Technical Appendix

Aid Reimagined: How can foreign assistance better support locally-led development?

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Appendix A. Details on the Implementation of the 2020 *Listening to Leaders Survey*

Policymakers in low- and middle-income countries (LICs and MICs) have substantial influence over a multitude of decisions that shape the trajectory of their country's development and relations with foreign powers. Yet, there is a dearth of regular information about the priorities, preferences, and experiences of these important in-country leaders. Most nationally representative surveys conducted in these countries focus on the general public, rather than policymaking elites. The few elite surveys that do exist usually rely on convenience samples, which lack a systematically defined population of interest, making it difficult to evaluate the extent to which respondent views are generally representative of the individuals from whom we want to hear.

AidData is a market leader in fielding large-n surveys of policymakers in LICs and MICs in a consistent and comparable manner. A comparative advantage of our surveys is that they leverage a global sampling frame developed in 2010 and updated for each survey wave (in 2014, 2017, and 2020). Rather than employing the convenience samples often used by market research firms, AidData identifies sampling frame members using institution maps of the positions within government agencies and organizations that discharge functions relevant to our research questions, followed by a search for the contact information of individuals holding these positions.

For the 2020 wave of the *Listening to Leaders Survey*, our research team spent nearly two years updating a sampling frame to include approximately 100,000 host government and development partner officials, civil society leaders, private sector representatives, parliamentarians, and independent experts from think tanks, universities, and media from 141 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

Although 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: 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 2016 and 2020. We further break down this population of interest into six stakeholder groups: (i) officials from host government agencies; (ii) representatives of development partners operating in-country; (iii) leaders of civil society organizations and non-governmental organizations; (iv) leaders of private sector companies; (v) independent experts from universities, think tanks, and media; and (vi) national-level parliamentarians (new to the 2020 survey). For more information on sampling frame inclusion criteria, see Table A-3.

Creating the Sampling Frame

The cornerstone of AidData's Listening to Leaders sampling frame is the construction and application of Institutional Position Maps (IPMs) to identify the relevant organization types under each stakeholder group, as well as the key positions at the mid- and senior-level within each organization type to inform subsequent contact searching.

Our research team first identified a list of ideal-type organizations for the six stakeholder groups across all countries that discharge functions relevant to our questions of interest. For the six stakeholder groups in the 2020 Listening to Leaders sampling frame, we identified 67 ideal-type organizations, each of which was assigned a numeric code. For example, this included 33 organization types for the host government stakeholder (executive branch) group such as a Ministry of Finance, a Supreme Audit Institution, and a National Statistical Office.

We then created customized IPMs for each country which identify functionally equivalent country-specific institutions and positions which can be mapped back to the unified list of ideal-type organizations using a common set of organization codes. The use of IPMs allows AidData to accommodate each country's unique set of institutions and leadership positions, while still facilitating cross-country comparability through the use of systematic inclusion criteria. An example IPM has been provided in Table A-4.

For the 2020 sampling frame, we revised the IPMs for the independent expert stakeholder group to be more precisely defined and better capture the population of interest. In prior survey waves (2014 and 2017), the independent expert stakeholder group was defined more broadly to include experts based both outside and within the country. Contacts were identified using a snowballing strategy, whereby participants in the survey could suggest other experts with deep expertise about the country that would have knowledge to share. However, in practice, we found that this approach was confusing to interpret, as the snowballing strategy increased the risk of overinclusion of contacts that did not fit the original definition and also underinclusion of relevant actors. With this in mind, the research team more precisely defined the independent expert stakeholder group for the 2020 survey and updated the IPMs accordingly. This streamlined the contacts to focus on in-country experts such as professors at universities, scholars at think tanks, and journalists.

Once the country-specific IPMs were up-to-date, our research team searched for the names, titles, and contact information for individuals who held mid- and senior-level positions identified in IPMs at any time between 2016 and 2020. 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.

Variability in the degree to which individuals' contact information is publicly available can result in an unbalanced sampling frame. To mitigate this potential bias, our research team employed a quota system to find an ideal number of contacts for each institution type in the IPM. These quotas helped AidData ensure that the sampling frame included contacts for each institution type, as opposed to being skewed towards one type of institution.

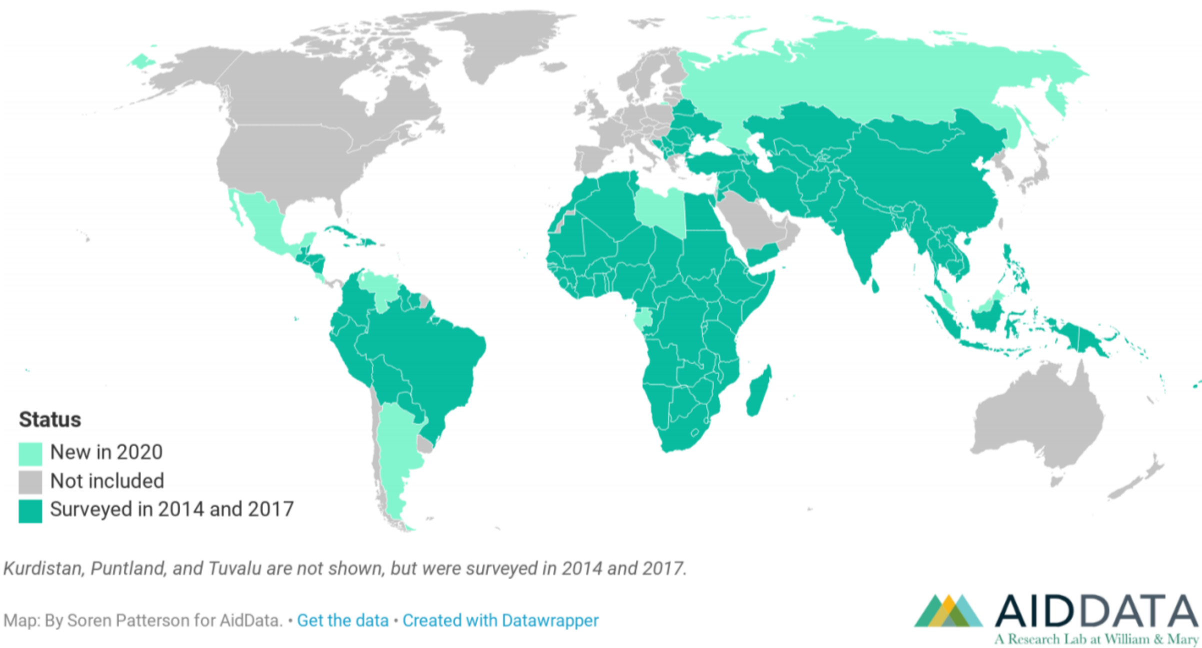
The 2020 *Listening to Leaders Survey* included a sixth stakeholder group—parliamentarians, including all national legislative bodies)—for the first time. Our research team collected information for the parliamentarian stakeholder group in the summer of 2019 by extending the process of institution position mapping to capture information about legislative bodies in each of the countries in the sampling frame. For each country, we identified the type of legislative bodies in place (e.g., unicameral, bicameral), the term start and end dates for current members of the body, and the type of political system (to understand the role the legislative body has in that specific country).

If a full list of members of the legislative body was not found, then the contact information of the leaders of the legislative body was entered into the sampling frame. Additionally, if a legislative body had recently become inactive or disbanded, then the most recent group of members was added to the sampling frame, as long as they were in office during approximately the same time frame as the term of the legislative bodies in other countries.

By clearly defining a population of interest and constructing a master sampling frame that was 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.

The 2020 Listening to Leaders Survey was fielded in an expanded set of 141 low- and middle-income countries and semi-autonomous territories, as compared to 126 in previous waves. Ultimately, of the approximately 100,000 individuals who met our inclusion criteria in the sampling frame, we were able to identify and successfully send a survey invitation to roughly 84,000 of those individuals (about 84%).

Figure A-1. Sampling Frame Coverage: Expansion Countries in 2020 Versus Previously Included Countries



Developing and Testing the Questionnaire

Fielded once every three years, the *Listening to Leaders Survey* captures leader perceptions, priorities, and experiences over time on a series of topics. This offers several advantages: (i) comparability of responses to a common set of questions across waves; (ii) comparability between multiple cohorts of interest (e.g., sector, geography, seniority); (iii) comparability of perceptions of various government agencies, data providers and organizations using standardized scales; and (iv) breadth of data on diverse topics captured simultaneously.

In previous survey waves, AidData collected information on the most pressing problems leaders want to solve; the enabling environment for sector-specific reforms; the perceived influence and helpfulness of development partners; and the types of data leaders were most likely to use and why. In the third wave of the survey conducted in 2020, AidData retained a core set of questions from the previous surveys conducted in 2014 and 2017, to facilitate comparability over time. We also dropped some questions from prior surveys and added new ones to probe more deeply on timely topics of interest to our research team and partners. In designing and evaluating questions, our research team was guided by best practices in survey methodology set out by scholars such as Weisberg (2005), Dillman et al. (2009), and Groves et al. (2009).

While AidData retains the right to make the final determination on the topics and questions included in the *Listening to Leaders Survey*, we proactively seek input from a cross-section of international development scholars and practitioners, survey experts, and core funding partners to set priorities regarding the most promising lines of inquiry and effective ways to structure questions for the final analysis. This degree of visibility and input into the design of the *Listening to Leaders Survey* helps AidData ensure that we are asking the most timely, salient questions to gather responses useful in shaping future development policy and practice.

The development of the 2020 questionnaire followed the following steps. AidData staff first assessed the performance of the prior survey instrument from 2017, including completion rates, respondent attrition at various stages of the survey, item non-response, and any questions that proved difficult to interpret or less useful in generating insights to speak to our broader research questions of interest. Our research team then identified preliminary research questions of interest to guide the overall survey development process and sought input from potential funding partners and other external actors interested in the survey results.

Using this input, we refined and finalized our research questions of interest and built out the main blocks (or modules) of the survey questionnaire and specific questions. We drew upon questions and response options from prior survey waves when possible and in other cases designed new questions. Once we had developed a draft version of the questionnaire, we identified a set of external experts with experience working with large-scale surveys to review and give feedback on our instrument. We also sought input from the partners who contributed funding to the 2020 survey wave.

Following these consultations, the research team updated the survey instrument and programmed it in Qualtrics (a respected software program for conducting online surveys). We then identified a set of pre-testers to take the survey using the Qualtrics platform via a personalized hyperlink and give feedback on both the questionnaire design and the online user interface. Pre-testers could either provide feedback to question prompts or via a cognitive interview. These pre-testers included AidData personnel outside of the research team along with external individuals who were broadly illustrative of the stakeholder groups to whom we would field the survey. After the pre-testing round, the research team finalized the English version of the questionnaire and had official translations produced in five additional languages: French, Spanish, Portuguese, Russian, and Arabic.

Fielding the Survey

The 2020 *Listening to Leaders Survey* was administered under the direction of Principal Investigator Samantha Custer and Co-Principal Investigator Rodney Knight, in compliance with the standards set out by the William & Mary Institutional Review Board's Protection of Human Subjects Committee (PHSC).[1] The online survey was fielded between June 25 and September 16, 2020, guided by best practices in survey methodology such as the Weisberg (2005) total survey error approach and the Dillman et al. (2009) tailored design methods. The survey implementation process closely adhered to the approach used in previous waves; however,

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[1] This research was approved by the Institutional Review Board at William & Mary under protocol number: #PHSC-2020-02-17-14072-mcheng01.

there were two important differences in how the survey was administered in 2020 as compared to 2014 and 2017.

First, recognizing the challenge of low response rates to online surveys in general, and especially those targeting elites, AidData sought to systematically test the efficacy of including a pre-notification to improve the likelihood of response. The use of pre-notifications has proven helpful in past survey research in boosting response rates, particularly if the organization fielding the survey is unfamiliar to a desired respondent (Dillman et al., 2014; Robinson and Leonard, 2019). Our research team randomly assigned sampling frame members to one of two groups: those that would receive no pre-notification (control group), as was the practice in the 2014 and 2017 survey waves; and those that would receive a pre-notification (treatment group) one week prior to receiving a link to the survey. In the subsequent analysis, we confirmed that receiving a prenotification was associated with a higher likelihood of response. AidData will therefore likely include this as a standard in subsequent survey waves.

Second, due to the larger sampling frame in 2020 and changes in the Qualtrics-defined limits on the number of unsolicited emails that can be sent from an account in a given week, we had to stagger the fielding of the survey. In the 2017 survey wave, AidData identified the time zone each country was in and then grouped sampling frame contacts to receive the survey invitation at a certain time of day. Although the timing of this survey invitation varied on the basis of the time zone a recipient was in, all sampling frame contacts in the 2017 survey received their first contact in a fairly bounded period of time. We were aided in this process by a smaller sampling frame (55,000+) and a larger quota on the number of unsolicited emails Qualtrics allowed to be sent in a given week (50,000).

In 2020, however, the research team had to adjust our implementation of the survey to accommodate a larger sampling frame (100,000+) and a lower quota in the number of unsolicited emails allowed by Qualtrics to be sent in a given week (25,000).The main result of these changes was that the timing of first contact with survey respondents (and three subsequent reminders) varied to a greater extent across the sampling frame than in prior survey waves. For example, the first batch of contacts received invitations on June 25, while the last batch did not receive theirs until July 20. The survey closed to the first batch of invitees on September 2 and the final group on September 18, 2020.

Survey recipients were sent a tailored email invitation to participate that included a unique link to the online questionnaire. Those sampling frame members that were randomly assigned to the pre-notification treatment group received an email sent via Thunderbird (an email client that allows for batch scheduling of customized emails to large volumes of contacts simultaneously) one week prior, to inform them that they would shortly be receiving an invitation to participate in an online survey. Those in the control group had no prior notification sent.

Over the course of the survey administration period, survey recipients received up to three different automated electronic reminders. The day and time of the reminders were varied to maximize the response rate. Survey participants were able to take the survey in one of six different languages: English, French, Spanish, Portuguese, Russian, and Arabic. Of 84,000 individuals who received our email invitation, 6,807 participated (a response rate of 8.1%) and 3,812 survey respondents (56%) completed the entire survey. Tables A-1 and A-2 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 A-1. Members of the Sampling Frame, Survey Recipients, and Survey Respondents, by Stakeholder Group

Stakeholder Group	Members of the Sampling Frame	Survey Recipients	Survey Respondents
Government	45594 (45.57%)	36918 (43.9%)	2959 (43.47%)
Parliament	13474 (13.47%)	11485 (13.66%)	360 (5.29%)
Development Partner	21270 (21.26%)	19250 (22.89%)	889 (13.06%)
NGO/CSO	10162 (10.16%)	8607 (10.24%)	1287 (18.91%)
Private Sector	3515 (3.51%)	2948 (3.51%)	374 (5.49%)
University/Think Tank	5766 (5.76%)	4881 (5.8%)	672 (9.87%)
	265 (0.26%)	1 (0%)	266 (3.91%)
Total	100046	84090	6807

Table A-2. Members of the Sampling Frame, Survey Recipients, and Survey Respondents, by Region

World Bank Region Classification	Members of the Sampling Frame	Survey Recipients	SurveyRespondents
East Asia & Pacific	14505 (14.5%)	11388 (13.54%)	910 (13.37%)
Europe & Central Asia	17704 (17.7%)	14840 (17.65%)	1184 (17.39%)
Latin America & Caribbean	18292 (18.28%)	16351 (19.44%)	1341 (19.7%)
Middle East & North Africa	8071 (8.07%)	6551 (7.79%)	454 (6.67%)
South Asia	10104 (10.1%)	8626 (10.26%)	612 (8.99%)

Sub-Saharan Africa	31106 (31.09%)	26334 (31.32%)	2297 (33.74%)
	264 (0.26%)	NA	9 (0.13%)

Table A-3. Inclusion Criteria by Stakeholder Group

Stakeholder Group	Org Type	Institution Type	Ideal-Typical Positions
1	1	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)
1	2	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)
1	3	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)
1	4	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
1	5	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

1	6	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
1	7	Ministry of Public Service/Public Administration	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department
1	8	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
1	9	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
1	10	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
1	11	Ministry of Lands/Property Registrar	Minister, Deputy Minister, Secretary General, Chief of Staff, Senior Advisor, Head of Department, Property Registrar, Deputy Property Registrar
1	12	Ministry of Justice/ Office of the Attorney General	Minister, Deputy Minister, Chief of Staff, Senior Advisors, Attorney General, Deputy Attorney General, Prosecutor General/Chief Prosecutor, Solicitor General
1	13	Ministry of Family/Gender	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department
1	14	Ministry of Agriculture/Rural Development/Food Security	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department
1	15	Ministry of Public Works/Transport	Minister, Deputy Minister, Secretary General, Special Assistant to the Minister, Chief of Staff, Senior Advisor, Head of Department
1	16	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)

1	17	National Statistical Agency	Director General, Deputy Director General, Senior Advisor
1	18	Investment Promotion Agency	Head of the Agency, Deputy Head of the Agency, Senior Advisor
1	19	Independent Human Rights Commission/Office of the Ombudsman	Commissioner, Deputy Commissioner, Senior Advisor, Ombudsman, Deputy Ombudsman, Head of Department
1	20	Independent Electoral Institution	Commissioner, Deputy Commissioner, Senior Advisor, Director of Elections, Deputy Director of Elections
1	21	Central Bank	Governor, Vice Governor, Head of Operations, Head of Department (e.g. Operations, Research and Policy Analysis) Department, Senior Advisors
1	22	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
1	23	Public Procurement Agency	Head of Agency; Deputy Head of Agency, Senior Advisor
1	24	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)
1	25	Civil Service Agency/Commission	Head of Agency; Deputy Head of Agency, Department Head, Chief of Staff, Senior Advisor
1	27	Aid Effectiveness and Coordination Units/Directorates	Head of Unit/Directorate; Senior Advisors
1	28	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
1	28	Office of President/Prime Minister	Vice President, Secretary General, Minister without Portfolio, Charge de Mission, Chief of Staff, Senior Advisor
1	29	Office of the Vice President	Vice President, Secretary General, Minister without Portfolio, Charge de Mission, Chief of Staff, Senior Advisor

1	30	Embassy officials stationed in the United States	Ambassador, Deputy Chief of Mission, First Secretary/Counselor, Second Secretary/Counselor, Third Secretary/Counselor, Senior Advisor
1	31	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
1	32	Business Registration Office	Executive Director, Deputy Director, Senior Advisor
2	34	U.S. Embassy Staff	Ambassador, Deputy Chief of Mission, Political/Econ Chief, Political Officer, Economic Officer
2	35	USAID	Mission Director, Deputy Mission Director, Office Director, Senior Advisor, Program Officer
2	36	MCC	Resident Country Director, Deputy Resident Country Director, Program Officer
2	37	State Department Headquarters	Assistant Secretary, Deputy Assistant Secretary, Principal Deputy Assistant Secretary, Office Director, Desk Officer
2	38	World Bank	Country Director, Country Manager, Lead Economist, Sector Specialist, Desk Economist
2	39	IMF	Resident Representative, Lead Economist, Special Advisor to the Government, Desk Economist
2	40	ADB	Country Director, Lead Economist, Sector Specialist
2	43	European Commission	Head of the EC Delegation, Project Director, Adviser
2	44	UN Funds, Programmes, and Specialized Agencies	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
2	45	WHO	Country Representative
2	46	UNESCO	Country Representative
2	47	Japan Embassy/JICA/JBIC	JICA Country Representative; JBIC Country Representative
2	49	Australian Embassy/DFAT	N/A

2	50	UK Embassy/DFID	UK Ambassador, Deputy Chief of Mission, DFID Country Director, DFID Senior EconomistUK Ambassador, Deputy Chief of Mission, DFID Country Director, DFID Senior Economist
2	51	German Embassy/ GIZ/KFW	Ambassador, Deputy Chief of Mission, GTZ Country Director, KFW Country Director, Project Director
2	52	French Embassy/AFD	Ambassador, Deputy Chief of Mission, AFD Country Director, Project Director
2	54	Other Non-USG Embassy and Donor Representatives	N/A
3	57	Anti-corruption and transparency NGOs	Executive Director, Country Director, Program Manager, and Country Expert
3	58	Democracy and Human Rights NGOs (e.g. health, education)	Executive Director, Deputy Director, Project Director
3	59	Social Sector NGOs (e.g. health, education)	Executive Director, Deputy Director, Project Director
3	60	Environmental NGOs	Executive Director, Deputy Director, Project Director
3	61	Independent Journalist Associations	Executive Director, Secretary General
3	62	National Coalition/Consortium/Association of NGOs	Executive Director, Deputy Director, Senior Advisor
4	55	Chambers of Commerce	Executive Director, Deputy Director, Senior Advisor
4	56	Commercial Associations	Executive Director, Deputy Director, Senior Advisor
5	63	Local Think Tanks	Executive Director, Deputy Director, Researcher, Department Head, Project Director
5	64	Local Universities	Rector, Department Chair, Professor
5	65	Local Media	President, Journalist, Researcher
5	66	Former Institution Employees	N/A
6	67	Legislative Body	President, Chairman, Deputy Chairman, Members

Table A-4. Example of Country-specific IPM for Afghanistan

Country ID	Stakeholder Group	Org Type	Org Code	Institution Type	Name
1	1	1	1a	Ministry of Finance/Economy	the Ministry of Finance
1	1	1	1b	Ministry of Finance/Economy	the Ministry of Economy
1	1	2	2a	Ministry of Planning/National Planning Commission	the Afghanistan National Development Strategy Secretariat
1	1	2	2b	Ministry of Planning/National Planning Commission	the Afghanistan National Development Strategy Unit
1	1	3	3a	Ministry of Foreign Affairs/International Cooperation	the Ministry of Foreign Affairs
1	1	3	3b	Ministry of Foreign Affairs/International Cooperation	the Independent Administrative Reform and Civil Service Commission
1	1	4	4a	Ministry of Health	the Ministry of Public Health
1	1	5	5a	Ministry of Education	the Ministry of Education
1	1	5	5b	Ministry of Education	the Ministry of Higher Education
1	1	5	5c	Ministry of Education	the Committee on Education and Skills Policy
1	1	6	6a	Ministry of Industry/Trade/Commerce/Competitiveness	the Ministry of Commerce and Industry
1	1	7	7a	Ministry of Public Service/Public Administration	the Independent Administrative Reform and Civil Service Commission
1	1	8	8a	Ministry of Labor/Social Security/Social Welfare/Social Protection	the Ministry of Labor, Social Affairs, Martyrs, and Disabled
1	1	9	9a	Ministry of Natural Resources/Environment	the National Environmental Protection Agency
1	1	10	10a	Ministry of Energy/Oil/Mineral Resources	the Ministry of Energy and Water

1	1	10	10b	Ministry of Energy/Oil/Mineral Resources	the Ministry of Mines
1	1	11	11a	Ministry of Lands/Property Registrar	the Afghan Geodetic and Cartographic Head Office
1	1	11	11b	Ministry of Lands/Property Registrar	the Afghanistan Land Authority

Appendix B. 2020 Listening to Leaders Survey Questionnaire

The following shows the questionnaire as would be experienced by an English speaking respondent who has identified that they work within the economic policy sector. Where it improves clarity, an organization or answer will be selected to show how it changes the question. When this occurs, the organization or answer will be shown bolded in red. In the *Aid Reimagined* report we only include analysis of the module 1.1 and 1.2 questions. For analysis of the questions in modules 2 and 3, we encourage you to review our previous report, "Listening to Leaders 2021: A Report Card for Development Partners in an Era of Contested Cooperation" available on aiddata.org.[2]

Section: Introduction

Q0 We would like to start by asking a few questions about your professional background

Q1.1 It is our understanding that you worked [in country] between 2016 and 2020. During this period, which type of organization did you work with for the longest?

Please note that once you click "Next", you will not be able to return to this page.

- Government Agency, Ministry or Office (1)
- Parliament [of country] (2)
- Development Partner (3)
- Non-Governmental Organization or Civil Society Organization (4)
- Private Sector (5)
- University, Think Tank or Media (6)
- I did not work for one of these types of organizations between 2016 and 2020. (7)
- I mostly worked in a different country between 2016 and 2020 (8)

[2] https://www.aiddata.org/publications/listening-to-leaders-2021

➔ If the respondent chooses option 7, ‘I did not work for one of these types of organizations between 2016 and 2020’, the survey will end for them.

➔ If the respondent chooses option 8, ‘I mostly worked in a different country between 2016 and 2020’, they are allowed to choose which country they have primarily worked in (Q2), the type of organization they worked for the longest (Q1.2) and then move on to Q3.

Q3 Thinking of your time at [organization] [in country], and the position that you held there for the longest period of time, please answer the next two questions.

Q4 Please select the years in which you held this position:

- 2016 (1)
- 2017 (2)
- 2018 (3)
- 2019 (4)
- 2020 (5)

Q5 While holding this position, what was your primary area of focus? (If you worked across multiple areas, please select one area you are most familiar with.)

- 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 Technology (10)
- Labor Market Policy and Programs (11)
- Nutrition and Food Security (12)
- 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, Sewage and Waste Management (21)
- Foreign Policy (22)
- Other (Please indicate): (23) ____

Q6 Based on your experience, what are the most important issues for advancing [country's] development?

(You may select up to six issues.)

Please note that once you click "Next", you will not be able to return to this page.

- 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 and 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 halt 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 at all levels (16)
- ⊗Prefer not to say (17)
- ⊗Don't know / Not sure (18)
- ⊗None of these (19)

Section: Module 1.1

The next few questions are about your views on the policy environment [in country] during the 2016-2020 period. We are interested in your perceptions, which may be based on your knowledge and/or experience.

Q7a Please select a level to which you agree or disagree with each of these statements

Respondents are presented with a 3 point likert scale, allowing them to agree, neither agree nor disagree, disagree, or prefer not to say.

- [Country] has an open and accountable government (i.e., government is transparent and answerable to its citizens) (1)
- [Country] generates enough jobs to keep the workforce productively employed (2)
- [Country] consistently delivers basic public services to all of its citizens (e.g. health, education, infrastructure). (3)
- [Country's] development policies are inclusive of all social groups (4)
- [Country] has a stable macroeconomic environment that can foster sustainable economic growth (5)
- [Country] has a favorable business environment for the private sector. (10)
- [Country's] citizens enjoy basic physical security (i.e., there are low levels of unrest, violence or crime). (11)

If a respondent disagrees with 4 or more statements, this question appears and lists the statements the respondent disagrees with.

Q7b You disagreed with the following statements. Among these, please select the three that you disagree with most.

The top three statements that the respondents disagreed with in Q7b (or, if they disagreed with three or less, all statements they disagreed with from Q7a).

Q8 For each of the statements that you disagreed with, please select the option that is closest to your view.

Note: Based on your response, the next few questions will ask you for more specific information.

- This is not a priority in national plans
- This is a national priority, but there are insufficient resources for reforms
- This is a national priority, resources are sufficient, but reforms have not been implemented well

Section: Module 1.2

This module looks into why respondents may have selected 'This is not a priority in national plans', 'This is a national priority, but there are insufficient resources for reforms', or 'This is a national priority, resources are sufficient, but reforms have not been implemented well' in Q8. This section looks to clarify the reasons that respondents may have selected each of the answers for this question. For the purposes of this document, we will assume an answer for each of these questions, even if any of the reasons could have pointed to this document.

Q9 Pre Trans You indicated that there are insufficient resources for reforms to create an open and accountable government. We would like to better understand the barriers to making progress in this area.

Q9 Trans In your view, why are there insufficient resources for reforms in open and accountable government?

(You may select up to three reasons.)

- The government is unable to collect enough tax revenues due to poorly designed tax laws (1)
- The government is unable to collect enough tax revenues due to poor enforcement of tax laws (2)
- High level of corruption in the country's key institutions (3)
- The country's political instability has made investments more risky for the private sector (4)
- The government is not directing adequate resources due to poor financial management (5)
- Private sector actors do not view this area as sufficiently profitable to contribute financially (6)
- The government is unable to borrow from international markets (7)
- Other (please specify) (8) ____

Q10 Pre Jobs You indicated that [Country's] national plans do not identify job creation to keep the workforce productively employed as a priority. We would like to better understand the barriers to making progress in this area.

Q10 Jobs In your view, why do [Country's] national plans not identify job creation as a priority?

(You may select up to three reasons.)

- The relevant government agency (national or subnational) lacks the commitment to do more in this area (1)
- The relevant government agency (national or subnational) lacks the necessary capacity to do more in this area (2)
- High level of corruption in the country's key institutions (3)
- The country's political instability has made investments more risky for the private sector (4)

- Social or cultural norms are barriers to making progress in this area (5)
- Not enough pressure from non-government actors (e.g., civil society, the private sector, academia) (6)
- Too much resistance from non-government actors (e.g., civil society, the private sector, academia) (7)
- The government is unable to reach an agreement in order to pass necessary legislation (e.g., when parts of the government are controlled by different political parties) (8)
- Insufficient data or evidence to identify it as a priority (10)
- Other (please specify) (9) ____

Q11 Pre Public Ser You indicated that reforms in the delivery of basic public services have not been implemented well. We would like to better understand the barriers to making progress in this area.

Q11 Public serv In your view, why have reforms in public service delivery not been implemented well?

(You may select up to three reasons.)

- The relevant government agency (national or subnational) lacks the commitment to do more in this area (1)
- The relevant government agency (national or subnational) lacks the necessary capacity to do more in this area (2)
- High level of corruption in the country's key institutions (3)
- The country's political instability has made investments more risky for the private sector (4)
- The government is not directing adequate resources due to poor financial management (5)
- Social or cultural norms are barriers to making progress in this area (6)
- Not enough pressure from non-government actors (e.g., civil society, the private sector, academia) (7)
- Too much resistance from non-government actors (e.g., civil society, the private sector, academia) (8)
- The government is unable to reach an agreement in order to pass necessary legislation (e.g., when parts of the government are controlled by different political parties) (9)
- Insufficient data or evidence to ensure successful implementation (11)
- Other (please specify) (10) ____

Q12 relies on the previous questions. An iteration of this question will appear if, for any of the previous questions, the respondent indicates that 'the relevant government agency (national or subnational) lacks the commitment to do more in this area'.

Q12 LAM Implement You selected "government agency (national or subnational) lacks commitment" as one of the reasons why reforms in this area have not been implemented well. Who within the government lacks commitment? (Please select up to three options.)

- Previous administrations (1)
- The current administration (2)

- Career civil servants within relevant line ministries (3)
- Subnational or local governments (4)
- Parliamentarians (5)
- The judiciary (6)
- Other (please specify) (7) ____

Q14.LAM Priority What type of capacity do the following actors lack the most?

(For each actor, please select up to three types of capacities they lack.)

	Systems capacity (5)	Workload capacity (6)	Personnel capacity (7)	Structural capacity (8)	Organizational capacity (9)	Role capacity (10)	Leadership / management capacity (11)	Technological capacity (12)	Other (13)
Political appointees within the current administration (x1)									
Career civil servants within relevant line ministries (x2)									
Subnational or local governments (x3)									
Parliamentarians (x4)									
The judiciary (x5)									
Other (please specify) (x6)									

An iteration of Question 15 and Question 16 appear if the respondent feels there is either 'not enough pressure from non-government actors', or 'too much resistance from the non-governmental actors'

Q15.LAM Priority You selected "not enough pressure from non-government actors" as one of the reasons why [Country's] national plans do not identify this as a priority.

(Please select the groups that are best-positioned to create pressure and the main reason why this is not happening.)

	Do not view this as priority (1)	Do not have the opportunity to influence policy (2)	Lack knowledge or skills to advocate effectively (3)	Lack financial resources to	Other reasons (5)

				advocate effectively (4)	
Non-governmental organizations (1)					
Citizens/general public (2)					
Think tanks and academic institutions (3)					
Professional associations, labor unions and student groups (4)					
Media (5)					
Private sector (6)					
Religious groups (7)					

Q16.LAM Priority You selected "too much resistance from non-government actors" as one of the reasons why [Country's] national plans do not identify this as a priority. Which actors were the strongest opponents of reforms in this area?

(Please select all that apply.)

- Non-governmental organizations (1)
- Citizens or general public (2)
- Think tanks and academic institutions (3)
- Professional associations, labor unions and student groups (4)
- Media (5)
- Private sector (6)
- Religious groups (7)
- Other (please specify) (8) ____

Question's 17-19 ask iterations of this question, applying to the following topics: open and accountable government, job creation, public service delivery, inclusive development, macroeconomic environment, private sector growth, and physical safety.

Q17-19 Trans To make progress on inclusive development, what type of role do you think international actors are best positioned to play?

For the purpose of this survey, we define international actors to include governments, inter-governmental organizations (e.g., UN), development partners (e.g., World Bank), and the private sector.

(Please select up to three options.)

- Provide financial support (e.g., grants, loans) (1)
- Provide training to local staff (e.g., providing relevant knowledge or skills) (2)
- Provide advice or input on the design of programs and/or policies (3)
- Provide advice or input on implementation of programs and/or policies (4)
- Mobilize domestic actors to exert pressure on the government or other relevant parties (5)
- Mobilize international actors to exert pressure on the government or other relevant parties (6)
- Raise awareness of the issue among individuals or organizations best positioned to take action (7)
- ⊗None: This is a domestic problem and domestic actors need to solve it (8)
- Other (please specify) (9) ____

Section: Module 2.1

M2.1 Please think about a single economic policy initiative on which you worked most directly in the position you held in the years 2017-2020.

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.)

Section: Module 2.2

M2.2 Please take a moment to think about all of the foreign or international organizations that provided [organization] 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.

Q20.1 Of the following intergovernmental organizations, development banks and private foundations, which, if any, provided [organization] with advice or assistance to support this initiative?

(Please select all that apply.)

- African Development Bank (AfDB) (1)
- Arab Bank for Economic Development in Africa (BADEA) (3)
- Arab Monetary Fund (AMF) (4)
- Asian Development Bank (ADB) (5)
- Asian Infrastructure Investment Bank (AIIB) (6)
- Bill & Melinda Gates Foundation (7)
- Caribbean Development Bank (CDB) (8)
- Central American Bank for Economic Integration (CABEI) (9)

- Development Bank of Latin America (CAF) (2)
- European Bank for Reconstruction and Development (EBRD) (10)
- European Union (11)
- Food and Agriculture Organization of the United Nations (FAO) (34)
- Ford Foundation (12)
- Global Alliance for Vaccines and Immunization (GAVI Alliance) (13)
- Global Environment Facility (GEF) (14)
- Global Fund to Fight AIDS, Tuberculosis and Malaria (15)
- Green Climate Fund (GCF) (16)
- Inter-American Development Bank (IDB) (17)
- International Finance Corporation (IFC) (18)
- International Fund for Agricultural Development (IFAD) (19)
- International Monetary Fund (IMF) (20)
- Islamic Development Bank (ISDB) (21)
- New Development Bank (NDB) (39)
- Multilateral Investment Guarantee Agency (MIGA) (22)
- OPEC Fund for International Development (OFID) (23)
- United Nations Children's Fund (UNICEF) (24)
- United Nations Development Programme (UNDP) (31)
- United Nations Educational, Scientific and Cultural Organization (UNESCO) (35)
- United Nations Environment Programme (UNEP) (38)
- United Nations Population Fund (UNFPA) (37)
- World Health Organization (WHO) (33)
- World Bank (25)
- William & Flora Hewlett Foundation (26)
- World Food Programme (WFP) (32)
- Other: (27) ____
- ⊗I do not recall the names of any Inter-governmental organizations or multilateral development banks. (30)

Q20.2

Of the following foreign embassies and bilateral agencies, which, if any, provided [organization] with advice or assistance to support this initiative?

(Please select all that apply.)

- Australia - Australian Agency for International Development (AusAID) (2)
- Australia - High Commission / Embassy (or Consulate-General) of Australia (3)
- Austria - Austrian Development Agency (5)
- Austria - Austrian Representative Office (6)
- Austria - Embassy (or Consulate-General) of Austria (7)
- Belgium - Belgian Development Agency (BTC) (8)
- Belgium - Embassy (or Consulate-General) of Belgium (9)
- Brazil - Brazilian Cooperation Agency (ABC) (10)
- Brazil - Brazilian Development Bank (BNDES) (11)
- Brazil - Embassy (or Consulate-General) of Brazil (94)
- Canada - Canadian International Development Agency (CIDA) (14)
- Canada - Canadian Representative Office (12)
- Canada - High Commission / Embassy (or Consulate-General) of Canada (13)
- China - China Development Bank (CDB) (16)
- China - Embassy (or Consulate-General) of China (17)
- China - Export-Import Bank of China (China Exim Bank) (18)
- Denmark - Danish International Development Agency (Danida) (19)
- Denmark - Embassy (or Consulate-General) of Denmark (20)
- Denmark - Representative Office of Denmark (21)
- Finland - Embassy (or Consulate-General) of Finland (22)
- France - Agence Française de Développement (AFD) (23)
- France - Embassy (or Consulate-General) of France (24)
- Germany - Embassy (or Consulate-General) of Germany (25)
- Germany - Gesellschaft für Internationale Zusammenarbeit (GIZ) (26)
- Germany - KfW (27)
- Germany - Representative Office of Germany (28)

- Greece - Embassy (or Consulate-General) of Greece (29)
- Greece - Hellenic Aid (30)
- Greece - Liaison Office of Greece (31)
- India - Embassy (or Consulate-General) of India (32)
- India - Export-Import Bank of India (Exim Bank) (33)
- Iran - Embassy (or Consulate-General) of Iran (34)
- Ireland - Embassy (or Consulate-General) of Ireland (36)
- Ireland - Irish Aid (35)
- Israel - Agency for International Development Cooperation (MASHAV) (37)
- Israel - Embassy (or Consulate-General) of Israel (96)
- Italy - Agency for Development Cooperation (AICS) (38)
- Italy - Embassy (or Consulate-General) of Italy (97)
- Japan - Embassy (or Consulate-General) of Japan (39)
- Japan - Japan Bank for International Cooperation (JBIC) (40)
- Japan - Japan International Cooperation Agency (JICA) (41)
- Japan - Representative Office of Japan (42)
- Kuwait - Embassy (or Consulate-General) of Kuwait (43)
- Kuwait - Kuwait Fund for Arab Economic Development (44)
- Libya - Embassy (or Consulate-General) of Libya (45)
- Libya - Libyan Fund for Aid and Development in Africa (46)
- Luxembourg - Embassy (or Consulate-General) of Luxembourg (47)
- Luxembourg - Luxembourg Development Cooperation (48)
- Mexico - Embassy (or Consulate-General) of Mexico (98)
- Mexico - Mexican Agency of International Development Cooperation (AMEXCID) (49)
- Netherlands - Embassy (or Consulate-General) of the Netherlands (95)
- New Zealand - Embassy (or Consulate-General) of New Zealand (52)
- New Zealand - New Zealand Agency for International Development (53)
- Norway - Embassy (or Consulate-General) of Norway (54)
- Norway - Norwegian Agency for Development Cooperation (NORAD) (55)

- Norway - Representative Office of Norway (56)
- Portugal - Embassy (or Consulate-General) of Portugal (57)
- Qatar - Embassy (or Consulate-General) of Qatar (58)
- Qatar - Qatar Fund for Development (93)
- Russia - Embassy (or Consulate-General) of Russia (59)
- Saudi Arabia - Embassy (or Consulate-General) of Saudi Arabia (60)
- Saudi Arabia - Saudi Fund for Development (SFD) (61)
- South Africa - Embassy (or Consulate-General) of South Africa (62)
- South Korea - Embassy (or Consulate-General) of South Korea (64)
- South Korea - Korea International Co-operation Agency (65)
- Spain - Embassy (or Consulate-General) of Spain (66)
- Spain - Spanish Agency for International Development Cooperation (AECID) (67)
- Sweden - Embassy (or Consulate-General) of Sweden (68)
- Sweden - Swedish International Development Cooperation Agency (SIDA) (69)
- Switzerland - Embassy (or Consulate-General) of the Swiss Confederation (70)
- Switzerland - Representative Office of the Swiss Confederation (71)
- Switzerland - Swiss Agency for Development and Cooperation (72)
- Taiwan - Embassy (or Consulate-General) of Taiwan (73)
- Taiwan - International Cooperation and Development Fund (74)
- Turkey - Embassy (or Consulate-General) of Turkey (76)
- Turkey - Turkish International Cooperation and Development Agency (77)
- United Arab Emirates - Abu Dhabi Fund for Development (ADFD) (78)
- United Arab Emirates - Embassy (or Consulate-General) of the United Arab Emirates (79)
- United Kingdom - Department for International Development (DFID) (81)
- United Kingdom - High Commission / Embassy (or Consulate-General) of the United Kingdom (80)
- United States - Millennium Challenge Corporation (MCC) (83)
- United States - U.S. Agency for International Development (USAID) (84)
- United States - U.S. Embassy (or Consulate-General) (85)
- Venezuela - Economic and Social Development Bank of Venezuela (86)

- Venezuela - Embassy (or Consulate-General) of Venezuela (87)
- Venezuela - PetroCaribe (88)
- Other: (89) ____
- ⊗I do not recall the names of any foreign embassies or bilateral agencies. (92)

If the respondent answers Q20.1 and Q20.2 by identifying that they were provided advice or assistance by one of the foreign or intergovernmental organizations, development banks and private foundations, Q21.1 and Q21.2 will be shown, listing the organizations that the respondent identified having received assistance from. For the purposes of this document, we will assume that the respondent identified assistance from 3 organizations in each category.

Q21 You indicated that the foreign and international organizations below provided [organization] with advice or assistance. How influential were they on [organization] decision to pursue this initiative?

For the purposes of this survey, we define influential as the power to change or affect the policy agenda.

Please note that once you click "Next", you will not be able to return to this page.

	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)
Bill & Melinda Gates Foundation						
Ford Foundation						
United Nations Children's Fund (UNICEF)						

	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)
Belgium - Belgian Development Agency (BTC)						
Canada - Canadian Representative						

Office						
Kuwait - Kuwait Fund for Arab Economic Development						

Section: Module 2.2

This section asks the respondent to elaborate on their responses from Module 2.1. Q22, Q23, Q24.1, and Q24.2 will elaborate on the answers to Q21.1 and Q21.2, asking in turn about each organization that the respondent identified as quite influential or very influential.

Q22 You identified [aid organization] as an organization that influenced [organization'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 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 provided advice or assistance at a time when there was opportunity for change. (8)
- It provided important evidence related to this initiative. (10)
- It worked closely with other groups outside of the government [in country] (11)
- It provided advice or assistance aligned with the government's national development strategy. (12)
- It was heavily involved in existing policy and programmatic discussions [in country] (13)
- Another reason (Please describe): (16) ____
- ⊗Don't know / Not sure (17)
- ⊗None of these (18)
- ⊗Prefer not to say (19)

Q23 Which of the following best describes the influence of [aid organization]?

(Please select the option that is closest to your view.)

- It was able to influence the formulation of a new law (2)
- It was able to influence the decision to enforce an existing law (1)
- It was able to influence the repeal or modification of an existing law (3)
- It was able to influence the formulation of new policies (4)
- It was able to influence the implementation of new or existing policies (5)
- It was able to influence the resourcing for programs or policies (6)
- It was able to exert enough pressure to change the government's action plans (7)
- It was indirectly influential due to its economic or political importance globally (8)
- It was able to convene the right people to jointly discuss or solve a development challenge. (9)
- Don't know / Not sure (10)

Q24 asks respondents to categorize the influence and helpfulness of those international groups and bilateral agencies that they have worked with and identified as 'very influential' or 'quite influential'. For the purposes of this document, we will list two of the previously mentioned groups from each category.

Q24 For the donors listed below, do you think their influence [on country] is generally positive or negative?

	Very negative (1)	Somewhat negative (2)	Somewhat positive (3)	Very positive (4)	Don't know/not sure (5)	Prefer not to say (6)
Ford Foundation						
United Nations Children's Fund (UNICEF)						
Belgium - Belgian Development Agency (BTC)						
Kuwait - Kuwait Fund for Arab Economic Development						

Q25 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.

	Not at all helpful (1)	Only slightly helpful (2)	Quite helpful (3)	Very helpful (4)	Don't know/not sure (5)	Prefer not to say (6)
Ford Foundation						
United Nations Children's Fund (UNICEF)						
Belgium - Belgian Development Agency (BTC)						
Kuwait - Kuwait Fund for Arab Economic Development						

Section: Module 2.3

Q26 clarifies the helpfulness of those international and bilateral organizations that the respondent identified as being 'Quite helpful' or 'Very helpful'. For the purposes of this document, we will provide an example of what the question would look like.

Q26 You identified [aid organization] as an organization that was helpful to the implementation of this initiative. In your opinion, what made [aid 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 exercised careful management of the resources it used. (2)
- It translated broad policy guidance into specific implementation strategies. (3)
- It helped build support among local stakeholders and communities. (4)
- It identified practical approaches for overcoming barriers to success. (5)
- It provided valuable information for use in monitoring and evaluation. (6)

- It aligned its implementation activities with those of other organizations. (7)
- It supplied implementers with much needed financial or material resources. (8)
- It provided implementers with access to highly qualified international experts. (9)
- Another reason (Please describe): (13) ____
- ⊗Don't know / Not sure (14)
- ⊗None of these (15)
- ⊗Prefer not to say (16)

Q27 Among the following, what do you value the most in a partner organization?

For the purpose of this survey, partner organization refers to inter-governmental organizations, multilateral development banks and bilateral aid agencies.

(Please select one option.)

- The organization prioritizes long-term planning instead of adopting short-term approaches (1)
- The organization can be trusted to offer sound advice or useful support (2)
- The organization is willing to adapt its strategies to be responsive to the needs of my country (3)
- The organization adheres to international commitments or standards (e.g., principles of effective development cooperation) (4)
- The organization is well-endowed with financial resources that it is willing to disburse to in-country partners (5)
- Don't know / Not sure (6)

Q28, Q29, and Q30 ask the respondent to elaborate on their answer to Q27. Q28 appears if the respondent identifies 'long-term vision' as the thing they most value in a partner. Q29 appears if they identify 'trustworthiness', and Q30 appears if they give 'adaptability' as the most valued trait in a partner organization.

Q28 You identified long-term vision as a valuable attribute in a partner organization. In your opinion, which of the following contributes to this?

(You may select up to three statements.)

- Coordinating approaches and/or projects with other actors in a particular sector or region (1)
- Conducting feasibility assessments before implementing projects to assess the environmental impacts and ensure long-term financial sustainability (2)
- Prioritizing the project or program's long-term impacts beyond the life of the project itself (3)
- Focusing on building institutional capacity and systems to ensure sustainability (4)

- Ensuring all financial flows are recorded in the country's budget (5)
- Planning a transition that enables the country to continue projects and programs after the organization has ended the partnership (6)
- ⊗Don't know / Not sure (7)

Q29 You identified trustworthiness as a valuable attribute in a partner organization. In your opinion, which of the following contributes to this?

(You may select up to three statements.)

- A good reputation internationally (i.e., it has credibility) (1)
- Providing financial and non-financial assistance when we need it the most (2)
- Being straightforward and honest (i.e., the organization is not afraid to speak their mind) (3)
- The organization's staff develops trust through long-term relationships with domestic stakeholders (4)
- Communicating regularly on the progress of projects/programs (5)
- Being responsive when I ask questions or request information (6)
- Following through on commitments made in a timely manner (7)
- Transparency in their objectives and decision-making process (8)
- ⊗Don't know / Not sure (9)

Q30 You identified adaptability as a valuable attribute in a partner organization. In your opinion, which of the following contributes to this?

(You may select up to three statements.)

- Adapting financing modalities to the needs of my country (1)
- Adapting approaches and strategies following consultation/dialogue with domestic stakeholders (2)
- Convening stakeholders to co-create solutions (3)
- Adapting projects to make them more relevant to the local context (4)
- Changing approach in the face of economic or political shocks and natural disasters (5)
- Aligning projects and/or programs with the country's national strategy (6)
- ⊗Don't know / Not sure (7)

Q31, Q32, and Q33 are presented to all respondents. Q31 is a free response question.

Q31 Are there any organizations that you haven't worked with but would like to work with in the future?

Q32 In your work on economic policies how would you best describe the role of data?

(Please select up to three options.)

- Data was cited in policy reports and documents (e.g., national plans) (1)
- Data was used to justify an existing program or policy (2)
- Data was used to weigh the costs and benefits of various policy options (3)
- Data was used to evaluate or monitor progress (4)
- Data was used to make or advocate for a decision to implement a certain policy or program (5)
- Data was used to change or repeal a program or policy (6)
- Data was used to inform the design of a new program or policy (17)
- ⊗Data did not play a role in this policy initiative (7)
- Other (please specify) (14) ____
- ⊗Prefer not to say (13)

Q33 In which of the following situations would you or your colleagues be most likely to use data?

(Please select up to three options.)

Please note that once you click "Next", you will not be able to return to this page.

- When I have faith in the technical capabilities of the staff that collected and produced this information (1)
- When it matches my own experiences and observations (2)
- When I trust the reputation of the organization that produces the information (3)
- When I believe that my supervisors and colleagues will appreciate the use of data in our work (4)
- When the organization who produced it transparently documents their quality assurance procedures (5)
- When data supports a policy proposal that I was working on (6)
- ⊗I do not use data in my work (7)
- Other (please specify) (10) ____
- ⊗Don't know/not sure (8)
- ⊗Prefer not to say (9)

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Q464 The decision to choose among aid projects from international donor organizations involves several trade-offs. We are interested in understanding how these decisions are made and your preferences regarding aid projects. In the next three questions, please read the descriptions of two hypothetical aid projects for the [Government of country] and indicate your preference between the two. [3]

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[3] In Q464, respondents are asked to choose between two projects. For each respondent, these projects are randomized with a series of attributes set at different levels.

Of these two aid projects—Project 1 and Project 2—which do you think the [government of country] should choose?

	Project 1[4]	Project 2
Size of project	$100 Million	$500 Million
Type of project	Improve transportation infrastructure, such as roads and bridges.	Strengthen the government's administrative capacity to collect taxes.
Conditionalities	No political, economic or social conditions are attached to aid disbursements.	Disbursement of aid is conditional on the recipient government's social policies, such as gender equality.
Procurement	Aid is tied to procuring services and inputs from companies in the donor country.	Aid is tied to procuring services and inputs from companies in the donor country.
Regulations during implementation	Aid agreement includes regulations to protect workers from unfair labor practices.	Aid agreement includes regulations to minimize environmental damage.
Terms of Lending	Commercial loan at market rates backed by natural resources as collateral.	Commercial loan with interest rate of 8% for 10 years.
Reporting	Terms of aid agreement are publicly disclosed.	Terms of aid agreement are not publicly disclosed.

<u>Data and Evidence Conjoint Experiment (show two profile pairs)</u>

1.) Accuracy

a) Data is highly accurate in terms of the rigor with which it was collected and produced.

b) Data meets your minimum threshold for accuracy, but there are some gaps.

2.) Timeliness

a) Data is not timely (i.e., does not cover recent years).

b) Data is timely (i.e., shows recent information).

3.) Accessibility

[4] These projects are only an example of what a respondent might have seen. For a full list of possible attributes a respondent might encounter, please look at the 'Possible Attributes for Q464' list found at the end of the survey.

a) Need to spend time and effort to access the data.

b) Data is easily accessible.

4.) Actionability

a) Data provides a recommendation that is easy to implement but may not be politically feasible.

b) Data provides a recommendation that is politically feasible but will require a long time to implement.

5.) Familiarity and trust

a) Organization that produced the data has had previous interactions with your team and is trusted.

b) Organization that produced the data has not had previous interactions with your team.

In your work on economic policies, imagine that you or your colleagues had to choose between two kinds of data. Which would you choose?

For the purposes of this survey, we define data as a data point, dataset, or analyses that use interpretations of data to provide insight into a particular situation.

[for last data conjoint question only] Please note that once you click "Next", you will not be able to return to this page.

	Data 1	Data 2
Accuracy	Data meets your minimum threshold for accuracy, but there are some gaps.	Data is highly accurate in terms of the rigor with which it was collected and produced.
Timeliness	Data is timely (i.e., shows recent information).	Data is not timely (i.e., does not cover recent years).
Accessibility	Need to spend time and effort to access the data.	Need to spend time and effort to access the data.
Actionability	Data provides a recommendation that is politically feasible but will require a long time to implement.	Data provides a recommendation that is easy to implement but may not be politically feasible.
Familiarity and trust	Organization that produced the data has had previous interactions with your team and is trusted.	Organization that produced the data has not had previous interactions with your team.

In your work on economic policies, imagine that you or your colleagues had to choose between two kinds of data. Which would you choose?

For the purposes of this survey, we define data as a data point, dataset, or analyses that uses interpretations of data to provide insight into a particular situation.

Section: Module 2.4

Q37 Thinking of your career so far, how many years of professional experience do you have?

- 0-5 years (1)
- 6-10 years (2)
- 11-15 years (3)
- 16 years or more (4)

Q38 What is the highest level of education you have completed?

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

Q39 Are you from [country]?

- Yes (1)
- No (2)
- Prefer not to say (4)

CM1 Are you willing to participate in a future survey or interview? We would like to learn from your updated perspectives on developments [in country] and elsewhere.

- Yes, you can contact me at the same email address. (1)
- Yes, you can contact me at the following email address: (2) ____
- No (3)

Section: Conclusion

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

Possible Attributes for Q464

1.) Size of project
    a) $500 million
    b) $100 million
2.) Type of project

a) Improve transportation infrastructure, such as roads and bridges.

b) Strengthen the government's administrative capacity to collect taxes.

c) Strengthen the capacity of civil society organizations to advocate for reforms.

3.) Conditionalities

a) Disbursement of aid is conditional on the recipient government's protection of human rights and holding of free and fair elections.

b) Disbursement of aid is conditional on the recipient government's maintenance of a favorable macroeconomic policy framework, such as debt sustainability.

c) Disbursement of aid is conditional on the recipient government's social policies, such as gender equality.

d) No political, economic or social conditions are attached to aid disbursements.

4.) Procurement

a) Aid is tied to procuring services and inputs from companies in the donor country.

b) Aid is not tied to the procurement of services and inputs from specific companies or countries.

5.) Regulations during implementation

a) Aid agreement includes regulations to minimize environmental damage.

b) Aid agreement includes audits by a third-party to reduce corruption.

c) Aid agreement includes regulations to protect workers from unfair labor practices.

d) Aid agreement includes no specific environmental, anti-corruption or labor regulations.

6.) Terms of lending

a) Commercial loan at market rates backed by natural resources as collateral.

b) Concessional loan with interest rate of 2% for 20 years.

c) Commercial loan with interest rate of 8% for 10 years.

d) Aid is in the form of a grant (recipient does not need to repay).

7.) Reporting

a) Terms of aid agreement are publicly disclosed.

b) Terms of aid agreement are not publicly disclosed.

Appendix C. Weighting Schema for Aggregate Statistics: Inverse Probability Weights

The response rate to the 2020 *Listening to Leaders Survey* was 8.1%. In light of this imperfect information about the representativeness of our sample vis-à-vis the sampling frame (i.e., the population of interest), we use a weighting scheme to mitigate the potential for bias in our results. Consistent with the 2018 and 2021 Listening to Leaders publications, 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 took the following steps. First, we estimated the probability of survey response 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), and whether we pre-notified the member of the upcoming survey. We used all these predictors to estimate the probability of survey response for each member of the sampling frame (as each factor was significant in predicting survey response). Then, we took the inverse of the estimated probability to arrive at the final nonresponse weights used for our analysis.

We should note that this weighting scheme is different from what was previously used in the 2015 Listening to Leaders publication, where weighting was based on country and sector. A fair critique of the previous country/sector weighting scheme is that giving equal weight to each country/sector could potentially bias our results, by putting less weight on those countries/sectors where many respondents participated in the survey and more weight on those countries/sectors where fewer respondents participated. Consultations with scholars across several agencies and organizations led us to revisit our weighting scheme and test how sensitive the above weights were to different types of weights. For this reason, in the 2018 and 2021 Listening to Leaders reports we have adopted inverse probability non-response weights as our standard for analyzing the survey data.

Appendix D. Logit Analysis of "Prefer not to say" Responses

Model Specifications

To examine the relationship between individual and country characteristics and a respondent opting to not answer a question on the level of progress, we estimate a series of logit models testing the likelihood of an individual selecting "prefer not to say" when presented with a question on their opinions about progress in seven areas of development.

The dependent variable is a dummy variable for the respondent selecting the option "prefer not to say" with control being all those who select "agree", "disagree" or "neither agree nor disagree". The independent variables are a series of individual characteristics—gender, professional experience, stakeholder group, and policy area of expertise—and region fixed effects. The default for the stakeholder group is "Development Partners" and here we focus on the difference between this group and "Government Agency, Ministry, or Office."

Results - prefer not to say

	Dependent variable:						
	Prefer not to say						
	transparency	jobs	macro	equity	business	security	services
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Government Agency, Ministry or Office	0.786***	0.369	1.058*	0.458	1.027**	1.070**	1.030***
	(0.264)	(0.435)	(0.599)	(0.335)	(0.409)	(0.429)	(0.307)
Observations	3,321	3,149	3,216	3,153	3,157	3,127	3,139
Log Likelihood	-386.638	-155.155	-128.177	-259.687	-215.927	-214.918	-359.048
Akaike Inf. Crit.	815.276	352.309	298.353	561.375	473.854	471.837	760.097
	*p<0.1; **p<0.05; ***p<0.01						

The same test is conducted for the likelihood of the respondent agreeing with the positively framed statement of progress for each one of the seven areas of development investigated.

Results - Agree

	Dependent variable:						
	Agree						
	transparency	jobs	macro	equity	business	security	services
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Government Agency, Ministry or Office	0.992***	0.864***	0.528***	0.521***	0.278***	0.473***	0.011
	(0.117)	(0.204)	(0.108)	(0.106)	(0.108)	(0.109)	(0.104)
Observations	3,581	3,581	3,581	3,581	3,581	3,581	3,581
Log Likelihood	-1,387.878	-665.326	-1,461.551	-1,476.743	-1,430.441	-1,480.344	-1,471.086
Akaike Inf. Crit.	2,817.756	1,372.651	2,965.102	2,995.486	2,902.883	3,002.687	2,984.173
	*p<0.1; **p<0.05; ***p<0.01						

Appendix E. References — Technical Appendix Only

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About AidData

AidData is a research lab at William & Mary's Global Research Institute. 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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