

APPENDIX F: SUMMARY OF WBI'S PARTNER TRAINING INSTITUTE SURVEY

The evaluation contracted with an international research firm to survey 30 training institutes worldwide, in order to assess collaboration between the World Bank and its training partners, and to assess the Bank's impact on the capacities of these partners. The research firm conducted telephone interviews with directors or senior officials in 30 institutes, in 21 countries, drawn from a list of 200 contacts (provided by the WBI) of training institutes with which the WBI either currently partners, or had recently partnered, to organize or cofinance courses. The original survey instrument is included at the end of this appendix.

Institutes were screened in advance of the interview to ensure that respondents came from institutes that were in World Bank client countries and that had jointly organized or cofinanced at least one course with the WBI in fiscal 2006. In all, the research firm conducted 30 telephone interviews with individuals from 30 different training institutes, in 21 countries.

Forty-three percent of respondents had partnered with the WBI for one to three years, 33 percent for four to seven years, and the remaining 24 percent had a relationship with the WBI lasting for over seven years. Most participating institutes (67 percent) reported having organized between 1 and 5 courses with the WBI in fiscal 2006. Few institutes (6 percent) had organized more than 10 courses with the WBI in the past fiscal year.

Results

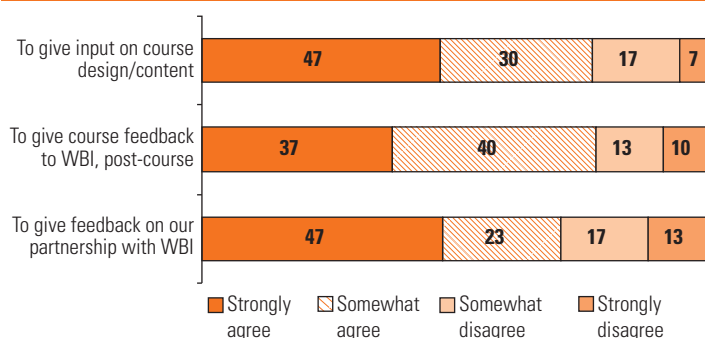
Partner institutes value their relationship with the WBI. Most respondent institutes highly valued

their relationship with the WBI, and described it as "very rewarding," "highly appreciated," "wonderful," "well coordinated," and "very beneficial." Respondents urged the WBI to offer more courses, to a broader audience, and to make training available in more countries.

Partner institutes are satisfied with their relationship with the WBI.

More than three-quarters of the institutes surveyed (76 percent) were generally satisfied (strongly agree and somewhat agree) with their institute's interaction with the WBI. Seventy-seven percent were satisfied with their opportunity to advise the WBI on course design and course feedback. Seventy percent reported adequate opportunity to give feedback on their partnership with the WBI. However, results suggest that this satisfaction is "soft." Less than half of respondents do not "strongly agree" that they are satisfied with each of these facets of their relationship with the WBI, indicating room for improvement exists (see figure F.1).

Figure F.1: "I Am Satisfied with the Opportunities My Institute Has"



Partner institutes are generally satisfied with the support they receive from the WBI.

Partner institutes reported they were generally satisfied with the support they get from the WBI in their day-to-day work. Institutes were particularly positive about receiving sufficient advance notice about new courses (80 percent strongly agreed or somewhat agreed), receiving guidelines for participant selection (77 percent), and receiving training materials in a timely manner (64 percent).

Respondents are less positive (64 percent) about the WBI’s capacity-building support.

Only 27 percent strongly agreed that the WBI supports building the capacity of its lecturers, suggesting that there is room for improvement (see figure F.2). Several respondents, when asked if there were aspects of their relationship with the WBI that they would like to highlight, spoke of the need to build the capacity of local training institutes. There were different views on how this might play out. For some, this should involve a devolution of responsibilities, away from the WBI, toward institutes and local partners. Others felt that the WBI should improve how it shares its knowledge. Sample quotations from the survey are given below:

It seems that WBI wants to execute the project, achieve the goal, and that’s it, when what is needed from WBI is to establish a way to strengthen nationally and regionally the programs.

WBI doesn’t share its knowledge, training modules, or case studies . . . WBI most of the time takes primary responsibility in all activities.

I wish WBI [would] delocalize and let us participate more.

It was a very good initiative; the World Bank was instrumental but it is about time to move it to the region . . . and have the partners hosting [the conference].

Participants benefit from the courses, but not our institution. We would like to have a partnership that offers us help in development as an institution and in building our own capacity.

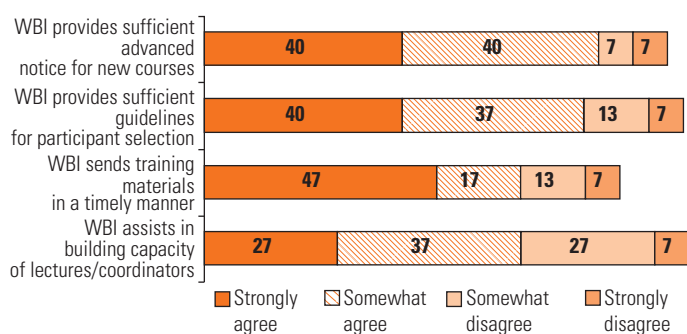
Division of responsibilities between the WBI and its partner institutes can be improved.

A slight majority of respondents noted that they were satisfied with the current division of responsibilities (see figure F.3). However, a small majority also said that additional input was needed either from the WBI or from their own institute.

- The partner institute is usually entirely responsible for tasks such as making logistical arrangements (63 percent) and booking and training facilities (50 percent). (Figure F.4.)
- The responsibilities for designing written materials and the program content, and choosing course topics were most likely to be shared between the institute and the WBI.
- Few respondents said their institute is entirely responsible for either providing in-house lecturers (13 percent) or designing course programs or content (13 percent).
- In addition to these tasks, respondents also said they were involved in raising awareness about the courses (that is, marketing), identifying new partnership opportunities, and arranging conferences and training programs.

Respondents noted interest in increasing their influence. This is particularly so in choosing course topics, identifying and selecting participants, and in designing course program and

Figure F.2: Partner Institutes Satisfied with WBI Input



content. Shifting additional responsibility to institutes in these areas may take advantage of their local insight and knowledge of the country's context and training needs. As one respondent said, "To increase the effectiveness of courses is possible through adaptation to local education needs."

Figure F.3: Satisfaction Levels with Division of Labor

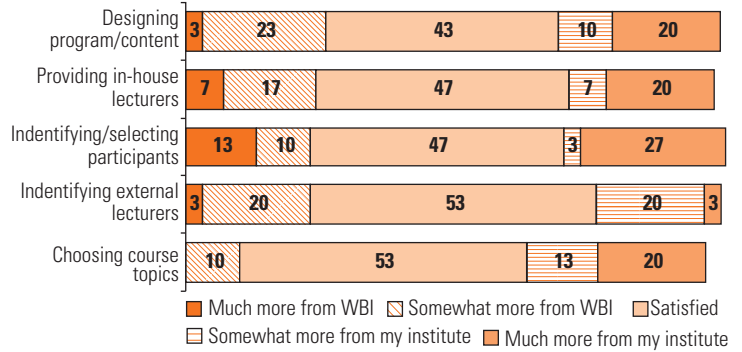
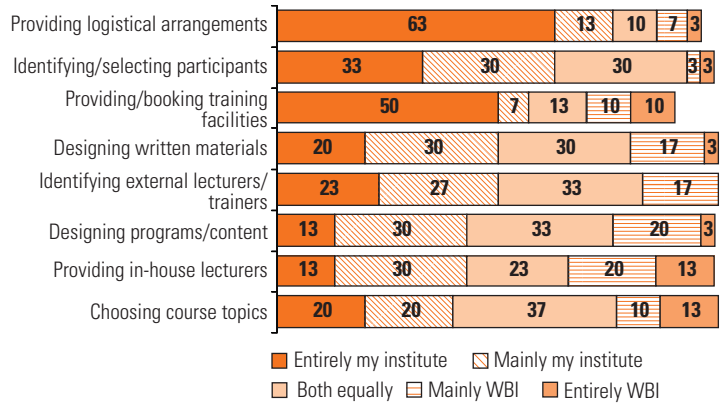


Figure F.4: WBI Rarely Has Primary Responsibility for Training



Survey of WBI-Partner Training Institutes

1. About how long has <name of training institute> been partnering with the World Bank Institute?
_____ years
2. We would like to ask about the extent of your collaboration with WBI. How many courses did you jointly organize and/or cofinance with WBI over 2006?
 - 01 None (**TERMINATE INTERVIEW**)
 - 02 1–5 courses
 - 03 6–10 courses
 - 04 11–20 courses
 - 05 More than 20 courses

Please answer the remainder of these survey questions with reference to courses that you have organized with WBI over 2006.

3. I would like to discuss the nature of your partnership with WBI. I'm going to read you several statements related to different aspects of this partnership. For each statement I read, please tell me who has taken primary responsibility. The response options are:
 - 01 Entirely your institute
 - 02 Mainly your institute
 - 03 Equally your institute and the World Bank Institute
 - 04 Mainly WBI
 - 05 Entirely WBI

READ AND ROTATE ORDER OF STATEMENTS.

- a. Providing or booking training facilities (classrooms, etc.)
 - b. Providing logistical arrangements (coffee breaks, communications with participants prior to course, etc.)
 - c. Identifying and selecting course participants
 - d. Choosing course topics
 - e. Designing course program and content
 - f. Designing written course materials (manuals, etc.)
 - g. Identifying and engaging lecturers/trainers not affiliated with WBI or your institution
 - h. Providing in-house lecturers
4. Other than the activities we just discussed, does your institute do anything else to organize or assist with WBI training? **[OPEN-ENDED, RECORD VERBATIM RESPONSE.]**
 5. On the basis of the division of responsibilities that we just discussed, I would like to hear your perspective on whether your partnership with WBI could result in more effective training if there was a different division of responsibilities. I'm going to read you several statements. For each, please tell me which of the following best reflects your opinion, using the following response options:
 - 01 Much more input from WBI is needed.
 - 02 Somewhat more input from WBI is needed.
 - 03 I am satisfied with the contribution of both WBI and my institute.
 - 04 Somewhat more input from my institute is needed.
 - 05 Much more input from my institute is needed.

READ AND ROTATE STATEMENTS.

- a. Choosing course topics
 - b. Identifying and selecting course participants
 - c. Designing course program or content
 - d. Identifying and engaging lecturers not affiliated with WBI or your training institute
 - e. Providing in-house lecturers
6. For each of the following statements I read, please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree.

[READ AND ROTATE ORDER OF STATEMENTS.]

- a. Overall, WBI provides my institute with sufficient advance notice for planned new courses.
 - 01 Strongly agree
 - 02 Somewhat agree
 - 03 Somewhat disagree
 - 04 Strongly disagree
 - b. WBI sends course materials to my institute in a timely manner.
 - c. WBI provides sufficient guidelines for course participant selection.
 - d. WBI assists my institute in building the capacity of our lecturers and/or course coordinators.
 - e. I am satisfied with the opportunities my institute is given to provide input on course content and design.
 - f. I am satisfied with the opportunities my institute is given to give course feedback to WBI at the end of courses.
 - g. I am satisfied with the opportunities my institute is given to provide feedback on our partnership with WBI.
7. Which of the following best reflects the extent to which the courses that you have organized with WBI have charged participant fees?

READ STATEMENTS. CODE ONE ONLY.

- 01 None of the courses
- 02 Some of them (less than 50 percent of the courses)
- 03 Many of the courses (more than 50 percent of the courses)
- 04 All of the courses

In closing, are there any aspects of your partnership with WBI that you would like to highlight? Specifically, are there areas in which you believe your partnership could be improved, and/or any aspects of your present collaboration that have been particularly beneficial to your institute? **[OPEN-ENDED, RECORD MULTIPLE VERBATIM RESPONSE.]**