Anti-Corruption (2)
- ❑ Transparency, Accountability and Good Governance (3)
- ❑ Other (Please indicate): (4) _____

<<If Public Sector Management (15) is selected in Q6>>
- ❑ Public Expenditure Management (1)
- ❑ Domestic Revenue Administration (2)
- ❑ Debt Management (3)
- ❑ Judicial and other Dispute Resolution Mechanisms (4)
- ❑ Legal Institutions for a Market Economy (5)
- ❑ Personal and Property Rights (6)
- ❑ Administrative and Civil Service Reform (7)
- ❑ Transparency, Accountability and Good Governance (8)

- ❏ E-Government, incl. e-services (9)
- ❏ Civil Registration and Identification (10)
- ❏ Public Assets and Investment Management (11)
- ❏ State-owned Enterprise Reform and Privatization (12)
- ❏ Municipal Institution Building (13)
- ❏ Decentralization (14)
- ❏ Central Government (15)
- ❏ Sub-National Government (16)
- ❏ Data production, accessibility and use (17)
- ❏ Institutional strengthening and capacity building (18)
- ❏ Other (Please indicate): (19) _____

<<If Rural Development (16) is selected in Q6>>
- ❏ Rural Markets (1)
- ❏ Rural Non-farm Income Generation (2)
- ❏ Rural Infrastructure and service delivery (3)
- ❏ Agricultural Productivity and Farm Income (4)
- ❏ Rural Water and Sanitation (5)
- ❏ Land Administration and Management (6)
- ❏ Geospatial Services (7)
- ❏ Land Policy and Tenure (8)
- ❏ Other (Please indicate): (9) _____

<<If Social Development and Protection (17) is selected in Q6>>
- ❏ Indigenous People (1)
- ❏ Sexual Orientation and Gender Identity (2)
- ❏ Other Vulnerable Populations (3)
- ❏ Participation and Civic Engagement (4)
- ❏ Social Safety Nets (5)
- ❏ Social Insurance and Pensions (6)
- ❏ Social protection delivery systems (7)
- ❏ Disability (8)
- ❏ Conflict Prevention (9)
- ❏ Post-conflict reconstruction (10)
- ❏ Other (Please indicate): (11) _____

<<If Trade (18) is selected in Q6>>
- ❏ Trade Facilitation (1)
- ❏ Trade Logistics (2)
- ❏ Trade Policy (3)
- ❏ Other (Please indicate): (4) _____

<<If Transportation (19) is selected in Q6>>
- ❏ Rural and Inter-Urban Roads (1)
- ❏ Railways (2)
- ❏ Aviation (3)
- ❏ Ports/Waterways (4)
- ❏ Urban Transport (5)
- ❏ Other (Please indicate): (6) _____

<<If Urban Development (20) is selected in Q6>>
- ❏ Urban Infrastructure and Service Delivery (1)
- ❏ Services and Housing for the Poor (2)

- ❑ Public Transport (3)
- ❑ Urban Planning (4)
- ❑ Municipal Finance (5)
- ❑ Urban Water and Sanitation (6)
- ❑ Other (Please indicate): (7) _____

<<If Water, Sewerage and Waste Management (21) is selected in Q6>>
- ❑ Waste Management (1)
- ❑ Water Supply (2)
- ❑ Sewerage (3)
- ❑ Other (Please indicate): (4) _____

Q8 [SG1-4]: Based upon your experience, what are the most important issues for advancing [[Q1: Country]]'s development? (You may select up to six issues.)

- ❑ No poverty: end poverty in all its forms everywhere (1)
- ❑ Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture (2)
- ❑ Good health and well-being: Ensure healthy lives and promote well-being for all at all ages (3)
- ❑ Quality education: ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (4)
- ❑ Gender equality: achieve gender equality and empower all women and girls (5)
- ❑ Clean water and sanitation: ensure availability and sustainable management of water and sanitation for all (6)
- ❑ Affordable and clean energy: ensure access to affordable, reliable, sustainable, and modern energy for all (7)
- ❑ Decent work and economic growth: promote sustained, inclusive and sustainable economic growth, full productive employment, and decent work for all (8)
- ❑ Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation (9)
- ❑ Reduced inequalities: reduce inequality within and among countries (10)
- ❑ Sustainable cities and communities: make cities and human settlements inclusive, safe, resilient, and sustainable (11)
- ❑ Responsible consumption and production: ensure sustainable consumption and production patterns (12)
- ❑ Climate action: take urgent action to combat climate change and its impacts (13)
- ❑ Life below water: conserve and sustainably use the oceans, seas, and marine resources for sustainable development (14)
- ❑ Life on land: protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss (15)
- ❑ Peace, justice, and strong institutions: promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions for all (16)
- ❑ Don't know / Not sure (17)
- ❑ None of these (18)
- ❑ Prefer not to say (19)

Q8 [SG5]: Based upon your experience monitoring policy formulation and implementation in [[Q1: Country]], what are the most important issues for advancing [[Q1: Country]] development? (You may select up to six issues.)
- ❑ No poverty: end poverty in all its forms everywhere (1)
- ❑ Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture (2)
- ❑ Good health and well-being: Ensure healthy lives and promote well-being for all at all ages (3)
- ❑ Quality education: ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (4)
- ❑ Gender equality: achieve gender equality and empower all women and girls (5)
- ❑ Clean water and sanitation: ensure availability and sustainable management of water and sanitation for all (6)
- ❑ Affordable and clean energy: ensure access to affordable, reliable, sustainable, and modern energy for all (7)
- ❑ Decent work and economic growth: promote sustained, inclusive and sustainable economic growth, full productive employment, and decent work for all (8)

- ❑ Industry, innovation, and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation (9)
- ❑ Reduced inequalities: reduce inequality within and among countries (10)
- ❑ Sustainable cities and communities: make cities and human settlements inclusive, safe, resilient, and sustainable (11)
- ❑ Responsible consumption and production: ensure sustainable consumption and production patterns (12)
- ❑ Climate action: take urgent action to combat climate change and its impacts (13)
- ❑ Life below water: conserve and sustainably use the oceans, seas, and marine resources for sustainable development (14)
- ❑ Life on land: protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss (15)
- ❑ Peace, justice, and strong institutions: promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions for all (16)
- ❑ Don't know / Not sure (17)
- ❑ None of these (18)
- ❑ Prefer not to say (19)

Q9 [SG1]: We are now going to ask a series of questions about your experience with a single [[Q6: Policy Area]] policy initiative attempted by the Government of [[Q1: Country]] between [[Q5: Start Year]] and [[Q5: End Year]].

Q9 [SG2-4]: We are now going to ask a series of questions about your experience with a single [[Q6: Policy Area]] policy initiative attempted by your team between between [[Q5: Start Year]] and [[Q5: End Year]].

Q9 [SG5]: We are now going to ask a series of questions about your experience monitoring a single [[Q6: Policy Area]] policy initiative attempted by the Government of Government of [[Q1: Country]] during [[Q3: Administration]].

Q9 [SG1-4]: Please take a moment to think about some of the [[Q6: Policy Area]] policy initiatives that you worked on as [[Q4: Position]]. On which [[Q6: Policy Area]] policy initiative did you work most directly? For the purposes of this survey, we define a policy initiative as organizational action designed to solve a particular problem. (Nearly all of the remaining questions in this survey will ask about this initiative.)

9 [SG5]: Please take a moment to think about some of the [[Q6: Policy Area]] policy initiatives that you have monitored. Which [[Q6: Policy Area]] policy initiative did you monitor most closely? For the purposes of this survey, we define a policy initiative as organizational action designed to solve a particular problem. (Nearly all of the remaining questions in this survey will ask about this initiative.)

Q10 [SG1-4]: In which of the following ways did you contribute to this initiative? (You may select up to three statements.)

- ❑ I conducted research and analysis. (1)
- ❑ I served in an advocacy role. (2)
- ❑ I helped set the policy agenda. (3)
- ❑ I provided advice on design and implementation. (4)
- ❑ I helped mobilize resources. (5)
- ❑ I provided official authorization. (6)
- ❑ I conducted monitoring and evaluation. (7)
- ❑ I oversaw implementation activities. (8)
- ❑ I communicated the results of the initiative. (9)
- ❑ I coordinated with stakeholders inside of the government. (10)
- ❑ I coordinated with stakeholders outside of the government. (11)
- ❑ I performed some other function. (Please describe): (12) _____

Q11: What problems was this initiative designed to help [[Q1: Country]] overcome? (Please select any and all that apply.)

- ❑ Inefficient or overly burdensome bureaucracy (1)
- ❑ Disengagement of local stakeholders (2)
- ❑ Failure of communication or coordination (3)
- ❑ Fraud, corruption, or political interference (4)
- ❑ Poorly written or non-existent regulations or laws (5)
- ❑ Insufficient financial resources (6)
- ❑ Inadequate human resources (i.e., staff, training) (7)
- ❑ Poor enforcement of existing regulations and laws (8)
- ❑ Behavior of citizens and private individuals (e.g., hand washing) (9)
- ❑ Behavior of businesses, firms, and companies (e.g., tax evasion) (10)
- ❑ Disconnect between formal policies and informal practices (11)
- ❑ Inadequate data collection or information systems (12)
- ❑ Shortage of equipment or facilities (13)
- ❑ Lack of leadership or political will (14)
- ❑ Insecurity, instability, or violence (15)
- ❑ Poor delivery of public services (16)
- ❑ Another problem (Please describe): (17) _____
- ❑ Don't know / Not sure (18)
- ❑ None of these (19)
- ❑ Prefer not to say (20)

Q12: In your own words, please describe the most important problem that this initiative was trying to solve.

Q13: Why was this problem important to solve? (You may select up to three statements.)

- ❑ It was a key part of a long-term development challenge in [[Q1: Country]]. (1)
- ❑ An external shock created an urgent need to solve this problem. (2)
- ❑ The government wanted to improve its performance on an external assessment. (3)
- ❑ It was identified as a priority by senior officials in the government. (4)
- ❑ It was identified as a priority by technical experts in the government. (5)
- ❑ The government wanted to highlight its performance to donors and investors. (6)
- ❑ Demonstrators in [[Q1: Country]] demanded that this problem be solved. (7)
- ❑ It was identified as a priority by several interest groups in [[Q1: Country]]. (8)
- ❑ Development partners had tied funding to solving this problem. (9)
- ❑ The government had tied funding to solving this problem. (10)
- ❑ Foreign investors had tied funding to solving this problem. (11)
- ❑ Another reason (Please describe): (12) _____
- ❑ Don't know / Not sure (13)
- ❑ None of these (14)
- ❑ Prefer not to say (15)

Q14: Compared to the other [[Q6: Policy Area]] problems facing [[Q1: Country]] at the time, how easy or difficult was this problem to solve?
- ❍ Very easy (1)
- ❍ Somewhat easy (2)
- ❍ Somewhat difficult (3)
- ❍ Very difficult (4)
- ❍ Don't know / Not sure (5)
- ❍ Prefer not to say (6)

Q15: On the whole, how much progress did this initiative make towards solving the most important problem you identified?

❍ No progress at all (1)
❍ Very little progress (2)
❍ A fair amount of progress (3)
❍ A great deal of progress (4)
❍ Don't know / Not sure (5)
❍ Prefer not to say (6)

Q16: In your opinion, what prevented this initiative from making more progress towards solving the problem?(You may select up to three statements.)

❑ A shortage of adequate equipment or facilities (e.g., computers, buildings) (1)
❑ A shortage of adequate human resources (i.e., staff, training) (2)
❑ A shortage of financial resources (i.e., money) (3)
❑ A lack of support from national leadership (4)
❑ A lack of support among members of the legislature (5)
❑ A lack of support from the judiciary (i.e., the courts) (6)
❑ A lack of support among implementing staff (7)
❑ A lack of support from local communities (8)
❑ A lack of support from civil society (9)
❑ A lack of support from the private sector (10)
❑ Insufficient time allocated to solving the problem (11)
❑ Changing circumstances on the ground (12)
❑ A poor understanding of the problem to be solved (13)
❑ No easy way to measure performance (14)
❑ Corruption, fraud, or political interference (15)
❑ Another factor (Please describe): (16) _____
❑ Don't know / Not sure (17)
❑ None of these (18)
❑ Prefer not to say (19)

Q17: Overall, how much support did this initiative receive from each of the following domestic groups in [[Q1: Country]]?

	No support at all (6)	Very little support (7)	A fair amount of support (8)	A great deal of support (9)	Don't know / Not sure (10)	Prefer not to say (11)
The Head of State and/or Government (1)	❍	❍	❍	❍	❍	❍
Government ministries and executive agencies (2)	❍	❍	❍	❍	❍	❍
Parliament/the legislature (3)	❍	❍	❍	❍	❍	❍
The judiciary (i.e., the courts) (4)	❍	❍	❍	❍	❍	❍
Local Government (5)	❍	❍	❍	❍	❍	❍
The military (6)	❍	❍	❍	❍	❍	❍

Civil society, non-governmental organizations, and faith-based organizations (7)	○	○	○	67 ○	○	○
Think tanks and academic institutions (8)	○	○	○	○	○	○
Professional associations, labor unions, and student groups (9)	○	○	○	○	○	○
The media (10)	○	○	○	○	○	○
The private sector (11)	○	○	○	○	○	○

Q18: How much opposition did this initiative receive from each of the following domestic groups in [[Q1: Country]]?

	No opposition at all (1)	Very little opposition (2)	A fair amount of opposition (3)	A great deal of opposition (4)	Don't know / Not sure (5)	Prefer not to say (6)
The Head of State and/or Government (1)	○	○	○	○	○	○
Government ministries and executive agencies (2)	○	○	○	○	○	○
Parliament/the legislature (3)	○	○	○	○	○	○
The judiciary (i.e., the courts) (4)	○	○	○	○	○	○
Local Government (5)	○	○	○	○	○	○
The military (6)	○	○	○	○	○	○
Civil society, non-governmental organizations, and faith-based organizations (7)	○	○	○	○	○	○
Think tanks and academic institutions (8)	○	○	○	○	○	○
Professional associations, labor unions, and student groups (9)	○	○	○	○	○	○
The media (10)	○	○	○	○	○	○
The private sector (11)	○	○	○	○	○	○

Q19: How much influence did each of the following domestic groups have on the level of success achieved by this initiative? For the purposes of this survey, we define influential as the power to change or affect the policy agenda.

	Not at all influential (1)	Only slightly influential (2)	Quite influential (3)	Very influential (4)	Don't know / Not sure (5)	Prefer not to say (6)
The Head of State and/or Government (1)	○	○	○	○	○	○
Government ministries and executive agencies (2)	○	○	○	○	○	○
Parliament/the legislature (3)	○	○	○	○	○	○
The judiciary (i.e., the courts) (4)	○	○	○	○	○	○

Local Government (5)	○	○	○	○	○	○
The military (6)	○	○	○	○	○	○
Civil society, non-governmental organizations, and faith-based organizations (7)	○	○	○	○	○	○
Think tanks and academic institutions (8)	○	○	○	○	○	○
Professional associations, labor unions, and student groups (9)	○	○	○	○	○	○
The media (10)	○	○	○	○	○	○
The private sector (11)	○	○	○	○	○	○

Q19.2: You indicated that civil society organizations, non-governmental organizations, and faith-based organizations were influential on the level of success achieved by this initiative. Which of the following do you believe were the most important characteristics of an influential civil society organization, non-governmental organization, or faith-based organization? For the purposes of this survey, we define influential as the power to change or affect the policy agenda. (Please pick a maximum of three options.)

❏ It had significant numbers of public members. (1)
❏ It received coverage in traditional media (example: newspaper, radio). (2)
❏ It received coverage in social media (example: Facebook, Twitter). (3)
❏ It was based locally. (4)
❏ It was funded locally. (5)
❏ It was funded by sources outside [[Q1: Country]]. (6)
❏ It had significant resources (financial and/or human) at its disposal. (7)
❏ It provided locally relevant programs and/or recommendations. (8)
❏ It had a credible, independent voice. (9)
❏ It had personal connections with the government. (10)
❏ It put forward respected policy proposals. (11)
❏ It used strong evidence and data to support propositions. (12)
❏ Another reason (Please describe): (13) _____

Q20 [SG1-4]: Now we would like to ask about the raw data and analysis you used while you were working on [[Q6: Policy Area]] problems.

Q20 [SG1]: At which stages of the policy process have you used raw data in your work on [[Q6: Policy Area]] policy initiatives in [[Q1: Country]]? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file). (Please select any and all that apply.)

❏ Research and analysis (1)
❏ Advocacy and agenda-setting (2)
❏ Design (3)
❏ Implementation (4)
❏ Monitoring and evaluation (5)

- ❏ External communications (6)
- ❏ Training, capacity building, and/or technical support (7)
- ❏ Don't know/not sure (8)
- ❏ Prefer not to say (9)
- ❏ None of these (10)

Q20 [SG2-4]: For which purposes have you used raw data in your work on [[Q6: Policy Area]] policy initiatives in [[Q1: Country]]? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file).(Please select any and all that apply.)

- ❏ Research and analysis (1)
- ❏ Advocacy and agenda-setting (2)
- ❏ Design (3)
- ❏ Implementation (4)
- ❏ Monitoring and evaluation (5)
- ❏ External communications (6)
- ❏ Training, capacity building, and/or technical support (7)
- ❏ Don't know/not sure (8)
- ❏ Prefer not to say (9)
- ❏ None of these (10)

Q21 [SG1]: At which stages of the policy process have you used analysis in your work on [[Q6: Policy Area]] policy initiatives in [[Q1: Country]]? For the purposes of this survey, we define analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation. (Please select any and all that apply.)

- ❏ Research and analysis (1)
- ❏ Advocacy and agenda-setting (2)
- ❏ Design (3)
- ❏ Implementation (4)
- ❏ Monitoring and evaluation (5)
- ❏ External communications (6)
- ❏ Training, capacity building, and/or technical support (7)
- ❏ Don't know/not sure (8)
- ❏ Prefer not to say (9)
- ❏ None of these (10)

Q21 [SG2-4]: For which purposes have you used analysis in your work on [[Q6: Policy Area]] policy initiatives in [[Q1: Country]]? For the purposes of this survey, we define analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation. (Please select any and all that apply.)

- ❏ Research and analysis (1)
- ❏ Advocacy and agenda-setting (2)
- ❏ Design (3)
- ❏ Implementation (4)
- ❏ Monitoring and evaluation (5)
- ❏ External communications (6)
- ❏ Training, capacity building, and/or technical support (7)
- ❏ Don't know/not sure (8)
- ❏ Prefer not to say (9)
- ❏ None of these (10)

Q22 [SG1or5]: Before we continue, please take a moment to think about all of the foreign or international organizations that provided the Government of [[Q1: Country]] with advice or assistance to support this initiative. After you have thought of as many organizations as you can, click "Next" to continue to the next section of the survey questionnaire.

Q22 [SG2-4]: Before we continue, please take a moment to think about all of the foreign or international organizations that provided your team with advice or assistance to support this initiative. After you have thought of as many organizations as you can, click "Next" to continue to the next section of the survey questionnaire.

Q22.1 [SG1or5]: Of the following foreign and international organizations, which, if any, provided the government with advice or assistance to support this initiative? (Please select all that apply.)

Q22.1 [SG2-4]: Of the following foreign and international organizations, which, if any, provided your team with advice or assistance to support this initiative? (Please select all that apply.)

Q22.1.1: Inter-governmental organizations and multilateral development banks:
- ❑ African Development Bank (AfDB) (1)
- ❑ Arab Bank for Economic Development in Africa (BADEA) (2)
- ❑ Arab Monetary Fund (AMF) (3)
- ❑ Asian Development Bank (ADB) (4)
- ❑ Caribbean Development Bank (CDB) (5)
- ❑ Central American Bank for Economic Integration (CABEI) (6)
- ❑ Development Bank of Latin America (CAF) (7)
- ❑ European Bank for Reconstruction and Development (EBRD) (8)
- ❑ European Union (9)
- ❑ Global Alliance for Vaccines and Immunization (GAVI Alliance) (10)
- ❑ Global Environment Facility (GEF) (11)
- ❑ Global Fund to Fight AIDS, Tuberculosis and Malaria (12)
- ❑ Inter-American Development Bank (IDB) (13)
- ❑ International Finance Corporation (IFC) (14)
- ❑ International Fund for Agricultural Development (IFAD) (15)
- ❑ International Monetary Fund (IMF) (16)
- ❑ Islamic Development Bank (ISDB) (17)
- ❑ Multilateral Investment Guarantee Agency (MIGA) (18)
- ❑ OPEC Fund for International Development (OFID) (19)
- ❑ United Nations Children's Fund (UNICEF) (20)
- ❑ United Nations Development Program (UNDP) (21)
- ❑ World Bank (22)
- ❑ Other: (24) _____
- ❑ Other: (25) _____
- ❑ Other: (26) _____
- ❑ I do not recall the names of any Inter-governmental organizations or multilateral development banks. (23)

Q22.1.2: Foreign embassies and bilateral agencies:
- ❑ Australia - Australian Agency for International Development (AusAID) (1)
- ❑ Australia - Australian High Commission (2)
- ❑ Australia - Embassy (or Consulate-General) of Australia (3)
- ❑ Belgium - Belgian Development Agency (BTC) (4)
- ❑ Belgium - Embassy (or Consulate-General) of Belgium (5)
- ❑ Brazil - Brazilian Cooperation Agency (ABC) (6)
- ❑ Brazil - Brazilian Development Bank (BNDES) (7)
- ❑ Brazil - Embassy (or Consulate-General) of Brazil (8)
- ❑ Canada - Canada Representative Office (9)
- ❑ Canada - Canadian High Commission (10)

- ❏   Canada - Canadian International Development Agency (CIDA) (11)
- ❏   Canada - Embassy (or Consulate-General) of Canada (12)
- ❏   China - China Development Bank (CDB) (13)
- ❏   China - Embassy (or Consulate-General) of China (14)
- ❏   China - Export-Import Bank of China (China Exim Bank) (15)
- ❏   Denmark - Danish International Development Agency (Danida) (16)
- ❏   Denmark - Embassy (or Consulate-General) of Denmark (17)
- ❏   Denmark - Representation Office of Denmark (18)
- ❏   France - Agence Française de Développement (AFD) (19)
- ❏   France - Embassy (or Consulate-General) of France (20)
- ❏   Germany - Embassy (or Consulate-General) of Germany (21)
- ❏   Germany - Gesellschaft für Internationale Zusammenarbeit (GIZ) (22)
- ❏   Germany - KfW (23)
- ❏   Germany - Representative Office of Germany (24)
- ❏   India - Embassy (or Consulate-General) of India (25)
- ❏   India - Export-Import Bank of India (Exim Bank) (26)
- ❏   Japan - Embassy (or Consulate-General) of Japan (27)
- ❏   Japan - Japan Bank for International Cooperation (JBIC) (28)
- ❏   Japan - Japan International Cooperation Agency (JICA) (29)
- ❏   Japan - Representative Office of Japan (30)
- ❏   Kuwait - Embassy (or Consulate-General) of Kuwait (31)
- ❏   Kuwait - Kuwait Fund for Arab Economic Development (32)
- ❏   Netherlands - Embassy (or Consulate-General) of the Netherlands (33)
- ❏   Norway - Embassy (or Consulate-General) of Norway (34)
- ❏   Norway - Norwegian Agency for Development Cooperation (NORAD) (35)
- ❏   Norway - Representative Office of Norway (36)
- ❏   Qatar - Embassy (or Consulate-General) of Qatar (37)
- ❏   Russia - Embassy (or Consulate-General) of Russia (38)
- ❏   Saudi Arabia - Embassy (or Consulate-General) of Saudi Arabia (39)
- ❏   Saudi Arabia - Saudi Fund for Development (SFD) (40)
- ❏   Spain - Embassy (or Consulate-General) of Spain (41)
- ❏   Spain - Spanish Agency for International Development Cooperation (AECID) (42)
- ❏   Sweden - Embassy (or Consulate-General) of Sweden (43)
- ❏   Sweden - Swedish International Development Cooperation Agency (SIDA) (44)
- ❏   United Arab Emirates - Abu Dhabi Fund for Development (ADFD) (45)
- ❏   United Arab Emirates - Embassy (or Consulate-General) of the United Arab Emirates (46)
- ❏   United Kingdom - British High Commission (47)
- ❏   United Kingdom - Department for International Development (DFID) (48)
- ❏   United Kingdom - Embassy (or Consulate-General) of the United Kingdom (49)
- ❏   United States - Millennium Challenge Corporation (MCC) (50)
- ❏   United States - U.S. Agency for International Development (USAID) (51)
- ❏   United States - U.S. Embassy (or Consulate-General) (52)
- ❏ Other: (54) _____
- ❏ Other: (55) _____
- ❏ Other: (56) _____
- ❏ I do not recall the names of any foreign embassies or bilateral agencies. (53)

Q22.1.3: Civil society organizations and private foundations:

- ❏   Action Aid (1)
- ❏   Aga Khan Foundation (2)
- ❏   Amnesty International (3)
- ❏   Ashoka (4)
- ❏   Bill & Melinda Gates Foundation (5)

- ❑   BRAC (6)
- ❑   Care (7)
- ❑   Carnegie Corporation of New York (8)
- ❑   Children's Investment Fund Foundation (9)
- ❑   Clinton Foundation (10)
- ❑   Cordaid (11)
- ❑   Danish Refugee Council (12)
- ❑   David and Lucile Packard Foundation (13)
- ❑   Doctors Without Borders/Médecins Sans Frontières (14)
- ❑   Ford Foundation (15)
- ❑   Global Alliance for Improved Nutrition (GAIN) (16)
- ❑   Gordon and Betty Moore Foundation (17)
- ❑   Handicap International (18)
- ❑   Help Age International (19)
- ❑   Human Rights Watch (20)
- ❑   International Rescue Committee (21)
- ❑   Islamic Relief Worldwide (22)
- ❑   John D. and Catherine T. MacArthur Foundation (23)
- ❑   MasterCard Foundation (24)
- ❑   Mercy Corps (25)
- ❑   Open Society Foundations (26)
- ❑   Oxfam (27)
- ❑   Plan International (28)
- ❑   Rockefeller Foundation (29)
- ❑   Save the Children (30)
- ❑   Transparency International (31)
- ❑   United Nations Foundation (32)
- ❑   William and Flora Hewlett Foundation (33)
- ❑   World Vision (34)
- ❑ Other: (36) _____
- ❑ Other: (37) _____
- ❑ Other: (38) _____
- ❑ I do not recall the names of any civil society organizations or private foundations. (35)

Q22.1.4: Think tanks and research organizations:
- ❑   Brookings Institution (1)
- ❑   Bruegel (2)
- ❑   Carnegie Endowment for International Peace (3)
- ❑   Cato Institute (4)
- ❑   Center for American Progress (5)
- ❑   Center for Strategic and International Studies (6)
- ❑   Centre for European Policy Studies (7)
- ❑   Chatham House (8)
- ❑   Council on Foreign Relations (9)
- ❑   Fraser Institute (10)
- ❑   French Institute of International Relations (11)
- ❑   Fundacao Getulio Vargas (12)
- ❑   German Institute for International and Security Affairs (13)
- ❑   Heritage Foundation (14)
- ❑   International Institute for Strategic Studies (15)
- ❑   Japan Institute of International Affairs (16)
- ❑   Peterson Institute for International Economics (17)
- ❑   RAND Corporation (18)

❏   Stockholm International Peace Research Institute (19)
❏   Woodrow Wilson International Center for Scholars (20)

❏ Other: (22) _____
❏ Other: (23) _____
❏ Other: (24) _____
❏ I do not recall the names of any think tanks or research organizations. (21)

Q22.1.5 Media:
❏   Le Monde (1)
❏   New York Times (2)
❏   The Guardian (3)

❏ Other Media 1: (5) _____
❏ Other Media 2: (6) _____
❏ Other Media 3: (7) _____
❏ Other Media 4: (8) _____
❏ Other Media 5: (9) _____
❏ I do not recall the names of any media. (4)

Q22.2 [SG1or5]: You indicated that the foreign and international organizations below provided the government with advice or assistance. How influential were they on the Government of [[Q1: Country]]'s decision to pursue this initiative? For the purposes of this survey, we define influential as the power to change or affect the policy agenda.

Q22.2 [SG2-4]: You indicated that the foreign and international organizations below provided your team with advice or assistance. How influential were they on your team's decision to pursue this initiative? For the purposes of this survey, we define influential as the power to change or affect the policy agenda.

<<List of foreign and international organizations being identified in Q22>>

Q22.3: In which ways, if any, did the following organizations contribute to this initiative? (Please select any and all that apply.)

<<List of foreign and international organizations being identified in Q22>>

❏ Research and analysis (1)
❏ Advocacy and agenda-setting (2)
❏ Design (3)
❏ Implementation (4)
❏ Monitoring and evaluation (5)
❏ External communications (6)
❏ Training, capacity building, and/or technical support (7)
❏ Don't know/not sure (8)
❏ Prefer not to say (9)
❏ None of these (10)

Q23 [SG1or5]: You have identified [[Q22.2: Organization]] as an organization that influenced the Government of [[Q1: Country]]'s decision to pursue this initiative. In your opinion, what made the organization influential? For the purposes of this survey, we define influential as the power to change or affect the policy agenda. (You may select up to three statements.)

❏ It respected the government's authority over final decisions. (1)
❏ It was seen by the government as unbiased and trustworthy. (2)
❏ It was the appropriate institution to provide advice for this problem. (3)
❏ It provided the government with significant financial or material resources. (4)

- ❏ It provided the government with access to international experts. (5)
- ❏ It worked closely with a significant number of government staff and officials. (6)
- ❏ It provided the government with high-quality advice or assistance. (7)
- ❏ It had the support of one or more high-level champions in the government. (8)
- ❏ It provided advice or assistance at a time when there was opportunity for change. (9)
- ❏ It provided evidence that an initiative was needed to address this problem. (10)
- ❏ It provided evidence that this initiative would produce positive results. (11)
- ❏ It worked closely with other groups outside of the government of [[Q1: Country]]. (12)
- ❏ It provided advice or assistance aligned with the government's national development strategy. (13)
- ❏ It was heavily involved in existing policy and programmatic discussions in [[Q1: Country]]. (14)
- ❏ It had broad support from citizens of [[Q1: Country]]. (15)
- ❏ Another reason (Please describe): (16) _____
- ❏ Don't know / Not sure (17)
- ❏ None of these (18)
- ❏ Prefer not to say (19)

Q23 [SG2-4]: You have identified [[Q22.2: Organization]] as an organization that influenced your team's decision to pursue this initiative. In your opinion, what made the organization influential? For the purposes of this survey, we define influential as the power to change or affect the policy agenda. (You may select up to three statements.)

- ❏ It respected the government's authority over final decisions. (1)
- ❏ It was seen by the government as unbiased and trustworthy. (2)
- ❏ It was the appropriate institution to provide advice for this problem. (3)
- ❏ It provided the government with significant financial or material resources. (4)
- ❏ It provided the government with access to international experts. (5)
- ❏ It worked closely with a significant number of government staff and officials. (6)
- ❏ It provided the government with high-quality advice or assistance. (7)
- ❏ It had the support of one or more high-level champions in the government. (8)
- ❏ It provided advice or assistance at a time when there was opportunity for change. (9)
- ❏ It provided evidence that an initiative was needed to address this problem. (10)
- ❏ It provided evidence that this initiative would produce positive results. (11)
- ❏ It worked closely with other groups outside of the government [[Q1: Country]]. (12)
- ❏ It provided advice or assistance aligned with the government's national development strategy. (13)
- ❏ It was heavily involved in existing policy and programmatic discussions [[Q1: Country]]. (14)
- ❏ It had broad support from citizens [[Q1: Country]]. (15)
- ❏ Another reason (Please describe): (16) _____
- ❏ Don't know / Not sure (17)
- ❏ None of these (18)
- ❏ Prefer not to say (19)

Q24: In your opinion, how helpful were each of the following organizations to the implementation of this initiative? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

<<List of foreign and international organizations being identified in Q22>>

Q25: You identified [[Q24: Organization]] as an organization that was helpful to the implementation of this initiative. In your opinion, what made [[Q24: Organization]] helpful? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes. (You may select up to three statements.)
- ❏ It worked in close collaboration with its government counterparts. (1)
- ❏ It provided implementers with significant discretion and flexibility. (2)
- ❏ It exercised careful management of the resources it used. (3)
- ❏ It translated broad policy guidance into specific implementation strategies. (4)
- ❏ It helped build support among local stakeholders and communities. (5)

- ❏   It identified practical approaches for overcoming barriers to success. (6)
- ❏   It provided valuable information for use in monitoring and evaluation. (7)
- ❏   It minimized the administrative burden associated with implementation activities. (8)
- ❏   It aligned its implementation activities with those of other organizations. (9)
- ❏   It supplied implementers with much needed financial or material resources. (10)
- ❏   It provided implementers with access to highly qualified international experts. (11)
- ❏   It helped implementers make course corrections during implementation. (12)
- ❏   Another reason (Please describe): (13) _____
- ❏   Don't know / Not sure (14)
- ❏   None of these (15)
- ❏   Prefer not to say (16)

Q26: You identified [[Q24: Organization]] as a foreign or international organization that was not very helpful to the implementation of this initiative. What, if anything, could [[Q24: Organization]] have done to be more helpful during implementation? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

Q27 [SG1-4]: Now we would like to ask about the raw data and analysis provided to your team by foreign and international organizations while you were working on [[Q6: Policy Area]] problems.

Q27 [SG5]: Now we would like to ask about the raw data and analysis you used to study and monitor [[Q6: Policy Area]] problems in [[Q1: Country]].

Q27 [SG1-4]: In making decisions while working on [[Q6: Policy Area]] policy issues, did you use any raw data or analysis provided by foreign or international organizations?For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file) and analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation.

- ❍   Yes, I used raw data or analysis provided by foreign or international organizations. (1)
- ❍   No, I did not use raw data or analysis provided by foreign or international organizations. (2)

Q27 [SG5]: In your work studying and monitoring [[Q6: Policy Area]] policy issues in [[Q1: Country]], did you use any raw data or analysis?For the purposes of this survey, we define raw data as a data point, dataset, or datasets (e.g., a spreadsheet, CSV file) and analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation.

- ❍   Yes, I used raw data or analysis provided by foreign or international organizations. (1)
- ❍   No, I did not use raw data or analysis provided by foreign or international organizations. (2)

Q28 [SG1-4]: Which external sources of information have you drawn from? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file) and analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation.

<<List of foreign and international organizations being identified in Q22>>

Q29 [SG1-4]: How did you become familiar with the information you used from external sources? For the purposes of this survey, we define familiar as being aware the information existed. (Please select any and all that apply.)

<<List of foreign and international organizations being identified in Q28>>

- ❏   Email/e-newsletters (1)
- ❏   Informal face- to face communication (2)
- ❏   Memorandum/policy brief/short technical papers (3)

- ❏ Social media (4)
- ❏ Formal meeting or consultation (5)
- ❏ Internet search (6)
- ❏ Traditional media (newspaper, radio, television) (7)
- ❏ Information or data portal (8)
- ❏ Don't know / Not sure (9)
- ❏ None of these (10)

Q30 [SG1-4]: Which types of analyses, if any, did your team use from each of the following organizations to support your work on this initiative? For the purposes of this survey, we define analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation. (Please select any and all that apply.)

Q30 [SG5]: Which types of analyses, if any, did you use to support your work studying or monitoring this initiative? For the purposes of this survey, we define analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation. (Please select any and all that apply.)

<<List of foreign and international organizations being identified in Q28>>

- ❏ Qualitative analysis (1)
- ❏ Quantitative analysis (2)
- ❏ Impact evaluation analysis (3)
- ❏ Another type of analysis (4)
- ❏ Don't know / Not sure (5)

Q31 [SG1-4]: Which types of raw data, if any, did your team use from each of the following organizations to support your work on this initiative? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file). (Please select any and all that apply.)

Q31 [SG5]: Which types of raw data, if any, did you use to study and monitor this initiative? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file). (Please select any and all that apply.)

<<List of foreign and international organizations being identified in Q28>>

- ❏ National statistics (1)
- ❏ Survey data (examples: household surveys, income surveys) (2)
- ❏ Public opinion data (3)
- ❏ Program/project performance and evaluation data (4)
- ❏ Government budget and expenditure data (5)
- ❏ Spatial or satellite data (6)
- ❏ Aid and/or philanthropic finance data (7)
- ❏ Another type of data (8)
- ❏ Don't know / Not sure (9)

Q32 [SG1-4]: What was the geographic scope of the information you used? (Please select any and all that apply.)

Q32 [SG5]: What was the geographic scope of the information you used? (Please select any and all that apply.)

<<List of foreign and international organizations being identified in Q28>>

- ❏ Cross-national (1)
- ❏ National (2)

- ❑ Province/region (3)
- ❑ District (4)
- ❑ Village / town / city (5)
- ❑ Exact location (6)
- ❑ Don't know / Not sure (7)
- ❑ No data were featured (8)

Q33 [SG1-4]: You indicated that the foreign and international organizations below provided you with information. Overall, how helpful would you say the information provided by each of these foreign and international organizations was to your work? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

<<List of foreign and international organizations being identified in Q28>>

Q34 [SG1-4]: You identified information from [[Q33: Organization]] as helpful. In your opinion, which type of information from [[Q33: Organization]] was most helpful? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

- ❑ Qualitative analysis (1)
- ❑ Quantitative analysis (2)
- ❑ Impact evaluation analysis (3)
- ❑ Another type of analysis (4)
- ❑ National statistics (5)
- ❑ Survey data (examples: household surveys, income surveys) (6)
- ❑ Public opinion data (7)
- ❑ Program/project performance and evaluation data (8)
- ❑ Government budget and expenditure data (9)
- ❑ Spatial or satellite data (10)
- ❑ Aid and/or philanthropic finance data (11)
- ❑ Another type of data (12)

Q35 [SG1-4]: What has made [[Q34: Information]] from [[Q33: Organization]] helpful? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes. (Please check up to 3 boxes.)

- ❑ It was easy to understand. (1)
- ❑ It was easy to adapt for a new purpose. (2)
- ❑ It contained information that senior government officials cared about. (3)
- ❑ It provided new insights that were not otherwise understood or appreciated. (4)
- ❑ It reflected an understanding of the local context [[Q1: Country]]. (5)
- ❑ It was timely and up-to-date. (6)
- ❑ It provided a concrete set of policy recommendations. (7)
- ❑ It was used by other governments that we could emulate. (8)
- ❑ It drew upon data or analysis produced by the government. (9)
- ❑ It was based on a transparent set of methods and assumptions. (10)
- ❑ It was seen as unbiased and trustworthy. (11)
- ❑ It was accompanied by critical financial, material, or technical support. (12)
- ❑ It was published frequently. (13)
- ❑ It was at the right level of aggregation (i.e., cross-national, national, district) (14)
- ❑ Another reason (Please describe): (15) _____
- ❑ Don't know / Not sure (16)
- ❑ None of these (17)
- ❑ Prefer not to say (18)

Q36 [SG1-4]: How did your team use the [[Q34: Information]] provided by [[Q33: Organization]]? (You may select up to three statements.)

❑ To better understand the [[Q6: Policy Area]] policy problems that needed to be solved (1)
❑ To keep citizens and other domestic stakeholders updated on the initiative's progress (2)
❑ To keep foreign and international stakeholders updated on the initiative's progress (3)
❑ To advocate for the adoption or implementation of the initiative (4)
❑ To make budgetary or resource allocation decisions (5)
❑ To identify the [[Q6: Policy Area]] policy problems that were most critical to solve (6)
❑ To design or inform specific implementation strategies (7)
❑ To foster a broader partnership with [[Q33: Organization]] (8)
❑ To monitor progress made towards solving specific [[Q6: Policy Area]] policy problems (9)
❑ To petition for resources from authorizing entities or external partners (10)
❑ To make course corrections during the implementation of the initiative (11)
❑ Another reason (Please describe): (12) _____
❑ Don't know / Not sure (13)
❑ None of these (14)
❑ Prefer not to say (15)

Q37 [SG1-4]: What did this information help your team to accomplish?

Q38 [SG1-4]: You identified that information from [[Q33: Organization]] could have been more helpful. What were the biggest challenges your team faced when trying to use information provided by [[Q33: Organization]]? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes. (Please check up to 3 boxes.)

❑ It was hard to understand (1)
❑ It was hard to adapt for a new purpose (2)
❑ It did not contain enough information that government officials cared about (3)
❑ It did not provide any new insights (4)
❑ It did not reflect an understanding of the local context in [[Q1: Country]] (5)
❑ It was untimely and out-of-date (6)
❑ It did not provide a concrete set of policy recommendations (7)
❑ It had not been used by other governments that we could emulate (8)
❑ It did not draw upon data or analysis produced by the government (9)
❑ It was not transparent in its methods or assumptions (10)
❑ It was seen as biased and untrustworthy (11)
❑ It was not accompanied by critical financial, material, or technical support (12)
❑ It was received at a time when there was not much opportunity for change (13)
❑ It was not specific enough (for example, with respect to stakeholder group or geography) (14)
❑ Another reason (Please describe): (15) _____
❑ Don't know / Not sure (16)
❑ None of these (17)
❑ Prefer not to say (18)

Q39 [SG1-4]: What, if anything, could [[Q33: Organization]] have done to make its data or analysis more useful to your team's work on this initiative?

Q40 [SG1or5]: Before we continue, please take a moment to think about all of the domestic organizations that provided the Government of [[Q1: Country]] with advice or assistance to support this initiative. After you have thought of as many organizations as you can, click "Next" to continue to the next section of the survey questionnaire.

Q40 [SG2-4]: Before we continue, please take a moment to think about all of the domestic organizations that provided your team with advice or assistance to support this initiative. After you have thought of as many organizations as you can, click "Next" to continue to the next section of the survey questionnaire.

Q40 [SG1or5]: Please list the names of as many domestic organizations in [[Q1: Country]] that provided the government with advice or assistance to support this initiative as you can remember. (Please select as many as apply and/or write the full name of each organization. Do not include your own organization.)

Q40 [SG2-4]: Please list the names of as many domestic organizations in [[Q1: Country]] that provided your team with advice or assistance to support this initiative as you can remember. (Please select as many as apply and/or write the full name of each organization. Do not include your own organization.)

Q40.1: Civil society organizations and private foundations:
❑ Organization 1 (1) _____
❑ Organization 2 (2) _____
❑ Organization 3 (3) _____
❑ Organization 4 (4) _____
❑ Organization 5 (5) _____
❑ I do not recall the name of any civil society organizations or private foundations. (11)

Q40.2: Think tanks and research organizations:
❑ <<List of domestic think tanks or research organizations in [[Q1: Country]]>>
❑ I do not recall the name of any think tanks or research organizations. (98)

Q40.3: Private sector organizations, associations, and businesses:
❑ Organization 1 (1) _____
❑ Organization 2 (2) _____
❑ Organization 3 (3) _____
❑ Organization 4 (4) _____
❑ Organization 5 (5) _____
❑ I do not recall the name of any private sector organizations, associations, or businesses. (11)

Q40.4: The media:
❑ Organization 1 (1) _____
❑ Organization 2 (2) _____
❑ Organization 3 (3) _____
❑ Organization 4 (4) _____
❑ Organization 5 (5) _____
❑ I do not recall the name of any media. (11)

Q40.5: Ministries or agencies within the Government of [[Q1:Country]]:
❑ Organization 1 (1) _____
❑ Organization 2 (2) _____
❑ Organization 3 (3) _____
❑ Organization 4 (4) _____
❑ Organization 5 (5) _____
❑ I do not recall the name of any other ministries or agencies within the Government of [[Q1:Country]]. (11)

Q41 [SG1or5]: You indicated that the domestic organizations below provided the government with advice or assistance. How influential were they on the Government of [[Q1:Country]] decision to pursue this initiative? For the purposes of this survey, we define influential as the power to change or affect the policy agenda.

Q41 [SG2-4]: You indicated that the domestic organizations below provided your team with advice or assistance. How influential were they on your team's decision to pursue this initiative? For the purposes of this survey, we define influential as the power to change or affect the policy agenda.

<<List of domestic organizations being identified in Q40>>

Q42: In which ways, if any, did the following organizations contribute to this initiative? (Please select any and all that apply).

<<List of domestic organizations being identified in Q40>>

❑ Research and analysis (1)
❑ Advocacy and agenda-setting (2)
❑ Design (3)
❑ Implementation (4)
❑ Monitoring and evaluation (5)
❑ External communications (6)
❑ Training, capacity building, and/or technical support (7)
❑ Don't know/not sure (8)
❑ Prefer not to say (9)
❑ None of these (10)

Q43 [SG1or5]: You have identified [[Q41: Organization]] as an organization that influenced the Government of [[Q1: Country]]'s decision to pursue this initiative. In your opinion, what made the organization influential? For the purposes of this survey, we define influential as the power to change or affect the policy agenda. (You may select up to three statements.)

❑ It respected the government's authority over final decisions. (1)
❑ It was seen by the government as unbiased and trustworthy. (2)
❑ It was the appropriate institution to provide advice for this problem. (3)
❑ It provided the government with significant financial or material resources. (4)
❑ It provided the government with access to international experts. (5)
❑ It worked closely with a significant number of government staff and officials. (6)
❑ It provided the government with high-quality advice or assistance. (7)
❑ It had the support of one or more high-level champions in the government. (8)
❑ It provided advice or assistance at a time when there was opportunity for change. (9)
❑ It provided evidence that an initiative was needed to address this problem. (10)
❑ It provided evidence that this initiative would produce positive results. (11)
❑ It worked closely with other groups outside of the government [[Q1: Country]]. (12)
❑ It provided advice or assistance aligned with the government's national development strategy. (13)
❑ It was heavily involved in existing policy and programmatic discussions [[Q1: Country]]. (14)
❑ It had broad support from citizens [[Q1: Country]]. (15)
❑ Another reason (Please describe): (16) _____
❑ Don't know / Not sure (17)
❑ None of these (18)
❑ Prefer not to say (19)

Q43 [SG2-4]: You have identified [[Q41: Organization]] as an organization that influenced your team's decision to pursue this initiative. In your opinion, what made the organization influential? For the purposes of this survey, we define influential as the power to change or affect the policy agenda. (You may select up to three statements.)

❑ It respected the government's authority over final decisions. (1)
❑ It was seen by the government as unbiased and trustworthy. (2)

- ❑ It was the appropriate institution to provide advice for this problem. (3)
- ❑ It provided the government with significant financial or material resources. (4)
- ❑ It provided the government with access to international experts. (5)
- ❑ It worked closely with a significant number of government staff and officials. (6)
- ❑ It provided the government with high-quality advice or assistance. (7)
- ❑ It had the support of one or more high-level champions in the government. (8)
- ❑ It provided advice or assistance at a time when there was opportunity for change. (9)
- ❑ It provided evidence that an initiative was needed to address this problem. (10)
- ❑ It provided evidence that this initiative would produce positive results. (11)
- ❑ It worked closely with other groups outside of the government of [[Q1: Country]]. (12)
- ❑ It provided advice or assistance aligned with the government's national development strategy. (13)
- ❑ It was heavily involved in existing policy and programmatic discussions in [[Q1: Country]]. (14)
- ❑ It had broad support from citizens of [[Q1: Country]]. (15)
- ❑ Another reason (Please describe): (16) _____
- ❑ Don't know / Not sure (17)
- ❑ None of these (18)
- ❑ Prefer not to say (19)

Q44: In your opinion, how helpful were each of the following organizations to the implementation of this initiative? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

<<List of domestic organizations being identified in Q40>>

Q45: You identified [[Q44: Organization]] as an organization that was helpful to the implementation of this initiative. In your opinion, what made [[Q44: Organization]] helpful? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes. (You may select up to three statements.)

- ❑ It worked in close collaboration with its government counterparts. (1)
- ❑ It provided implementers with significant discretion and flexibility. (2)
- ❑ It exercised careful management of the resources it used. (3)
- ❑ It translated broad policy guidance into specific implementation strategies. (4)
- ❑ It helped build support among local stakeholders and communities. (5)
- ❑ It identified practical approaches for overcoming barriers to success. (6)
- ❑ It provided valuable information for use in monitoring and evaluation. (7)
- ❑ It minimized the administrative burden associated with implementation activities. (8)
- ❑ It aligned its implementation activities with those of other organizations. (9)
- ❑ It supplied implementers with much needed financial or material resources. (10)
- ❑ It provided implementers with access to highly qualified international experts. (11)
- ❑ It helped implementers make course corrections during implementation. (12)
- ❑ Another reason (Please describe): (13) _____
- ❑ Don't know / Not sure (14)
- ❑ None of these (15)
- ❑ Prefer not to say (16)

Q46: You identified [[Q44: Organization]] as a domestic organization that was not very helpful to the implementation of this initiative. What, if anything, could [[Q44: Organization]] have done to be more helpful during implementation? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

Q47 [SG1-4]: Now we would like to ask about the raw data and analysis provided to your team by domestic organizations while you were working on [[Q6: Policy Area]] policy problems.

Q47 [SG1-4]: In making decisions while working on [[Q6: Policy Area]] policy issues, did you use any raw data or analysis provided by domestic organizations? For the purposes of this survey, we define raw data as a data point, dataset, or

datasets (examples: spreadsheet, CSV file) and analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation.

❍ Yes, I used raw data or analysis provided by domestic organizations. (1)
❍ No, I did not use raw data or analysis provided by domestic organizations. (2)

Q48 [SG1-4]: Which domestic sources of information have you drawn from? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file) and analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation.

<<List of domestic organizations being identified in Q40>>

Q49 [SG1-4]: How did you become familiar with the information you used from external sources? For the purposes of this survey, we define familiar as being aware the information existed. (Please select any and all that apply.)

<<List of domestic organizations being identified in Q48>>

❑ Email/e-newsletters (1)
❑ Informal face- to face communication (2)
❑ Memorandum/policy brief/short technical papers (3)
❑ Social media (4)
❑ Formal meeting or consultation (5)
❑ Internet search (6)
❑ Traditional media (newspaper, radio, television) (7)
❑ Information or data portal (8)
❑ Don't know / Not sure (9)
❑ None of these (10)

Q50 [SG1-4]: Which types of analyses, if any, did your team use from each of the following organizations to support your work on this initiative? For the purposes of this survey, we define analysis as evaluations, papers, memos, and other products that use interpretations of data to provide insight into a particular situation. (Please select any and all that apply.)

<<List of domestic organizations being identified in Q48>>

❑ Qualitative analysis (1)
❑ Quantitative analysis (2)
❑ Impact evaluation analysis (3)
❑ Another type of analysis (4)
❑ Don't know / Not sure (5)

Q51 [SG1-4]: Which types of raw data, if any, did your team use from each of the following organizations to support your work on this initiative? For the purposes of this survey, we define raw data as a data point, dataset, or datasets (examples: spreadsheet, CSV file). (Please select any and all that apply.)

<<List of domestic organizations being identified in Q48>>

❑ National statistics (1)
❑ Survey data (examples: household surveys, income surveys) (2)
❑ Public opinion data (3)
❑ Program/project performance and evaluation data (4)
❑ Government budget and expenditure data (5)
❑ Spatial or satellite data (6)

- Aid and/or philanthropic finance data (7)
- Another type of data (8)
- Don't know / Not sure (9)

Q52 [SG1-4]: What was the geographic scope of the information you used? (Please select any and all that apply.)

<<List of domestic organizations being identified in Q48>>

- Cross-national (1)
- National (2)
- Province/region (3)
- District (4)
- Village / town / city (5)
- Exact location (6)
- Don't know / Not sure (7)
- No data were featured (8)

Q53 [SG1-4]: You indicated that the domestic organizations below provided you with information. Overall, how helpful would you say the information provided by each of these domestic organizations was to your work? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

<<List of domestic organizations being identified in Q48>>

Q54 [SG1-4]: You identified information from [[Q53: Domestic Organization]] as helpful. In your opinion, which type of information from [[Q53: Domestic Organization]] was most helpful? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes.

- Qualitative analysis (1)
- Quantitative analysis (2)
- Impact evaluation analysis (3)
- Another type of analysis (4)
- National statistics (5)
- Survey data (examples: household surveys, income surveys) (6)
- Public opinion data (7)
- Program/project performance and evaluation data (8)
- Government budget and expenditure data (9)
- Spatial or satellite data (10)
- Aid and/or philanthropic finance data (11)
- Another type of data (12)

Q55 [SG1-4]: What has made [[Q54: Information]] from [[Q53: Domestic Organization]] particularly helpful? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes. (Please check up to 3 boxes.)

- It was easy to understand. (1)
- It was easy to adapt for a new purpose. (2)
- It contained information that senior government officials cared about. (3)
- It provided new insights that were not otherwise understood or appreciated. (4)
- It reflected an understanding of the local context in [[Q1: Country]]. (5)
- It was timely and up-to-date. (6)
- It provided a concrete set of policy recommendations. (7)
- It was used by other governments that we could emulate. (8)
- It drew upon data or analysis produced by the government. (9)

- ❑ It was based on a transparent set of methods and assumptions. (10)
- ❑ It was seen as unbiased and trustworthy. (11)
- ❑ It was accompanied by critical financial, material, or technical support. (12)
- ❑ It was published frequently. (13)
- ❑ It was at the right level of aggregation (i.e., cross-national, national, district) (14)
- ❑ Another reason (Please describe): (15) _____
- ❑ Don't know / Not sure (16)
- ❑ None of these (17)
- ❑ Prefer not to say (18)

Q56 [SG1-4]: How did your team use the [[Q54: Information]] provided by [[Q53: Domestic Organization]]? (You may select up to three statements.)

- ❑ To better understand the [[Q6: Policy Area]] policy problems that needed to be solved (1)
- ❑ To keep citizens and other domestic stakeholders updated on the initiative's progress (2)
- ❑ To keep foreign and international stakeholders updated on the initiative's progress (3)
- ❑ To advocate for the adoption or implementation of the initiative (4)
- ❑ To make budgetary or resource allocation decisions (5)
- ❑ To identify the [[Q6: Policy Area]] policy problems that were most critical to solve (6)
- ❑ To design or inform specific implementation strategies (7)
- ❑ To foster a broader partnership with [[Q53: Domestic Organization]] (8)
- ❑ To monitor progress made towards solving specific [[Q6: Policy Area]] policy problems (9)
- ❑ To petition for resources from authorizing entities or external partners (10)
- ❑ To make course corrections during the implementation of the initiative (11)
- ❑ Another reason (Please describe): (12) _____
- ❑ Don't know / Not sure (13)
- ❑ None of these (14)
- ❑ Prefer not to say (15)

Q57 [SG1-4]: What did this information help your team to accomplish?

Q58 [SG1-4]: You identified that information from [[Q53: Domestic Organization]] could have been more helpful. What were the biggest challenges your team faced when trying to use information provided by [[Q53: Domestic Organization]]? For the purposes of this survey, we define helpful as being of assistance in implementing policy changes. (Please check up to 3 boxes.)

- ❑ It was hard to understand (1)
- ❑ It was hard to adapt for a new purpose (2)
- ❑ It did not contain enough information that government officials cared about (3)
- ❑ It did not provide any new insights (4)
- ❑ It did not reflect an understanding of the local context [[Q1: Country]] (5)
- ❑ It was untimely and out-of-date (6)
- ❑ It did not provide a concrete set of policy recommendations (7)
- ❑ It had not been used by other governments that we could emulate (8)
- ❑ It did not draw upon data or analysis produced by the government (9)
- ❑ It was not transparent in its methods or assumptions (10)
- ❑ It was seen as biased and untrustworthy (11)
- ❑ It was not accompanied by critical financial, material, or technical support (12)
- ❑ It was received at a time when there was not much opportunity for change (13)
- ❑ It was not specific enough (for example, with respect to stakeholder group or geography) (14)
- ❑ Another reason (Please describe): (15) _____
- ❑ Don't know / Not sure (16)
- ❑ None of these (17)

❏ Prefer not to say (18)

Q59 [SG1-4]: What, if anything, could [[Q6: Policy Area]] have done to make its data or analysis more useful to your team's work on this initiative?

Q60: To close, we would like to learn about your broader educational and professional background.

Q60: What is the highest level of education you have completed?

○ Primary (1)
○ Secondary (2)
○ Technical/Vocational (3)
○ University/College (4)
○ Postgraduate (5)

Q61 Please provide the following information about this degree:

Name of degree (example: Bachelor of Arts in Economics): _____
Year degree earned: <<Dropdown of years 1937-2016>>
Name of university (example: University of London): _____

Q64: Country of university: <<List of countries>>

Q65: Do you have another university/college degree?

○ Yes (1)
○ No (2)

Q66: Do you have another postgraduate degree?

○ Yes (1)
○ No (2)

Q67: Over your entire career, have you worked for or been a member of any of the following types of domestic organizations in [[Q1: Country]]? (Please select any and all that apply.)

❏ Civil society organizations and private foundations (1)
❏ Think tanks and research organizations (2)
❏ Private sector organizations, associations, and businesses (3)
❏ Professional networks, organizations, and associations (4)
❏ Other domestic organizations outside of the government (5)
❏ None of these (6)

Q68: Have you ever worked for or been a member of any of the following types of foreign and international organizations? (Please select any and all that apply.)

❏ Intergovernmental organizations and multilateral development banks (1)
❏ Foreign embassies and bilateral agencies (2)
❏ Civil society organizations and private foundations (3)
❏ Think tanks and research organizations (4)
❏ Private sector organizations, associations, and businesses (5)
❏ Professional networks, organizations, and associations (6)
❏ Other foreign and international organizations (7)

❑   None of these (8)

Q69: Are you willing to participate in a future survey or interview? We would like to learn from your updated perspectives on events and developments in [[Q1: Country]] and elsewhere.

❍   Yes, you can contact me at the following email address: (1) _____
❍   No (2)

Q70 [SG5]: Aside from you, please list the three scholars, commentators, or journalists who you think have produced the most insightful analysis of recent policy developments in [[Q1: Country]].

❑   Person 1 (1) _____
❑   Person 2 (2) _____
❑   Person 3 (3) _____

Q71: Please click "Next" to record your responses. After you submit your survey questionnaire, you will no longer be able to access your survey or change your responses.

About AidData

AidData is a research lab at the College of William & Mary. We equip policymakers and practitioners with better evidence to improve how sustainable development investments are targeted, monitored, and evaluated. We use rigorous methods, cutting-edge tools and granular data to answer the question: who is doing what, where, for whom, and to what effect?

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