

# QUALITY AT ENTRY

## The World Bank QAG Process

- QAG (quality assurance group)
- Uses Questionnaire
- All Projects Reviewed after approval using questionnaire
- Small group reviews each project questionnaire and gives rating
- Further review for some projects at mid-point

QUALITY AT ENTRY ASSESSMENT  
GUIDANCE QUESTIONNAIRE FOR INVESTMENT LENDING  
REVISED: 05/20/03

REGION \_\_\_\_\_ COUNTRY \_\_\_\_\_ PROJECT TITLE: \_\_\_\_\_  
Task Team Leader: \_\_\_\_\_ Sector Manager: \_\_\_\_\_ Country Director: \_\_\_\_\_  
Sector: \_\_\_\_\_ Project ID: \_\_\_\_\_ Date Approved: \_\_\_\_\_  
LOAN/CREDIT AMOUNT (\$MIL) \_\_\_\_\_  
LOAN/CREDIT NUMBER \_\_\_\_\_  
SIL LIL FIL APL TAL OTHER \_\_\_\_\_  
ENVIRONMENT CATEGORY A, B, C OR FI: \_\_\_\_\_  
MULTI-SECTOR SINGLE SECTOR \_\_\_\_\_  
PERSONS INTERVIEWED: \_\_\_\_\_  
FIRST STAGE REVIEW SECOND STAGE REVIEW \_\_\_\_\_  
FIRST STAGE REVIEW: \_\_\_\_\_  
QAG MODERATOR: \_\_\_\_\_  
PANEL LEADER: \_\_\_\_\_  
PANEL MEMBERS: \_\_\_\_\_

\_\_\_\_\_ SPECIALIZED REVIEWERS: 1. Environment \_\_\_\_\_  
2. Social Assessment \_\_\_\_\_  
3. Financial Management \_\_\_\_\_  
4. Procurement \_\_\_\_\_  
5. Observer \_\_\_\_\_  
OVERALL RATING: \_\_\_\_\_ ASSESSMENT DATE: \_\_\_\_\_

# QUALITY AT ENTRY ASSESSMENT GUIDANCE QUESTIONNAIRE SUMMARY ASSESSMENT SHEET

## Summary

- 1.Strategic Relevance and Approach
  - 2.Technical, Financial and Economic Aspects
  - 3.Poverty and Social Aspects
  - 4.Environmental Aspects
  - 5.Fiduciary Aspects
  - 6.Policy and Institutional Aspects
  - 7.Implementation Arrangements
  - 8.Risk Assessment
- OVERALL ASSESSMENT**
9. Bank Inputs and Processes

## Assessment Rating

- 1 = Highly Satisfactory
- 2 = Satisfactory
- 3 = Marginally Satisfactory
- 4 = Unsatisfactory
- NA= Not Applicable

The relative importance of the eight quality dimensions are not of equal weight and thus the overall rating is not a simple average of the individual ratings. The project, sector, and country context influence the relative importance of these dimensions. Hence, the panel should use its knowledge, judgment and professional skills in arriving at weights to determine the overall rating.

# COMMENTS

1. The review is after approval so the QAG input does not effect the project design except during implementation.
2. The review is just based on the questionnaire and the paper project document.
3. The success or failure of a project depends heavily on the quality of the assumptions in the financial and economic analysis which are hard to measure and evaluate at entry.
4. The questionnaire is well designed and is based on the history of problems identified by many years of ex-post evaluation of hundreds of projects.
5. The later mid-term review does identify many additional problems.
6. The project designers can use their knowledge of the system to “game” the process by including words in the project document to cover items included in the questionnaire.
7. The questionnaire includes a section called 7. Implementation but many of the key aspects of implementation are included in other sections such as 6. Policy (6.3 Implementation Agency Capacity)
8. I personally would like to see a closer link between the management approval process for projects and this QAG process. That would effect project design rather than just review and comments.