CLIENT FEEDBACK SURVEY OF FY13 ANALYTICAL & ADVISORY ACTIVITIES (AAA) SUMMARY RESULTS

Prepared by the World Bank

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Analytical and Advisory Activities are projects ... 

...whose aim is to inform policy choices and programs, enable and empower clients to implement reforms, strengthen institutions or improve development actions

<table>
<thead>
<tr>
<th>Diagnostics and analytics</th>
<th>Training</th>
<th>Capacity building</th>
<th>Impact evaluation</th>
<th>Convening</th>
<th>Network/coalition building</th>
</tr>
</thead>
<tbody>
<tr>
<td>“The analysis allowed to better orient the discussions for preparing the education training sector.”</td>
<td>“The oil extraction and refining enterprise is more watchful because monitoring methods are becoming more rigorous through the adoption of good practices suggested during training.”</td>
<td>“With the WB team we managed to do a lot of activities in the context of social accountability in [...], enhancing capacity of private sector, NGOs and media.”</td>
<td>“At the national level, it was really a success worth emulating; that is why private enterprise is beginning to invest in this impact model with a significant effect on the populations.”</td>
<td>“Better coordination among all line-ministries, private sector, NGOs, and development partners on the investment plan has been implemented in key sectors...”</td>
<td>“A single network of ICT and principles governing the functioning of a government jobs register have been put into place. The level of knowledge and skills has improved.”</td>
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</tbody>
</table>

Examples of client feedback: Quotes in response to questions on use & change
The Client Feedback Instrument (CFI) surveys the clients of completed advisory service activities to gather feedback in order to improve the quality of the World Bank’s services

**Focus**
- Assessment of activity quality and likely outcomes

**Scope**
- The only Bank-wide and activity-level survey of advisory services
- Covers country, multi-country and regional knowledge activities
- Administered in 9 languages
- Conducted on a yearly basis

**Background**
- Fiscal Year 2012: small pilot and expanded scope, Fiscal Year 2013 – full coverage of products produced for clients
The World Bank completed 1,525 Analytical & Advisory Activities (AAA) in FY13, out of which 916 had direct clients that were surveyed.

FY13 Completed Activities

- **Knowledge for internal use**
  - $20.8M
  - 128 activities

- **AAA as public good**
  - $2.5M
  - 18 activities

- **AAA for clients**
  - $384M
  - 1,379 activities

Survey Scope & Response rate

- **916 activities were surveyed** (global and regional activities were excluded).
- **72% response rate**
  - 10,595 clients surveyed for 916 activities
  - 72% response rate at activity level
  - 31% response rate at respondent level
Analysis of the respondents shows the diversity of clients

**Organization Type** (N=2804)
- Government, 61%
- Academic/research institution, 15%
- Media, 1%
- Non-profit, 12%
- Private sector, 6%
- Other, 5%

**Region** (N=3281)
- AFR, 29%
- EAP, 20%
- ECA, 20%
- LCR, 13%
- MNA, 6%
- Other/Part I, 3%
- SAR, 9%

**Gender** (N=2702)
- Male, 66%
- Female, 34%

**Response Language** (N=3287)
- English, 64%
- French, 7%
- Spanish, 7%
- Russian, 7%
- Portuguese, 4%
- Vietnamese, 5%
- Arabic, 3%
- Chinese, 1%
- Mongolian, 1%
Clients were asked for feedback on two dimensions: **Outcome** and **Quality**

- **Outcome**
  - Use & change
  - Agreed objectives achieved
  - Specific intermediate outcomes

- **Quality**
  - Relevance
  - Technical quality
  - Engagement
  - Timeliness
72% of respondents have **used** the knowledge gained. For **42%**, this use has led to **change**.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Used, led to change</td>
<td>42%</td>
</tr>
<tr>
<td>Used, no change</td>
<td>30%</td>
</tr>
<tr>
<td>Planned use</td>
<td>17%</td>
</tr>
<tr>
<td>Not used</td>
<td>10%</td>
</tr>
</tbody>
</table>

N = 3036 respondents in 662 activities
For 61% of activities, respondents report that agreed objectives were achieved.

- Objective has been
  - Achieved (8 to 10)
  - Partially achieved (6 to 7)
  - Not achieved (1 to 5)

Average across 592 activities: 7.71
Standard deviation: 1.50
Activity-level averages on a 10-point rating scale
Clients report that our activities are most effective at influencing thinking, improving networks, and strengthening capacity; and less effective at influencing public debate.

Activity-level averages on a 10-point rating scale:
- Not Effective: < 6
- Somewhat Effective: ≥ 6, < 8
- Effective: ≥ 8
Quality consists of 4 distinct components: relevance, technical quality, engagement, and timeliness.

Activity-level averages on a 10-point rating scale:
Respondents report that 64 percent of analytical and advisory services are of high quality.

Average across 599 activities: 8.05

Activity-level averages on a 10-point rating scale:
- **High (8 to 10)**: 64%
- **Average (6 to 7)**: 28%
- **Low (1 to 5)**: 8%
Aggregate **quality** ratings are slightly higher than **outcome** ratings

Activity-level averages on a 10-point rating scale: Not Effective: < 6  Somewhat Effective: ≥ 6, < 8  Effective: ≥ 8

<table>
<thead>
<tr>
<th>Activity</th>
<th>No of respondents</th>
<th>Average across activities</th>
<th>No of activities</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use &amp; change</td>
<td>3,036</td>
<td>7.7</td>
<td>592</td>
<td>1.51</td>
</tr>
<tr>
<td>Objective agreed</td>
<td>8.0</td>
<td>599</td>
<td>1.32</td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>64%</td>
<td>8%</td>
<td>28%</td>
<td>8%</td>
</tr>
</tbody>
</table>
Detailed analysis shows what affects the outcomes of our advice

- Predictably, there is a strong correlation between quality and outcomes.
- Especially the relevance, the engagement with the client and the timeliness are strong predictors on whether or not the advice is used and leads to change.
**Agreed objectives**: Plan for 2017 – Increase the impact of our Analytical and Advisory Services

Target: Move from 61 to 71 percent, the percentage of activities where respondents report that agreed objectives were achieved.
ANNEX – Sample Questionnaire
# Client Feedback Survey

**Demographics**
- Your gender
- Which of the following best describes YOUR ORGANIZATION at the time you were engaged in the activity?

**Familiarity**
- On a scale of 1-10, how FAMILIAR are you with the activity?

**Quality of service**
- To what extent do you believe this activity was effective in each of the following way:
  - Achieved the objectives
  - Was relevant to your needs
  - High technical quality
  - Engagement with you
  - Timely

**Benefits of service / Use**
- What specific benefits/knowledge did you gain from the activity?
- Have you MADE USE OF what you gained from this activity?
- Please describe what you used from this activity, what actions you took, in what context and for what purpose.
- Have the actions (what you made used of what gained from this activity) led to specific changes?
- Main COUNTRY in which you have used any knowledge you gained from the activity.
- Do you PLAN TO USE/APPLY any knowledge or other gains from the activity?
- Please describe what knowledge you PLAN TO USE from the activity, what actions you plan to take, in what context, and for what purpose.
- Overall, how would you rate the usefulness of the activity above?

**Outcomes**
- To what extent was (or is) the activity effective in: informed policy, strategy, or decision making?
- To what extent was (or is) the activity effective in: Built consensus among stakeholders?
- To what extent was (or is) the activity effective in: influenced public debate?
- To what extent was (or is) the activity effective in: influenced your thinking of that of your organization?
- To what extent was (or is) the activity effective in: strengthened your capacity or the capacity of your organization?
- To what extent was (or is) the activity effective in: improved networks or contacts with other experts: or facilitated exchange or dissemination of best practice?
- To what extent was (or is) the activity effective in: generated innovative approaches and solutions?

**Involvement**
- At what level were you involved in or consulted on the preparation of the activity?
- Which statement best describes your opinion about your level of involvement in the preparation of this activity?
- At what level were local institutions and/or civil society involved in or consulted on the preparation of this activity?