



WORLD BANK GROUP

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

Diagnostics and analytics	Training	Capacity building	Impact evaluation	Convening	Network/coalition building
<p><i>“The analysis allowed to better orient the discussions for preparing the education training sector.”</i></p>	<p><i>“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.”</i></p>	<p><i>“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.”</i></p>	<p><i>“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.”</i></p>	<p><i>“Better coordination among all line-ministries, private sector, NGOs, and development partners on the investment plan has been implemented in key sectors...”</i></p>	<p><i>“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.”</i></p>

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

ABOUT THIS SURVEY

The following survey is intended to gather opinions from users of specific World Bank knowledge activities (such as reports, technical assistance, conferences, etc). It is being distributed in a number of client countries to assess the quality and effectiveness of the Bank's knowledge activities. You have been identified as someone involved with the knowledge activity below.

%[1]Q1_5%

Please reflect on your experience with this activity. This survey is for World Bank management.

Survey Duration: This survey is available from [start date] to [end date].

Contact Information: If you have any questions regarding this survey, please contact [contact name] at [contact email].

General Information: Please answer all questions.

General Information: Please answer all questions associated with this survey.

1. On a scale of 1 to 5, how familiar are you with the following activity?

1 2 3 4 5

2. To what extent do you believe this activity was effective in each of the following ways:

Exceptionally Ineffective 1 2 3 4 5 6 7 8 9 10 Exceptionally Effective

Achievement of agreed objectives - the extent to which the objectives identified at the start were achieved

Relevance - the activity addressed the specific strategic and development goals of your agency or institution

Technical quality - the activity reflected up-to-date knowledge including approaches, data or international experience

Engagement - the World Bank team worked effectively with you and/or your organization or group during design, preparation, and follow-up

Timeliness - the product/service was delivered at the agreed time

3. Please specify what knowledge you gained from the activity:

4. Have you made use of the knowledge gained from the activity?

5. How effective was Iraq: Policy and Regulation in Telecom Sector in terms of how it:

Exceptionally Ineffective 1 2 3 4 5 6 7 8 9 10 Exceptionally Effective

Informed policy, strategy, and/or decision making?

Built consensus among stakeholders?

Influenced public debate?

Influenced your thinking or that of your organization?

Strengthened your capacity or the capacity of your organization?

Improved networks or contacts with other experts; or facilitated exchange or dissemination of best practices?

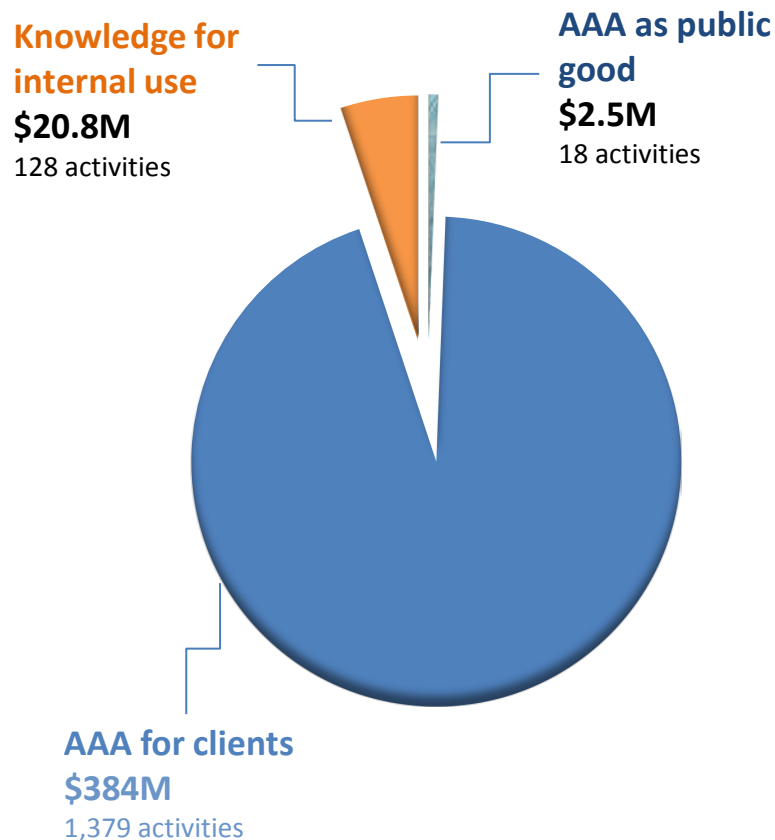
Generated innovative approaches and solutions?

6. Overall how would you rate the usefulness of Iraq: Policy and Regulation in Telecom Sector

Exceptionally Ineffective 1 2 3 4 5 6 7 8 9 10 Exceptionally Effective

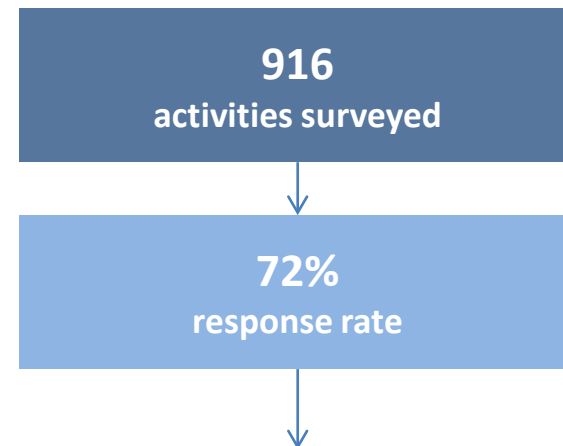
The World Bank completed 1,525 Analytical & Advisory Activities (AAA) in FY13, out of which 916 had direct clients that were surveyed.

FY13 Completed Activities



Survey Scope & Response rate

916 activities were surveyed (global and regional activities were excluded).

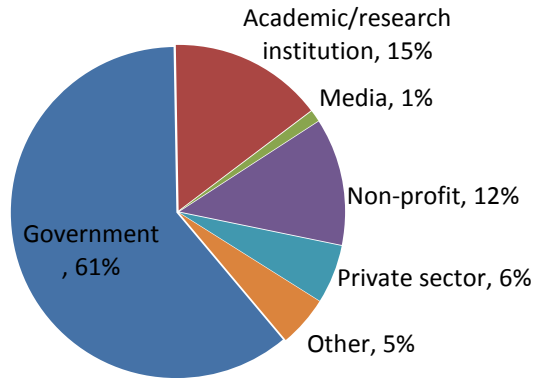


- 10,595 clients surveyed for 916 activities
- 72% response rate at activity level
- 31% response rate at respondent level

Analysis of the respondents shows the diversity of clients

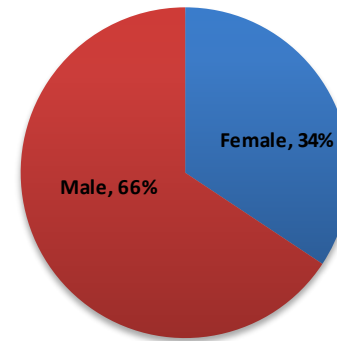
Organization Type

(N=2804)



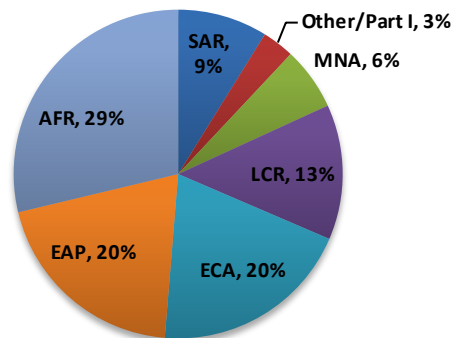
Gender

(N=2702)



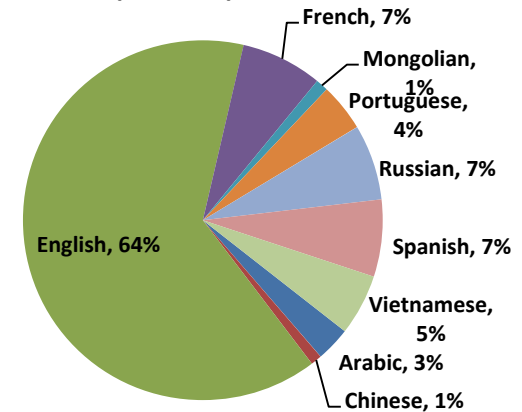
Region

(N=3281)

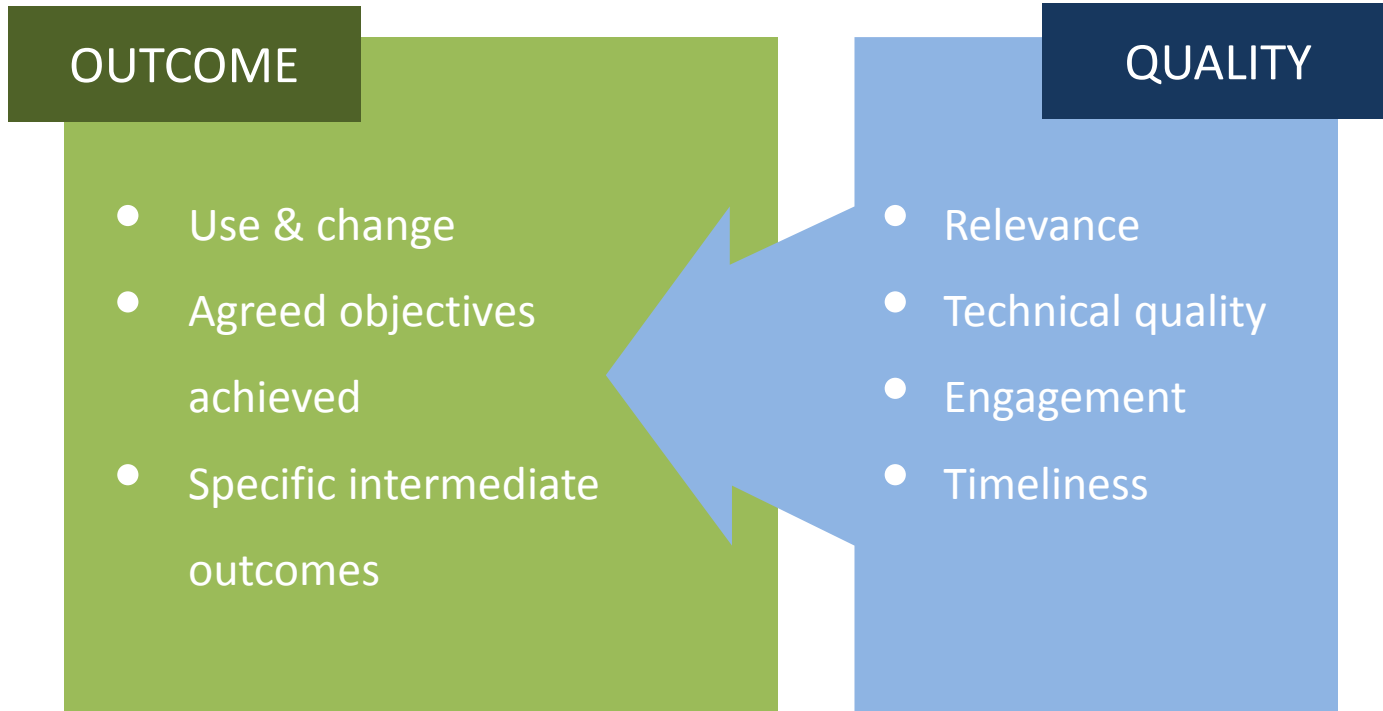


Response Language

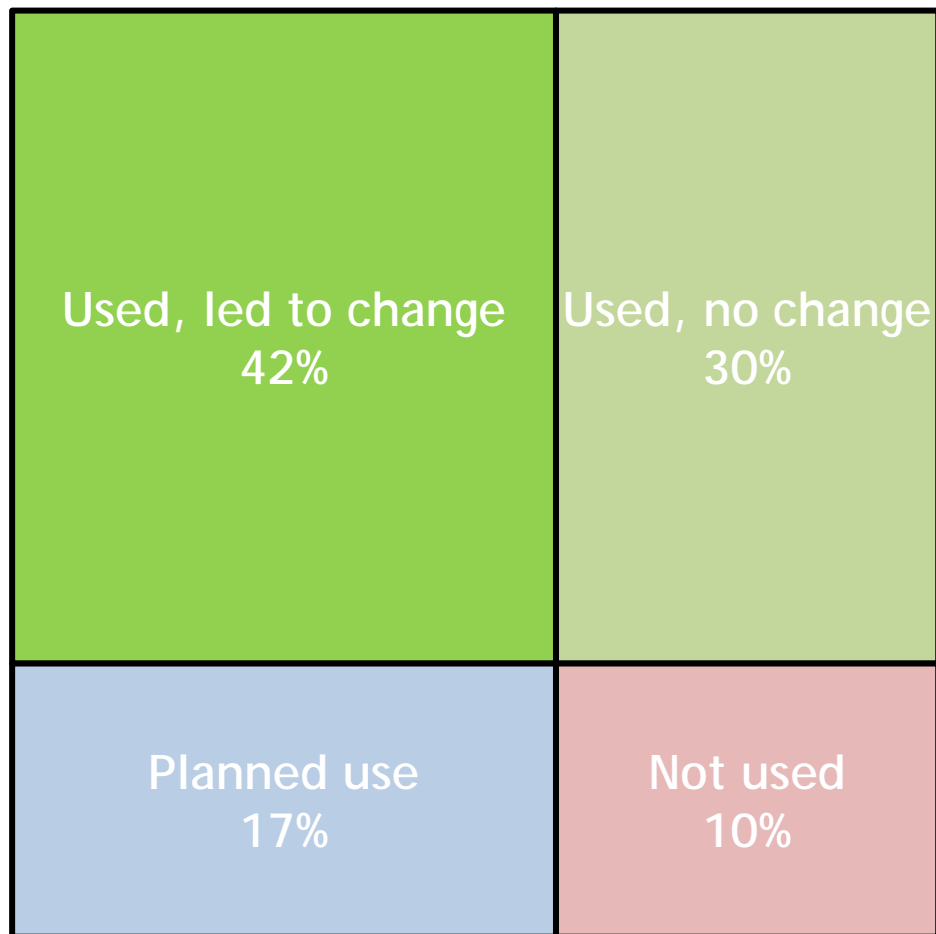
(N=3287)



Clients were asked for feedback on two dimensions: **Outcome** and **Quality**

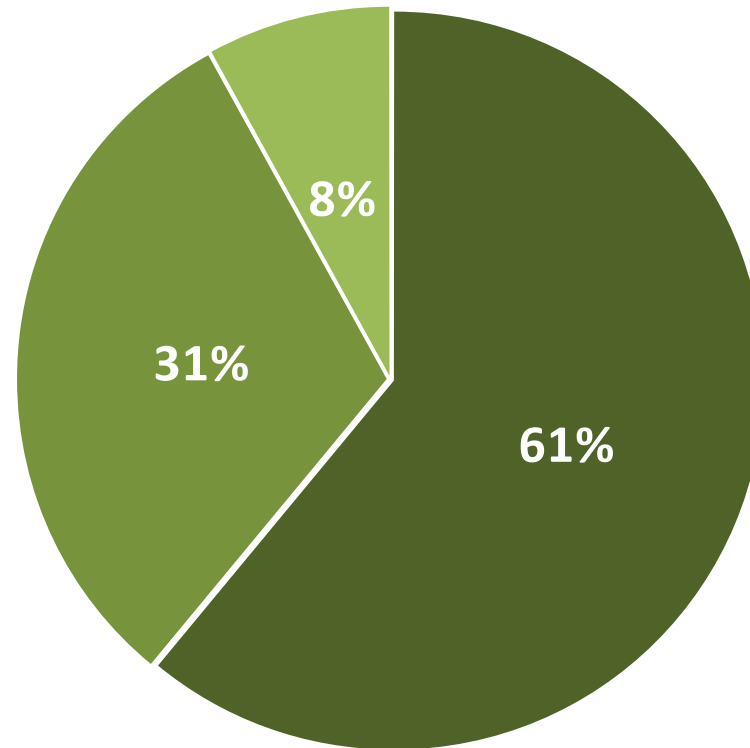


72% of respondents have **used** the knowledge gained. For **42%**, this use has led to **change**



N = 3036 respondents in 662 activities

For **61%** of activities, respondents report that **agreed objectives** were achieved



Objective has been

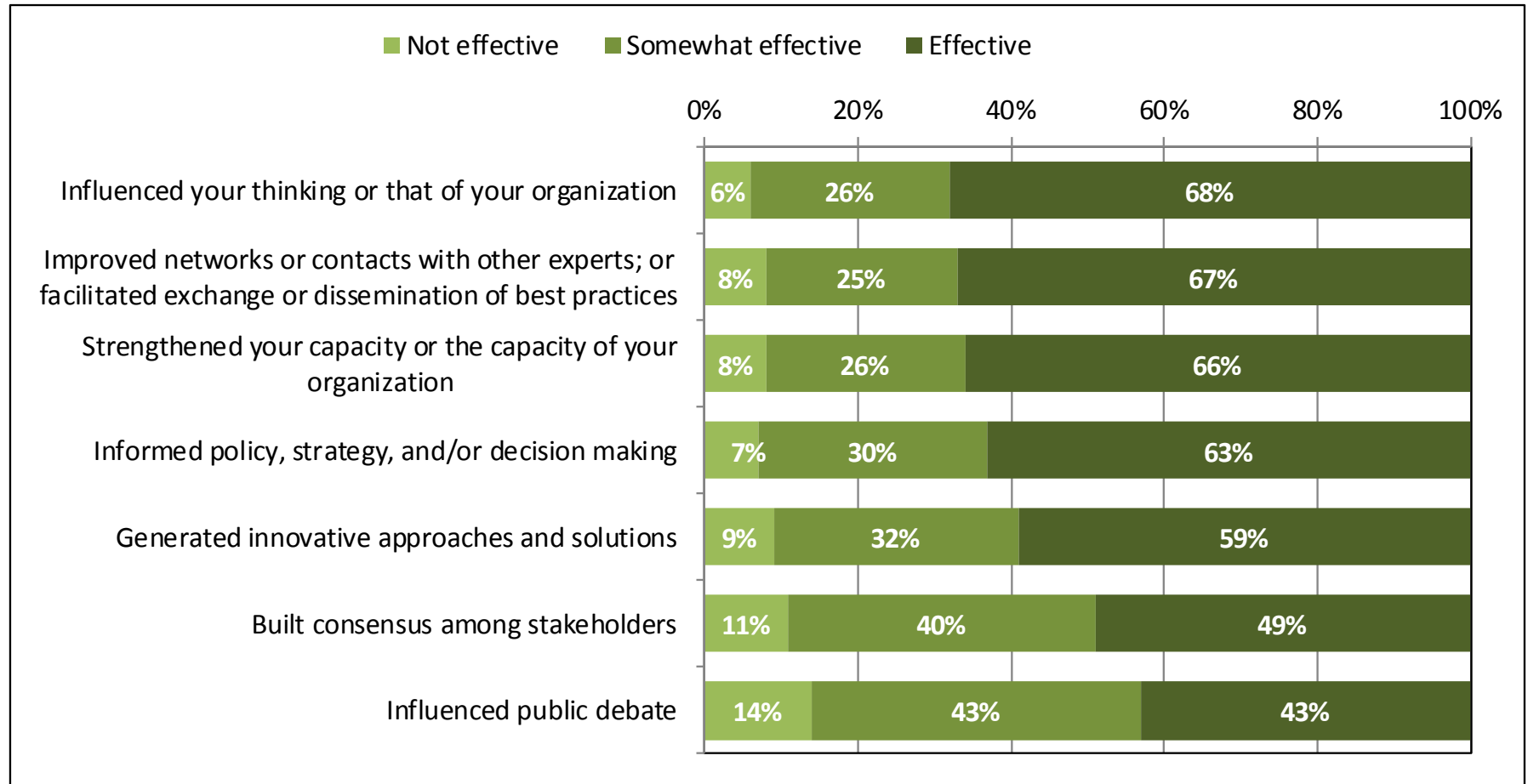
- Achieved (8 to 10)
- Partially achieved (6 to 7)
- Not achieved (1 to 5)

Average across 592 activities: 7.71

Standard deviation: 1.50

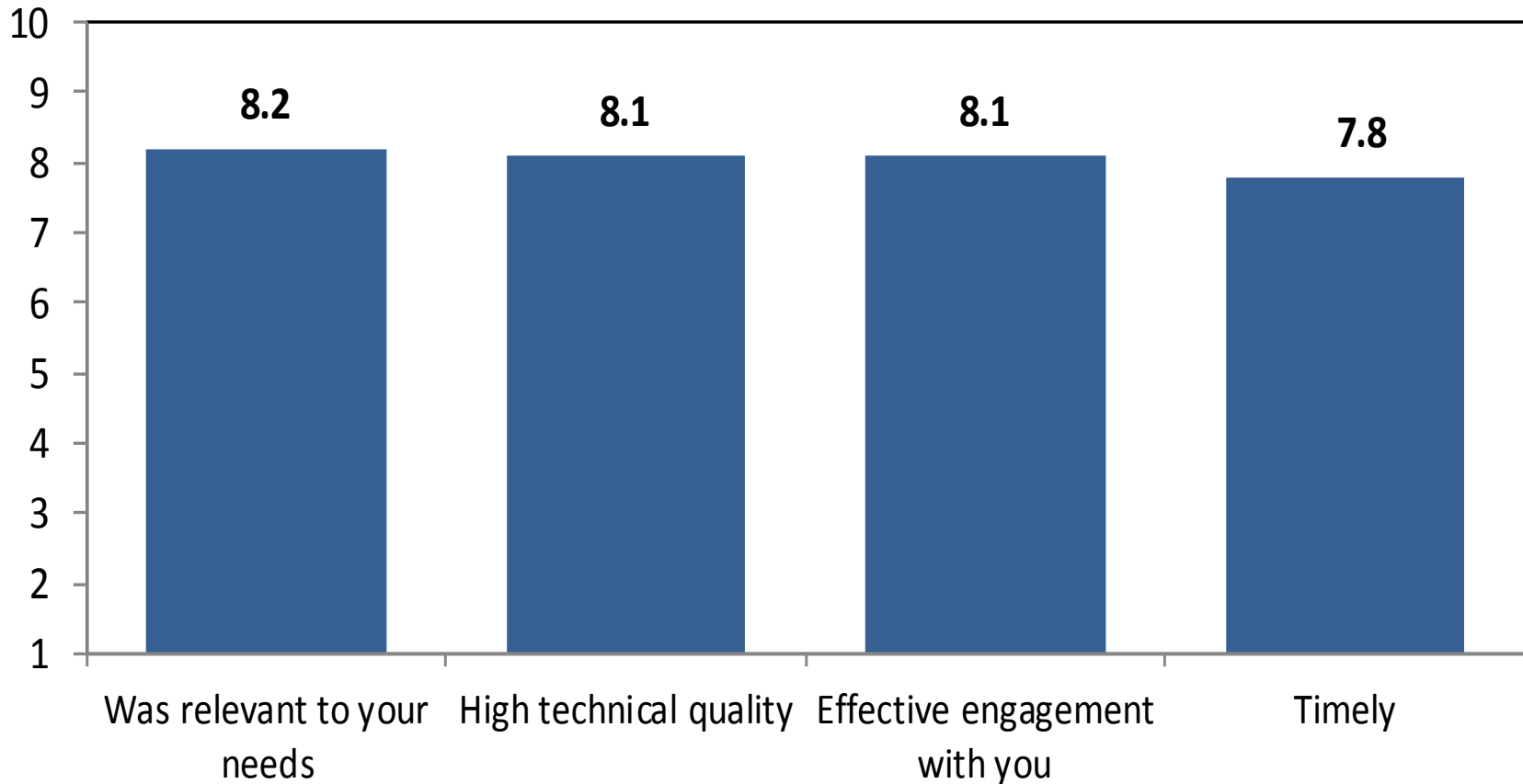
Activity-level averages on a 10-point rating scale

Clients report that our activities are most effective at *influencing thinking, improving networks, and strengthening capacity*; and less effective at *influencing public debate*



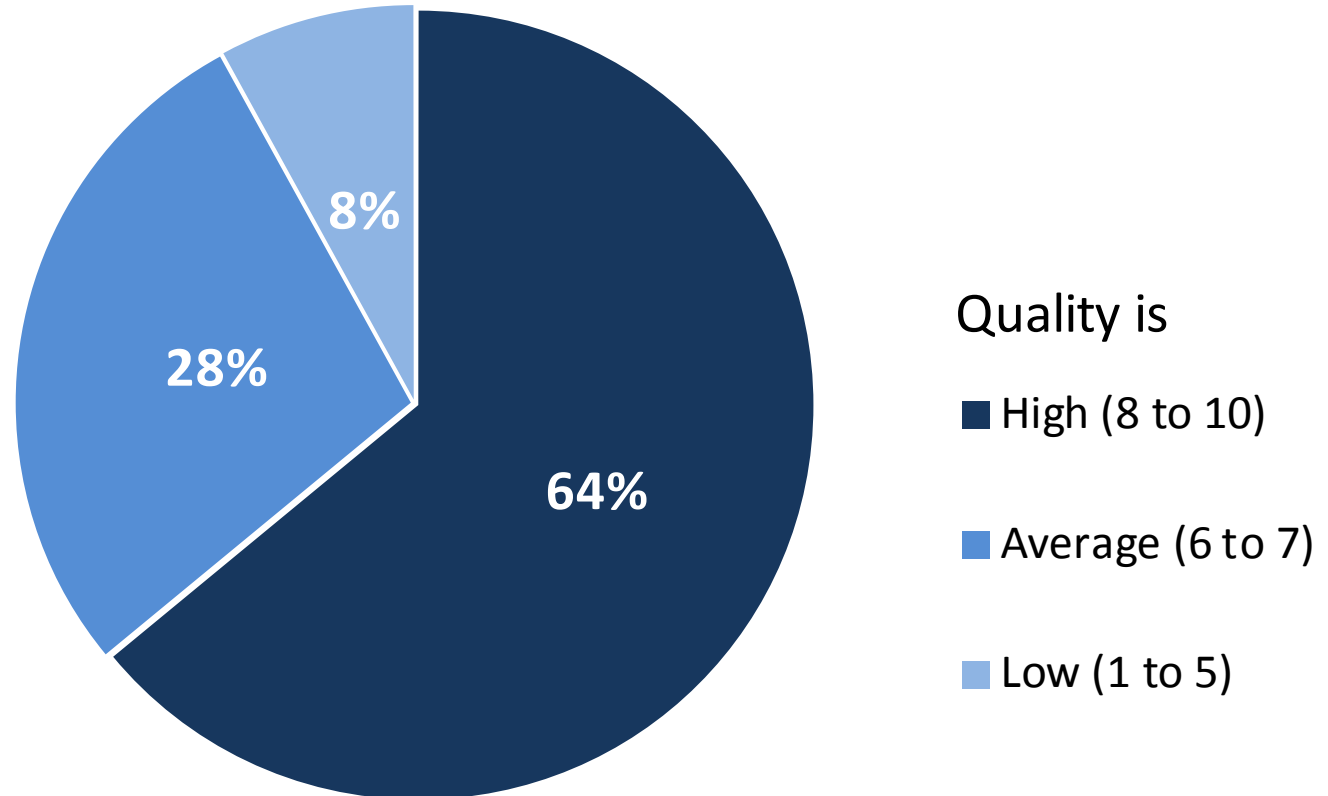
Activity-level averages on a 10-point rating scale: Not Effective: < 6 Somewhat Effective: ≥ 6, < 8 Effective: ≥ 8

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

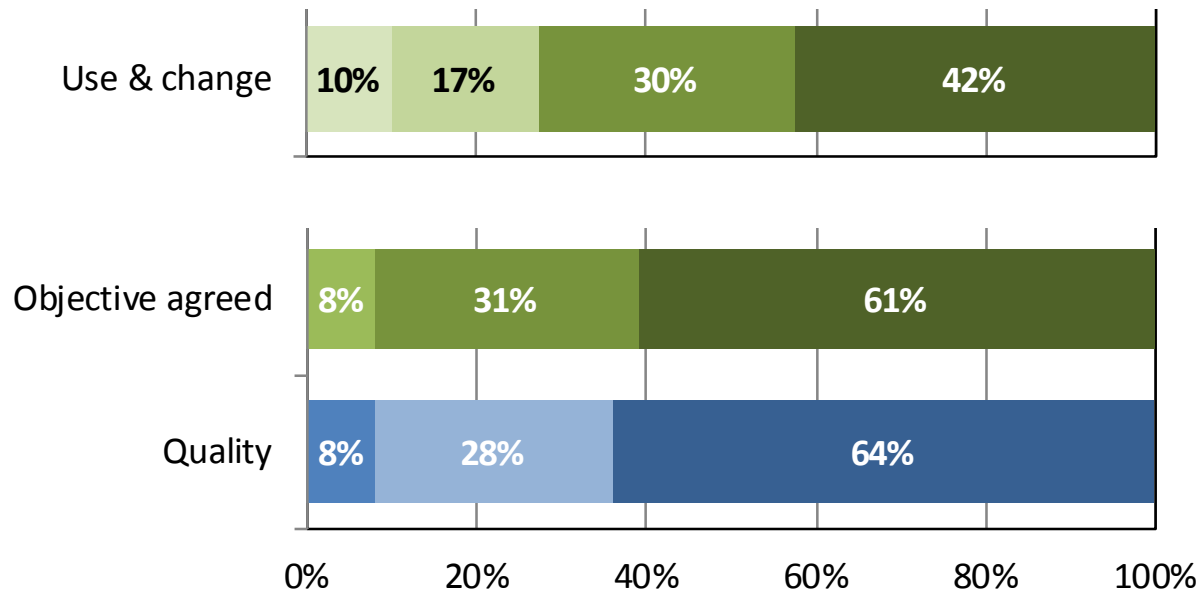


Average across 599 activities: 8.05

Activity-level averages on a 10-point rating scale

Aggregate **quality** ratings are slightly higher than **outcome** ratings

■ Used, Led to change ■ Used, No change ■ Planned use ■ Not used



No of respondents 3,036		
Average across activities	No of activities	Standard Deviation
7.7	592	1.51
8.0	599	1.32

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

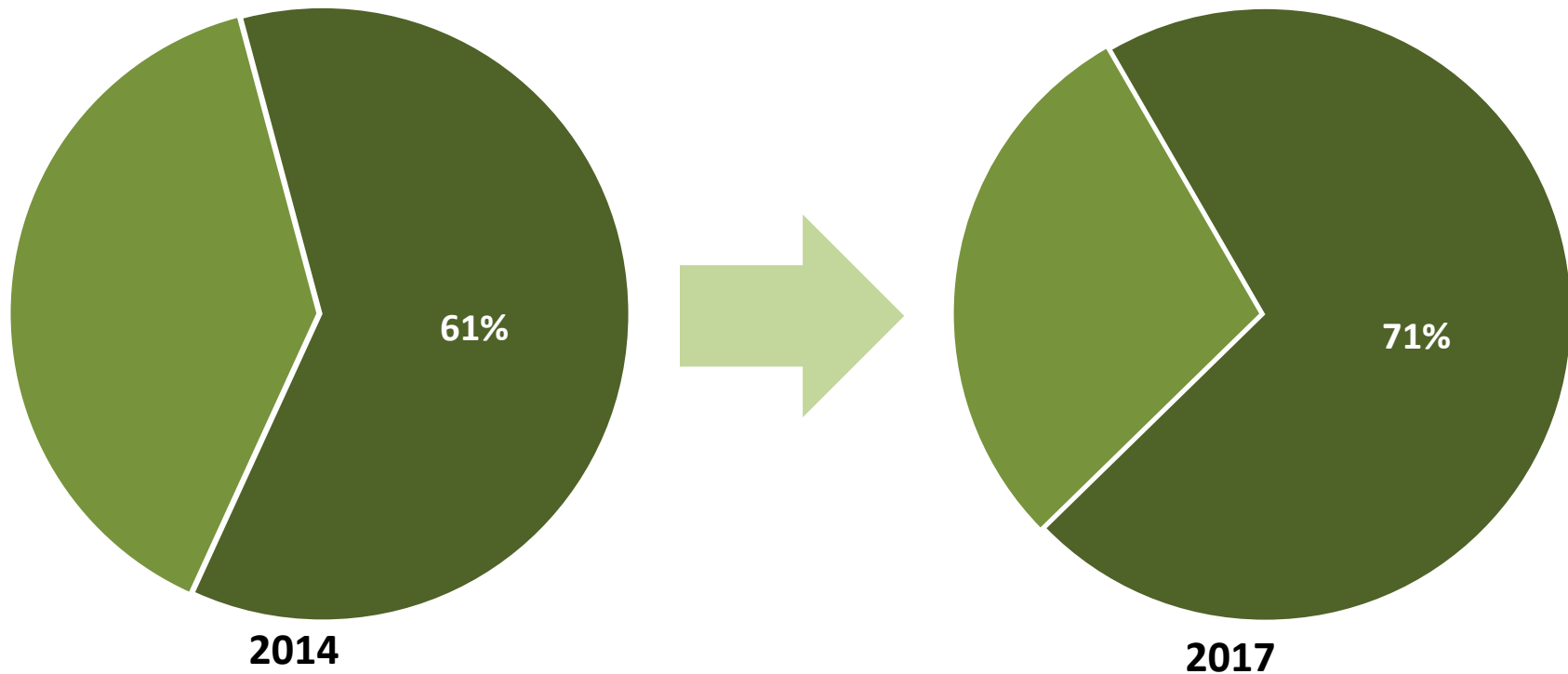
Detailed analysis shows what **affects the outcomes** of our advice

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