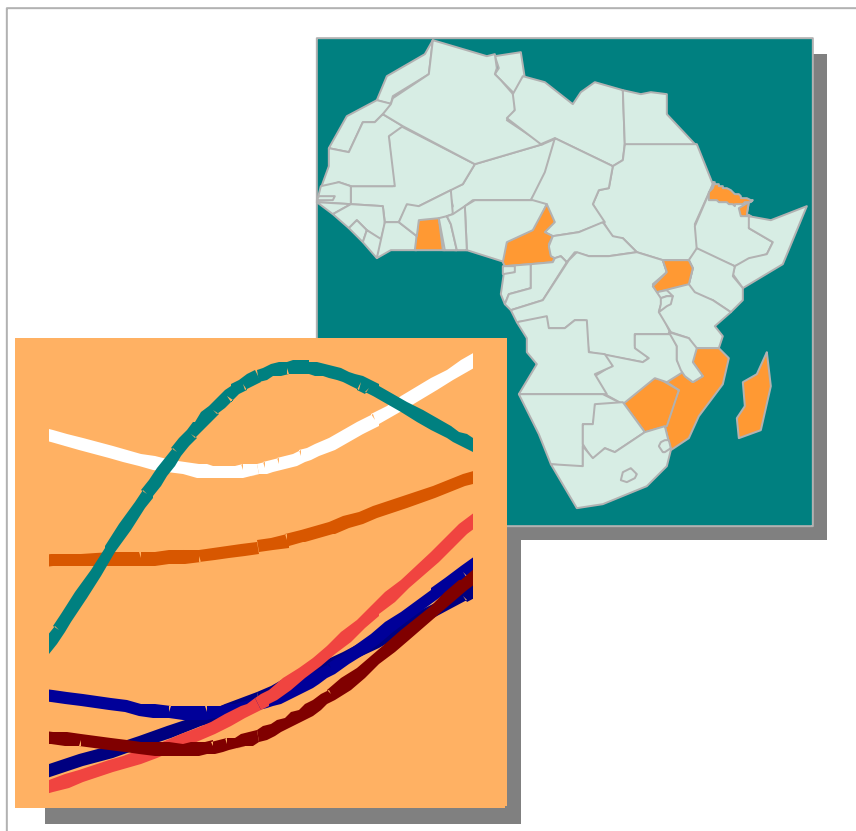


AFRICA REGION

CLIENT SURVEY 1998-1999



Operational Quality & Knowledge Services

March 2000

AFRICA REGION CLIENT SURVEY 1998-1999

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AFRICA REGION CLIENT SURVEY 1998-1999

EXECUTIVE SUMMARY AND KEY FINDINGS

Since 1995, the Africa Region's three sets of client surveys (1995, 1997-98, 1998-99) have been a rich source of information on client attitudes towards the Bank's people, products, and services. These surveys have been an important component of the Region's agenda for change, and results have been the basis for internal discussions and for dialogue with clients in developing, reviewing, and revising country assistance strategies.

Overview of Survey Results

<p style="text-align: center;">Improving: Still a Way to Go</p> <ul style="list-style-type: none"> • Poverty Reduction • Partnerships • Client Focus • Decentralization 	
<p>Getting it Right</p> <ul style="list-style-type: none"> • Laying the foundation for growth • ESW, program and policy advice • Staff skills and behavior • Project design and implementation 	<p>Priority Action</p> <ul style="list-style-type: none"> • Adaptation • Capacity building • Knowledge sharing • Participation • Sustainability
<p style="text-align: center;">Relatively Low Importance and Effectiveness</p> <ul style="list-style-type: none"> • Governance • Environment 	

❑ **Poverty reduction**

Client views indicate a steady improvement since 1995 in the Bank's contribution to reducing poverty. However, performance is still below average and the Bank needs to do better in explaining its mission and in showing that programs it finances help reduce poverty.

❑ **Laying the foundation for growth**

Clients give high marks to our work in bringing about economic growth, strengthening and maintaining sound macroeconomic and trade policies, and establishing the physical infrastructure essential for future development. Our clients commend the effectiveness of our policy analysis—including rationale for reform, insights and options, and sound conclusions. However, they could do a better job of establishing

the conditions for long-term sustainability, restructuring projects that are not working well, and helping governments manage negative project consequences.

❑ **Client focus**

The interviews suggest that the Bank is listening more to clients, and that our client focus is improving. But they also suggest we need to be more realistic about an individual country's situation and constraints, and demonstrate more flexibility, both in adjusting to changing country circumstances and in applying procurement rules. Country team and clients' views on these subjects vary widely.

❑ **Outreach and local capacity building**

While clients appreciate the Bank's efforts to reach out beyond government circles, we could do more to strengthen civic participation in development efforts—whether in building capacity at the community level (where the Bank's activities are viewed by all client groups as being least effective of all), strengthening local training and research organizations, disseminating the results of our studies and analyses, or by interacting with a broader group of stakeholders and reflecting the diversity of views.

❑ **Safeguarding the environment and improving governance**

Clients point to some improvement in safeguarding the environment since 1995; yet both clients and country teams still rate the Bank's activities in this area among its least effective. The Bank's performance on improving governance is also rated as less effective than average. Clients rate attention to safeguarding the environment and improving governance in the lowest 15% in terms of importance.

❑ **Staff skills and behavior**

In all three surveys, staff professional skills consistently received the highest rating of all the questions. Clients recognize the staff's technical competence, knowledge of international best practices, reliability, honesty, and clarity of communications. However, clients think we should demonstrate more respect for their country's culture and for local knowledge and expertise (there are strong differences of opinion between clients and country team members in these two areas. Clients also perceive a persistent gap between the Bank staff's familiarity with international best practices and their ability to adapt this knowledge to country needs.

❑ **Decentralization**

Clients believe that our field offices are very effective in explaining the Bank and its programs of assistance and promoting an improved client focus. Still, the Bank could have greater effectiveness if it were to decentralize more decision-making to field offices.

Additional details can be found in the attached report and annexes.

SCOPE OF THE SURVEY

1. In 1998-99 client surveys were conducted in eight countries in Sub-Saharan Africa—Cameroon, Djibouti, Eritrea, Ghana, Madagascar, Mozambique, Uganda, and Zimbabwe. Five of these countries (Ghana, Madagascar, Mozambique, Uganda and Zimbabwe) were also surveyed in 1995 (see Box 1 and Annex 11). During the 1998-99 survey, a total of 1,728 survey forms were distributed and 699 returned, representing a response rate of approximately 40 per cent.

2. This paper reports the results for all countries surveyed in 1998-99, covering several topics of central importance—the Bank's overall contribution, staff skills and behavior, the role of the Resident Missions, Bank products and services, partnerships, and the corporate agenda for change. It also reports on some emerging trends from all three sets of surveys conducted so far by the World Bank in the Africa Region (see Figure 1 on page 5, and Annexes 7 and 8). Annexes 1 and 3 of the report shows clients' views of the most and least important areas of World Bank activities; Annexes 2 and 4 show clients' views of where the Bank is most and least effective. Annex 5 shows the main differences of opinion on importance and effectiveness between clients and Bank staff. Annex 6 shows the correlation between the clients' perceptions of the importance of certain activities of the Bank and the Bank's effectiveness in addressing them. Annex 7 shows clients mean responses to 15 comparable questions in each of the three sets of surveys conducted in 1995, 1997-98 and 1998-99. Annex 8 shows clients' responses to the same 15 questions in five countries which were surveyed in both 1995 and 1999. Clients' responses to all questions in 1998-99 are shown in Annex 9. Clients' interview comments are summarized in Annex 10. The technical aspects of the survey are described in Annex 11. The general tendencies of client responses are fairly consistent across the Region, and the aggregate findings described in this report present similar rankings of priority for most of the countries. However, they do not necessarily apply to all of them.¹ The applicability of the findings to each country should be further probed in consultation with clients.²

BOX 1. CLIENT SURVEYS IN AFRICA

Beginning in 1995 and again in 1997-98, the Africa Region pioneered the introduction of client feedback surveys in the World Bank and among international donors. These surveys were conducted using mail-in questionnaires supplemented by face-to-face interviews. A decision was made in 1998 to introduce Bank-wide surveys based on pilots designed and tested by Arthur Andersen Associates and later modified by Bank staff. While the Africa Region's initial two sets of surveys focused on client *satisfaction* with the Bank's people, products and services, the Bank-wide surveys conducted in 1998-99 assessed the *importance* and *effectiveness* of various aspects of the Bank's people and their work, including project design and implementation, non-lending services, and partnerships. The questionnaire design allowed country teams to add questions or other modules covering issues of particular concern in their client country. Although not a design feature of the Bank-wide surveys, face to face interviews were again conducted in the Africa Region to provide qualitative input to the 1998-99 surveys.

The survey results continue to be an important input into the overall strategy of reducing poverty in Africa, into improving Country Assistance Strategies, as well as the Region's partnerships.

¹ Variance and correlation analysis showed that the data for six out of the eight countries (representing 90% of all client responses) correlated fairly strongly.

² For individual country results, consult the Country Director concerned.

SURVEY RESULTS

ASSESSING THE BANK'S OVERALL CONTRIBUTION

3. Fifteen questions in the survey addressed different aspects of the Bank's overall contribution to development—for example, in reducing poverty, bringing about economic growth, strengthening the private and public sectors, attracting investment, and improving governance. Within this group of questions, clients rated only one—helping to bring about economic growth—in the top ten areas of both importance and effectiveness of the Bank's activities.³

4. Two other objectives assessed in this section of the survey—the Bank's effectiveness in strengthening and maintaining sound macroeconomic and trade policies, and establishing the physical infrastructure essential for future development—were also very highly rated by clients. As in previous surveys, clients are far less satisfied with the Bank's effectiveness in safeguarding the environment, in helping to reduce poverty, and in improving governance. Country team respondents also rated the Bank's activities in relation to the environment and on governance among the least effective. However, looking at trends on comparable questions in the five countries surveyed in both 1995 and 1999, we see an improvement in client attitudes in all five countries on the Bank's work in poverty reduction, economic growth, and protecting the environment. The results are less clear cut with respect to improvements in the Bank's work on strengthening either the public or private sectors in these five countries. See data for the five countries in Annex 8.

5. The 1998-99 survey also sought clients' views of overall Bank support to a country's development. Clients generally think the Bank is concentrating on their countries' key development priorities; however, in the five countries surveyed in both 1995 and 1999, client ratings on this question dropped noticeably in all cases. The reasons for this are not clear from the survey results, and should be explored in discussions between country teams and clients. Clients ranked as fairly important realism of World Bank programs with respect to a given country's situation and constraints; however, the Bank is considered relatively ineffective in this respect. While client satisfaction with the Bank's ability to be flexible and adjust to changing country circumstances has improved, this question still ranks among the ten least effective areas of World Bank activities in both the 1997-98 and 1998-99 surveys. For the first time in the 1998-99 survey, we tried to assess to what extent the Bank's program reflects different viewpoints across the population, and responses from both clients and country teams indicate that the Bank is relatively ineffective in this area. Civil society respondents give the Bank the lowest score on this question. This weakness also surfaces in the area of policy advice, which clients do not see as reflecting the diverse views in a given country. The Bank still tends to talk primarily with government officials in the capitals and does not yet do enough to obtain input from other stakeholders. See Annex 4(c) for highest and lowest effectiveness ratings, by different client groups, and Annex 6 for the

³ Correlation analysis shows a positive association between the clients' perceptions of this question group and project performance indicators. For example, there is a high positive correlation between clients' perception about the Bank's overall contribution and "project outcome" [$r = .76$ (0.05)]. Source of project performance indicators data: OED data base, 1998-1999. See caveat in Technical Annex, under Data Analysis, page 28.

relationship between all clients' perceptions of the importance of different areas of World Bank activity and the Bank's effectiveness in addressing them.

6. Almost all our clients say that Bank officials should also give higher priority to poverty reduction in Bank programs. Clients' views on this issue deserve greater elaboration, since poverty reduction has been the cornerstone of the Bank's mission. Since the first survey in 1995, there has been a steady improvement in clients' views on the Bank's contribution to helping reduce poverty in their countries and to the Bank's giving appropriate programmatic priority to poverty reduction. This is also true in the aggregate for the five countries surveyed in both 1999 and 1995.⁴ As in previous surveys, the Bank's effectiveness in poverty reduction is viewed more favorably by government officials and less favorably by the private sector and civil society (see Annex 4(c)). Clients who have been involved with the Bank for more than three years view its effectiveness in poverty reduction less favorably than those with a shorter association with the Bank. Women, who represented less than 25 percent of respondents to this question in the 1998-99 surveys, viewed the Bank's effectiveness in poverty reduction and in building capacity at the community level more favorably than men.⁵ Country teams view the Bank's effectiveness in poverty reduction more favorably than clients.

7. To understand better the continued low marks the Bank receives from clients regarding its role in poverty reduction, a question was asked in interviews conducted during the 1998-99 surveys about how well the Bank communicates its mission of poverty reduction. These interviews revealed a consensus that the Bank can do more, despite recent efforts made in certain Resident Missions by activist Resident Representatives. Our clients think that the Bank must reach out more—beyond government circles to other client groups and stakeholders—in order to gain a broader understanding of its mission. As one respondent noted, the Bank tends to be judged by actions following from structural adjustment programs—actions which are often seen as worsening rather than lessening poverty—rather than by other accompanying measures it takes that have a positive effect on poverty reduction.

⁴ Client perceptions about the Bank's effectiveness in giving poverty reduction a high priority correlates strongly with clients' attitudes on other aspects of the Bank's activities, such as realism about a given country's situation, flexibility in adjusting to changing country conditions, and establishing the conditions for long-term sustainability.

⁵ Because of the small number and percentage of women respondents in the surveys, it is difficult to make valid distinctions on the basis of gender; however, it is interesting to note that the largest gender differences in responses are on these two questions (poverty reduction and building capacity at the community level).

THE BANK'S PEOPLE

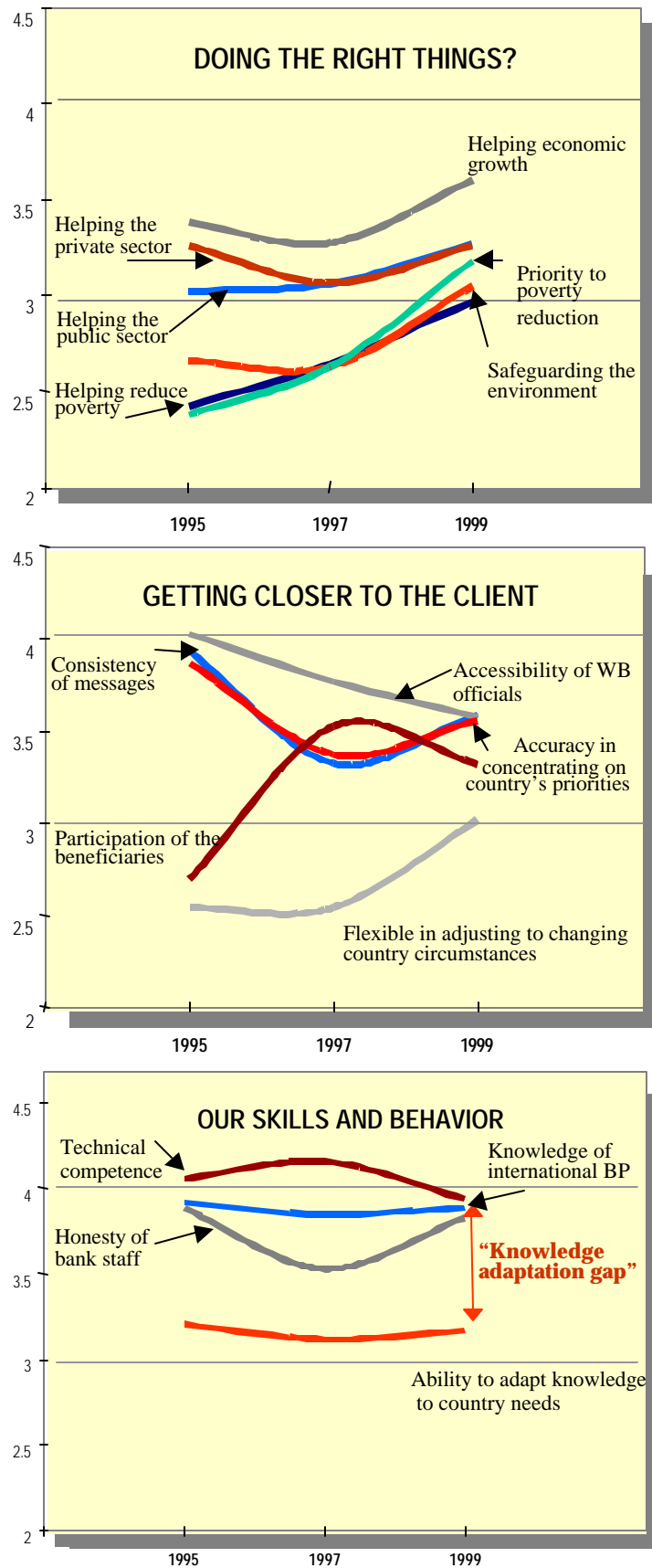
8. The professional skills of Bank staff have been highly rated in all three surveys. Of the fifteen questions asked in all three surveys, clients gave the highest rating to a question on the technical competence of Bank staff. Annex 2 shows the top ten areas of the Bank's effectiveness for the countries surveyed in 1998-99. Seven of them are responses to questions about the skills and qualities of World Bank staff: their technical competence, knowledge of international best practices, reliability in delivering on commitments, honesty in their dealings with clients, and clarity of communications. In all five countries which were surveyed in both 1999 and 1995, there is a negative trend in clients' views on the consistency of messages from World Bank officials, and in their accessibility (see Annex 8).⁶ Interviews conducted in 1999, however, revealed fewer negative comments than in previous surveys on mixed signals clients were receiving from staff in the field and at headquarters. They also included more positive views on the initial effects of decentralization (see next section). But concerns were raised again about the short amount of time Bank staff spend in client countries and about frequent changes in personnel responsible for projects.

9. Our clients rate some other Bank staff qualities less favorably. The lowest effectiveness ratings in this section were for questions on staff respect for a client country's culture and for local knowledge and expertise. Clients with longer experience working with the Bank (three or more years) rate Bank staff lower on respect for their country's culture than do clients with less experience of working with the Bank. And while senior government officials' responses to survey questions are often more favorable than those of other client groups, only representatives of civil society rate Bank staff lower than senior government officials on respect for their country's culture (see Annex 4(c)). In interviews, respondents urged Bank staff to become more familiar with the cultures in which they work by spending more time in their countries and particularly outside the capitals. These responses mirror those in interviews carried out for the 1997-98 surveys. A common theme in interviews was that Bank staff could be more effective by listening to and using more local experts, although some respondents noted that the Bank is improving in terms of listening to its clients. In the 1997-98 surveys, our clients were largely dissatisfied with the ability of Bank staff to adapt their knowledge to individual country needs, and the newest surveys show a persistent gap between the available Bank knowledge and the effective adaptation of international best practices to country needs. Bank staff have a considerably more favorable view of their ability to adapt their knowledge to country needs.

⁶ Accessibility of World Bank personnel is the only question comparable for the three surveys where the trend of responses is consistently more negative from 1995 to 1999.

**FIGURE 1:
TRENDS IN CLIENTS'
VIEWS OF THE BANK'S
EFFECTIVENESS, 1995-1999**

(3-year aggregate ratings for
fifteen core questions)



DECENTRALIZATION AND THE RESIDENT MISSION

10. In the 1997-98 surveys, the Africa Region began to collect feedback on the role of our Resident Missions through interviews with clients; in addition, the 1998-99 survey questionnaire included a set of questions designed to assess the role of the Resident Mission.⁷ Of the eight questions asked, clients rated of greatest importance the ability of the Resident Mission to help make project implementation more efficient, and thought our Resident Missions are most effective at improving understanding of the Bank's role and program of assistance in their countries. "Proximity has demystified the World Bank," according to one of our clients. However, clients and country teams are giving similarly low scores on the effectiveness of the Missions in showing flexibility in adapting the Bank's procedures to a country's situation, and in helping to build expertise among local development specialists.

11. Interview comments on the Resident Mission parallel those in the 1997-98 surveys. Clients want our Missions to have more autonomy, decision-making authority, responsibility to approve project disbursements, and more local technical staff to improve project supervision. As noted, clients want the Bank to practice what it preaches to its clients—decentralization. Clients commend Missions for improving their outreach to stakeholders. Where a Mission's effectiveness has improved, clients often attribute this to the Resident Representative himself—that is, his greater accessibility, outreach to a more diverse group of stakeholders, and better communication.⁸

BANK PRODUCTS AND SERVICES

12. Client views on Bank products and services reveal major discrepancies between importance and effectiveness, as well as sharp differences with the views of country teams (see Annex 5). Our clients give the highest importance ratings to the Bank's establishing the conditions for long-term sustainability through project design, but give the Bank only average marks for effectiveness in this area.⁹ So do country team members. They also agree on the importance of taking account of country realities in project design. In fact, this is ranked as the most important of all fifty-eight questions for country team members and ranks among the highest in importance for our clients. Clients in four of the five countries surveyed in both 1995 and 1999 see beneficiary participation in project design as having improved. Of the thirteen questions designed to assess the Bank's effectiveness in the area of project design and implementation, questions on flexibility in applying

⁷ These questions were asked in all countries except Djibouti (where there is no World Bank office). In the case of Ghana, where the Country Director is located in the field, only four out of the eight questions asked about the role of the Resident Mission were comparable to those asked in other countries.

⁸ Because no interviews were conducted in Ghana - the only country surveyed where the Country Director is located in the field - it was not possible to assess whether the long-term presence of a Country Director in the client country makes a difference to clients' views on the effectiveness of the Resident Mission.

⁹ For Uganda and Ghana, questions on project design were adapted to assess program design, and for Ghana a separate set of questions was also included on program implementation. Given the small number of countries involved, it is difficult to draw any conclusions on client attitudes towards programmatic versus project lending.

procurement rules and support for government efforts to manage negative project consequences received the lowest marks from our clients, particularly senior government officials. Country team members do not share these views. There is also a very large gap between client and country team views on the effectiveness of the Bank in helping restructure projects that are not working well. Country team members ranked the question on flexibility in applying procurement rules among the least important of the entire questionnaire. There is a clear disconnect here between country team members and clients. Using the data sets for the eight individual countries, the question on flexibility in applying procurement rules shows up in a "high importance-low effectiveness" correlation plot with greatest frequency of all fifty-eight questions asked of our clients, and is closely followed by the question discussed above on establishing the conditions for long-term sustainability. In interviews conducted both in the 1997-98 surveys and again in this set of surveys, some clients noted that the Bank's procurement rules were rigid, resulting in deselection of local firms, and working against local capacity building. Some argued that there should be greater transparency in the bidding process and in the hiring of consultants.

13. This year's surveys took a harder look at the Bank's non-lending services—policy advice, studies and analyses, as well as other contributions. Clients give the Bank slightly above average ratings for its effectiveness in these areas. They are more complimentary on studies and analyses—the quality of the Bank's rationale for reform, insights, options, and sound conclusions. In the area of rationale for reform, clients with three or more years of association with the Bank give us slightly higher grades than those with shorter experience. Although the differences are not large, this is one of the few areas in the questionnaire where client views are more positive with longer association. Clients were less satisfied with the Bank's effectiveness through non-lending services at building capacity at the community level and reflecting the diversity of views in a given country in its policy advice. Clients rank both questions in the bottom ten of all fifty-eight questions on effectiveness (see Annex 2). Again, using the data sets for the eight individual countries, questions on capacity building, on providing practical recommendations, and disseminating the results of studies and analyses to the people who need them most, also show up with high frequency on a high importance/low effectiveness plot of client responses. The issue of capacity building was also broached in interviews, with mixed results.¹⁰ Some clients gave specific suggestions as to how the Bank might be more effective in capacity building, e.g., focusing on improving the civil service, rural and local human resource development, anti-corruption and good governance, and capacity retention rather than capacity building. In the survey itself, the Bank got barely average grades from clients on the effectiveness of its efforts to strengthen local training and research organizations, while country teams gave the Bank its second lowest effectiveness rating on this issue. Clients think it is very important for the Bank to disseminate the results of its studies and analyses to the people who need them most, but they do not think the Bank does this very well.

14. In interviews this year, the Africa Region sought to ascertain clients' views on a service that the Bank as a whole is providing—knowledge management. Many clients had not heard about the Bank's knowledge management system. When explained to them, they saw great potential benefit to their countries and welcomed participation in the system. Suggestions included developing the system in conjunction with client countries and international agencies such as the United Nations, involving regional networks of information as

¹⁰ It is clear from interview responses that the term "capacity building" may have quite different meanings to different clients, depending on the country and the context. It needs to be better explained in future surveys.

well as local universities and research institutions, and ensuring that clients will be able to access the system through support for training and equipment.

BUILDING PARTNERSHIPS

15. In previous surveys, the Africa Region was sensitive to issues of partnership both with clients and with other donors.¹¹ This year's Bank-wide surveys contained a separate section—"working with others"- designed to assess issues of partnership and donor coordination. Clients agree that the Bank and other donors work harmoniously to further their countries' development, although there is more ambiguity in their responses to a question on possible duplication of donors' work. Who is leading donor coordination? Neither clients nor country teams think the Bank takes too much control of the donor coordination process, but they also do not think that the government *leads* donor coordination. While these responses could be interpreted as representing a balance of sorts, it should be noted that the Bank and other donors have long espoused the goal of country leadership of the aid coordination process.¹²

16. Interviews revealed agreement among clients across countries that the Bank is making progress in building partnerships with clients. One client noted the Bank's "slow but steady shift towards a more participatory approach and willingness to listen and consider local input." Others point to seminars and workshops, consultative group meetings, and those organized around the Country Assistance Strategy (CAS) that demonstrate a widening partnership with organized groups, including donors. While clients in the survey give high marks to the Bank's partnership with their governments, they give lower marks to the Bank's involvement with civil society, including the private sector and non-governmental organizations (NGOs). In interviews, clients tell us that while the Bank is no longer "only talking to the Ministry of Finance," more needs to be done to reach out to the private sector and civil society to deepen these relationships and make consultations more systematic.

THE BANK'S CHANGE AGENDA

17. When the Africa Region began client surveys in 1995, it was looking for ways to improve client focus and

¹¹ In 1998 the Africa Region prepared a special report on donor attitudes towards the Bank, which was based on the 1997-98 client surveys and additional data collected from donors at their headquarters and in Africa. See [Africa Region Client Feedback Survey 1997-1998: Report on Feedback from Donors and Partners](#), Knowledge and Learning Center, September 1998.

¹² A question on to what extent they agreed with the statement "the government leads donor coordination" received the lowest scores in this section from both clients and country teams. Two separate evaluations on aid coordination conducted in 1999 by the Bank and UNDP revealed that there has been little movement on country-led coordination. The Bank report found that over one-half of Bank staff and local donor respondents were either neutral or negative about the need for recipient governments to take the lead in country aid coordination. Moreover, the Bank's record on support for country-led coordination is mixed. The report recommended strategies to enhance country-led coordination of aid, including, *inter alia*, strengthened authority of Resident Missions, greater donor harmonization, and promotion of active country participation in the planning and preparation of aid coordination efforts. See [Drive to Partnership Aid Coordination of the World Bank](#), OED, November 1999 (Draft).

to achieve better results on the ground. The surveys themselves have been designed to provide the feedback necessary to help achieve these objectives. In this year's interviews, clients in seven countries were asked whether they had noticed changes in the past three years in the Bank's effectiveness, client focus, and the quality of its products and services. While there was by no means unanimous agreement, many clients see an improvement in the Bank's client focus, particularly through outreach to stakeholders by the Resident Mission. As one respondent put it, "the policy of openness should not rely on an individual Resident Representative, but should be the Bank's policy approach." Another respondent suggested that improved client focus may be the first step towards improved effectiveness in a number of areas, including project design and supervision. Clients still want better quality products and services, e.g., greater client input into project design, participation of local experts in Bank missions, greater country specificity in a range of services, including technical assistance, and stronger project supervision and follow-up. Respondents complained of procurement rigidity as well as excessive standardization of products, though innovation loans and Institutional Development Funds were mentioned as examples of product improvements. Because of the difficulty of generalizing from interview results, it might be useful to consider including a question in future survey questionnaires that attempts to assess clients' views of the impact of the Bank's change agenda.

USE OF SURVEY RESULTS

18. When the Bank-wide surveys were first introduced in 1998, it was expected that their results and action plans would be integrated into Country Assistance Strategies for presentation to the Board. Reports¹³ on the country surveys conducted in 1998-99 contained helpful suggestions as to how each country team might wish to follow up on the results of the survey with clients. One country team prepared a summary of its client survey report together with a proposed course of action for its CAS retreat and workshop, but it is too early to assess how this cycle's survey results will be used by other country teams. We do, however, have some indication of use of 1997-98 survey results by country teams in the Africa Region. Country team meetings were held both in headquarters (with survey staff in attendance) and in Resident Missions to discuss results of the surveys. Some country teams indicated an interest in methodic follow-up; others took the results less seriously. Several countries surveyed in 1997-98 had CAS's which went to the Board in the intervening period. One country's systematic follow-up agenda was presented both in the previous regional client survey report¹⁴ and in its CAS document to the Board. In the case of another, survey results were discussed within the country team and at meetings with the client government and other stakeholders; weaknesses which emerged from the survey were addressed in the CAS, and Bank staff behavior issues were discussed within the country team. In some other cases, results of the survey were summarized in the CAS document, but no follow-up actions were indicated.

19. Country Directors and Resident Representatives have indicated that discussions based on client surveys have led, among other things, to increased resources in country work programs allocated to poverty alleviation and environmental protection; increased communication with and outreach to civil society; more regular consultations and exchanges with donors; broader participation by stakeholders in the Bank's work; review of project portfolios to allow greater flexibility and build local capacity; and greater public access to the Bank's

¹³ Prepared for country teams by the Bank's Strategy and Resource Management/Institutional Change group (SRMIG).

¹⁴ *Africa Region Client Feedback Survey 1997-1998*, Knowledge and Learning Center, February 1998.

information. It should be noted, however, that other factors—e.g., decentralization, increased activity of NGOs, Operations Evaluation Department reports and other internal Bank surveys—may also have contributed directly to these results. In addition, the role of individual Country Directors and Resident Representatives has been critical to the extent to which follow-up activities took place and agendas for action were developed and implemented.

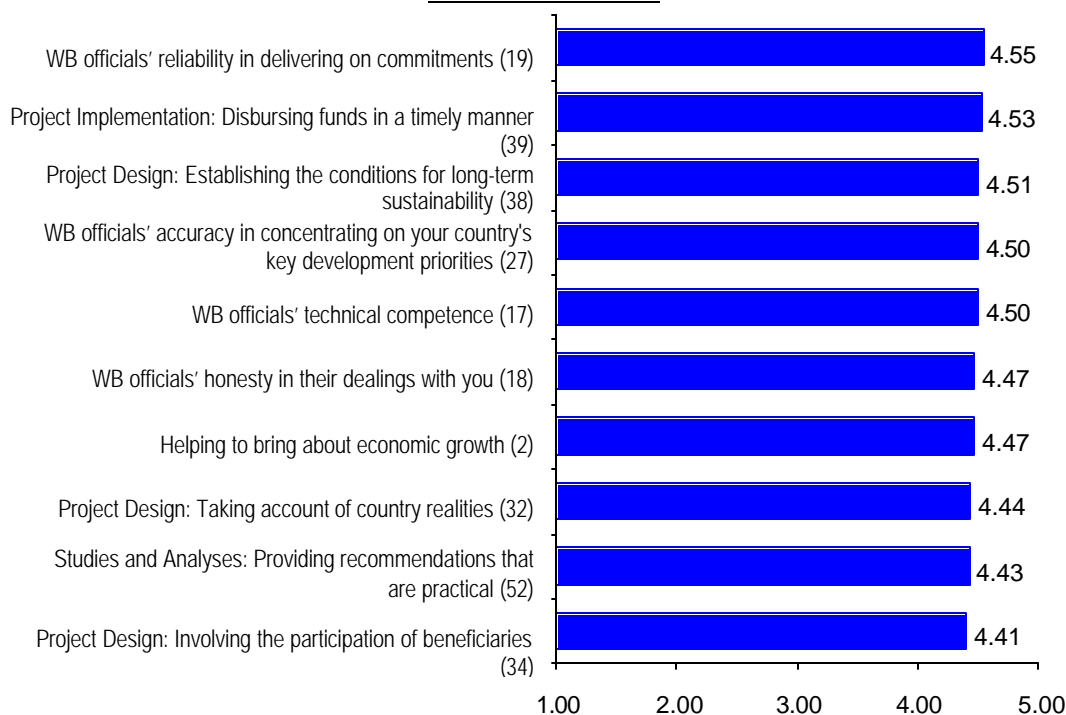
ANNEX 1

CLIENTS' VIEWS OF MOST AND LEAST IMPORTANT WORLD BANK ACTIVITIES

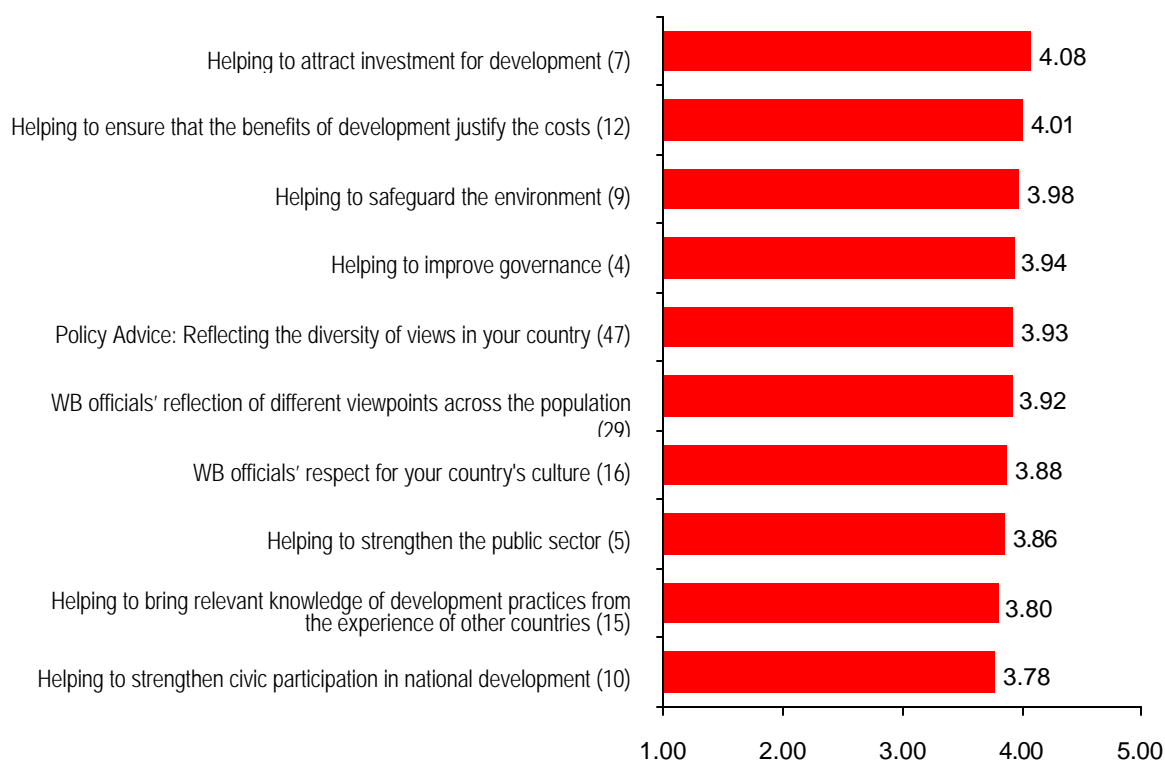
(question numbers are in brackets)

Scale: 1=very unimportant; 2=fairly unimportant; 3=average; 4=fairly important; 5=very important

MOST IMPORTANT

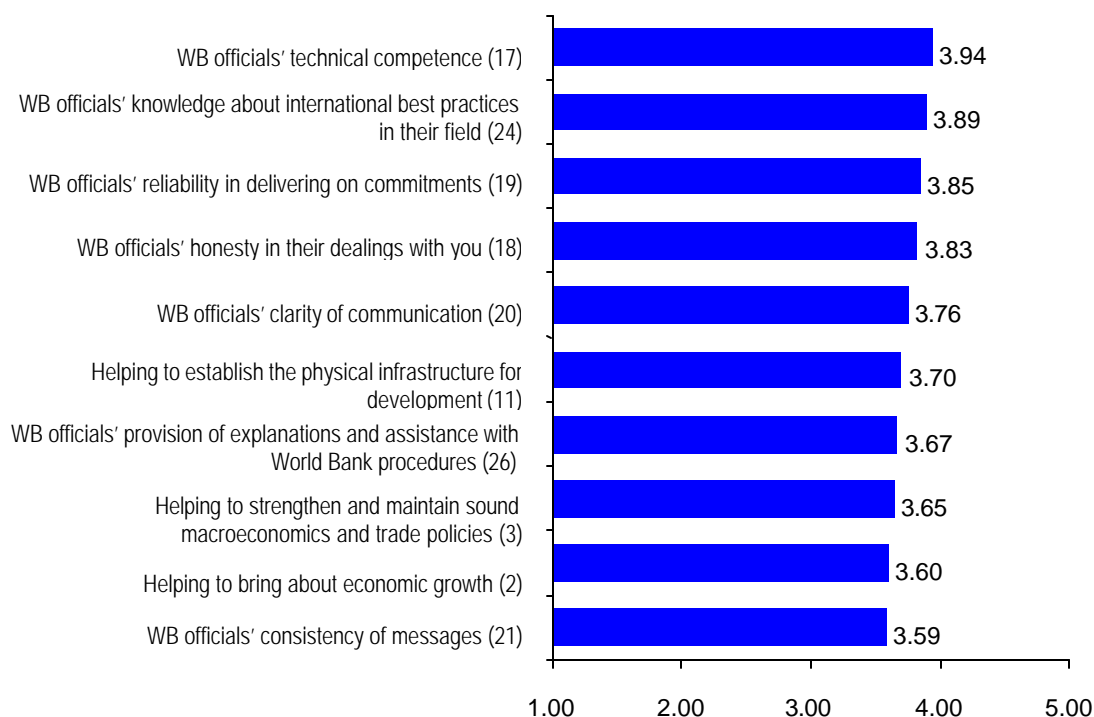
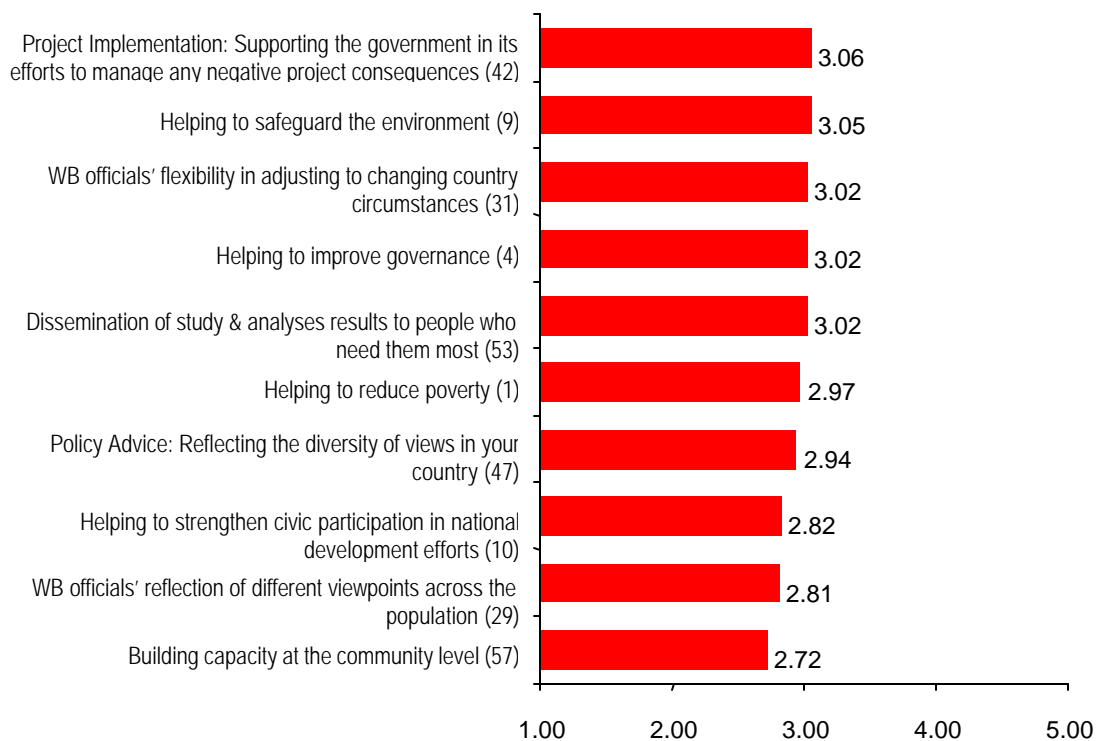


LEAST IMPORTANT



ANNEX 2**CLIENTS' VIEWS OF AREAS WHERE THE WORLD BANK IS MOST AND LEAST EFFECTIVE**

(question numbers are in brackets)

*Scale: 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective***MOST EFFECTIVE****LEAST EFFECTIVE**

ANNEX 3 (a)
TEN MOST IMPORTANT AREAS OF BANK ACTIVITY 1998-99
RANKINGS BY DIFFERENT CLIENT GROUPS

(Numbers in cells are rankings by the various client groups benchmarked against the top ten rankings for all AFR clients)

Survey Questions (Question numbers appear between brackets).	All AFR Clients	Senior Govt. Officials	Min./Impl. Agency Employees	Donors & Fin. Partners	Private Sector	Civil Society
WB officials' reliability in delivering on commitments (19)	1	5	3	1	2	2
Project Implementation: Disbursing funds in a timely manner (39)	2	2	1	18	14	1
Project Design: Establishing the conditions for long-term sustainability (38)	3	3	2	17	12	6
Accuracy in concentrating on client country's key development priorities (27)	4	1	8	2	3	13
WB officials' technical competence (17)	5	4	5	5	7	19
WB officials' honesty in their dealings with you (18)	6	8	6	21	4	22
Helping to bring about economic growth (2)	7	6	4	13	1	26
Project Design: Taking account of country realities (32)	8	11	12	33	23	3
Studies and Analyses: Providing recommendations that are practical (52)	9	14	9	8	10	10
Project Design: Involving the participation of beneficiaries (34)	10	12	7	42	15	16

ANNEX 3(b)
TEN LEAST IMPORTANT AREAS OF BANK ACTIVITY
RANKINGS BY DIFFERENT CLIENT GROUPS 1998-99

(Numbers in cells are rankings by the various client groups benchmarked against the bottom ten rankings for all AFR clients)

Survey Questions (Question numbers appear between brackets).	All AFR Clients	Senior Govt. Officials	Min./Impl. Agency Employees	Donors & Fin. Partners	Private Sector	Civil Society
Helping to attract investment for development (7)	49	51	49	38	37	53
Helping to ensure that the benefits of development justify the costs (12)	50	49	52	54	47	56
Helping to safeguard the environment (9)	51	50	50	51	52	55
Helping to improve governance (4)	52	54	53	50	50	54
Policy Advice: Reflecting the diversity of views in your country (47)	53	53	57	52	53	50
WB officials' reflection of different viewpoints across the population (29)	54	52	55	55	57	49
WB officials respect for your country's culture (16)	55	57	54	58	54	51
Helping to strengthen the public sector (5)	56	56	51	53	58	58
Helping to bring the relevant knowledge of development practices from experience of other countries (15)	57	55	56	56	56	57
Helping to strengthen civic participation in national development (10)	58	58	58	57	55	52

ANNEX 4(a)
TEN MOST EFFECTIVE AREAS OF BANK ACTIVITY:
RANKINGS BY DIFFERENT CLIENT GROUPS 1998-99

(Numbers in cells are rankings by the various client groups benchmarked against the top ten rankings for all AFR clients)

Survey Questions (Question numbers appear between brackets).	All AFR Clients	Senior Govt. Officials	Min./Impl. Agency Employees	Donors & Fin. Partners	Private Sector	Civil Society
WB officials' technical competence (17)	1	1	1	2	4	1
WB officials' knowledge about international best practices in their field (24)	2	2	2	3	3	2
WB officials' reliability in delivering on commitments (19)	3	3	3	5	2	4
WB officials' honesty in their dealings with you (18)	4	6	6	1	1	5
WB officials' clarity of communication (20)	5	9	5	7	6	3
Helping to establish the physical infrastructure essential for future development (11)	6	7	4	9	10	6
WB officials' provision of explanations and assistance with World Bank procedures (26)	7	8	8	11	14	7
Helping to strengthen and maintain sound macroeconomics and trade policies (3)	8	4	10	4	7	10
Helping to bring about economic growth (2)	9	5	11	8	8	13
WB officials' consistency of messages (21)	10	14	9	10	9	8

ANNEX 4(b)
TEN LEAST EFFECTIVE AREAS OF BANK ACTIVITY:
RANKINGS BY DIFFERENT CLIENT GROUPS 1998-99

(Numbers in cells are rankings by the various client groups benchmarked against the bottom ten rankings for all AFR clients)

Survey Questions (Question numbers appear between brackets)	All AFR Clients	Senior Govt. Officials	Min./Impl. Agency Employees	Donors & Fin. Partners	Private Sector	Civil Society
Showing flexibility in applying procurement rules to the country's situation and needs (40)	48/49	54	51	23	41	38
Supporting the government in its efforts to manage any negative project consequences (42)	48/49	55/56	45/46	40	41	42
Helping to safeguard the environment (9)	50	34	49	55	42	41
Helping to improve governance (4)	51	50	45/46	53	50	45
WB officials' flexibility in adjusting to changing country circumstances (31)	52	52	55	51	29	47
Dissemination of study & analyses results to people who need them most (53)	53	41	50	37	57	53
Helping to reduce poverty (1)	54	45	52	54	54	54
Reflecting diversity of country views in policy advice (47)	55	55/56	53	49	48	56
Strengthening civic participation in development efforts (10)	56	57	56	57	56	51
Reflection of different viewpoints across the population (29)	57	53	57	56	55	57
Building capacity at the community level (57)	58	58	58	58	58	58

ANNEX 4 (c)
BANK'S HIGHEST AND LOWEST AREAS OF EFFECTIVENESS IN 1998-99:
RATINGS BY DIFFERENT CLIENT GROUPS

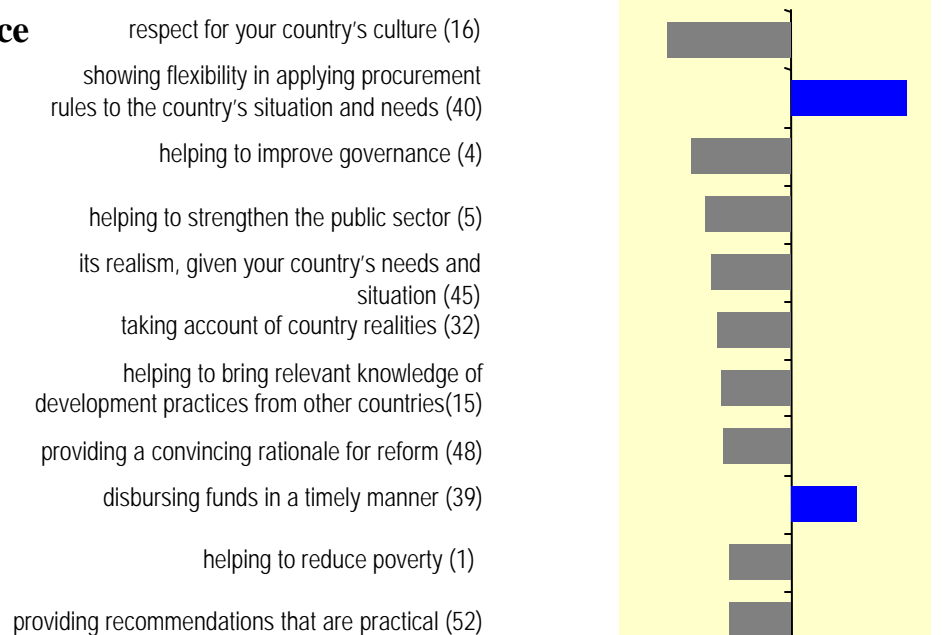
(Figures are means on a 5-point scale, where 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective)

Survey Questions (Question numbers appear between brackets).	All AFR Clients	Senior Govt Officials	Min./Impl. Agency Employees	Donors & Fin. Partners	Private Sector	Civil Society
HIGHEST RATINGS OF EFFECTIVENESS:						
WB officials' technical competence (17)	3.94	4.08	3.98	3.98	3.82	3.70
WB officials' knowledge about international best practices in their field (24)	3.89	3.92	3.95	3.85	3.82	3.66
WB officials' reliability in delivering on commitments (19)	3.85	3.90	3.91	3.81	3.91	3.56
WB officials' honesty in their dealings with you (18)	3.83	3.87	3.78	4.07	3.96	3.51
WB officials' clarity of communication (20)	3.76	3.80	3.84	3.72	3.55	3.59
Helping to establish the physical infrastructure essential for future development (11)	3.70	3.83	3.86	3.70	3.45	3.49
WB officials' provision of explanations and assistance with World Bank procedures (26)	3.67	3.81	3.76	3.66	3.43	3.43
Helping to strengthen and maintain sound macroeconomics and trade policies (3)	3.65	3.88	3.66	3.82	3.54	3.31
Helping to bring about economic growth (2)	3.60	3.88	3.63	3.71	3.54	3.29
WB officials' consistency of messages (21)	3.59	3.65	3.67	3.67	3.48	3.41
LOWEST RATINGS OF EFFECTIVENESS:						
Showing flexibility in applying procurement rules to the country's situation and needs (40)	3.06	3.03	3.06	3.38	3.09	2.90
Supporting the government in its efforts to manage any negative project consequences (42)	3.06	3.01	3.18	3.16	3.12	2.82
Helping to safeguard the environment (9)	3.05	3.39	3.11	2.86	3.09	2.83
Helping to improve governance (4)	3.02	3.13	3.18	3.00	2.96	2.81
WB officials' flexibility in adjusting to changing country circumstances (31)	3.02	3.07	2.98	3.02	3.21	2.79
Dissemination of study & analyses results to people who need them most (53)	3.02	3.31	3.07	3.19	2.78	2.69
Helping to reduce poverty (1)	2.97	3.25	3.05	2.96	2.82	2.68
Reflecting diversity of country views in policy advice (47)	2.94	3.01	2.99	3.05	2.97	2.65
Strengthening civic participation in development efforts (10)	2.82	2.96	2.95	2.68	2.78	2.73

Reflection of different viewpoints across the population (29)	2.81	3.06	2.87	2.70	2.81	2.49
Building capacity at the community level (57)	2.72	2.89	2.84	2.48	2.69	2.42

ANNEX 5

**LARGEST DIFFERENCES BETWEEN CLIENT AND BANK STAFF VIEWS:
TOP TEN GAPS IN IMPORTANCE AND EFFECTIVENESS RATINGS
(in descending order)**

Importance**Effectiveness**

ANNEX 6

CLIENTS' PERCEPTIONS OF THE IMPORTANCE OF DIFFERENT AREAS OF WORLD BANK ACTIVITY AND THE BANK'S EFFECTIVENESS IN ADDRESSING THEM

The responses were analyzed to compare the Bank's *effectiveness* with the *importance* of the same Bank activity in the clients' perceptions. A product-moment correlation of the means for 58 core questions of client *importance* and World Bank *effectiveness* shows a modest to strong relationship ($r=0.5$).¹⁵ The observed positive correlation suggests that the World Bank tends to be perceived as effective in areas which are considered important by the clients; however, on a number of questions higher importance of an issue was NOT associated with correspondingly higher World Bank's effectiveness, as shown in the lower right quadrant of the scatterplot in Figure 2. There are sixteen areas which the clients regard as highly important and where the Bank's activities exhibit lower than average effectiveness. These areas are listed in Table 1 below. See also Annex 9 for the wording of all core questions.

Questions of high importance for Clients and with lower than average Bank's effectiveness¹⁶ (sorted by size of gap)

Question	Importance Mean	Effectiveness Mean	Gap
Studies/Analyses: Dissemination of the results to the people who need them most (53)	4.36	3.02	-1.44
Project Design: Establishing the conditions for long-term sustainability (38)	4.51	3.17	-1.34
Helping to reduce poverty (1)	4.28	2.97	-1.31
WB officials' realism given the country's situation and constraints (30)	4.33	3.08	-1.25
Strengthening local training and research organizations (56)	4.35	3.11	-1.24
Project Implementation: Helping restructure projects that are not working well (44)	4.35	3.12	-1.23
WB officials' giving appropriate priority to poverty reduction (28)	4.40	3.18	-1.22
Studies/Analyses: Incorporating knowledge and expertise available in your country (49)	4.38	3.20	-1.18
Project Design: Involving local project experts (36)	4.39	3.22	-1.17
WB officials' ability to adapt their knowledge to the country's needs (25)	4.33	3.17	-1.16
Promoting private involvement in effective delivery of public services (58)	4.33	3.18	-1.15
Providing recommendations that are practical (52)	4.43	3.30	-1.13
Helping to ensure that the investments in development bring results that last (13)	4.29	3.18	-1.11
Helping assure that project benefits justify the costs to the country (35)	4.41	3.30	-1.11
Involving the participation of beneficiaries (34)	4.41	3.32	-1.09
Strengthening knowledge and skills of individuals (55)	4.34	3.31	-1.03

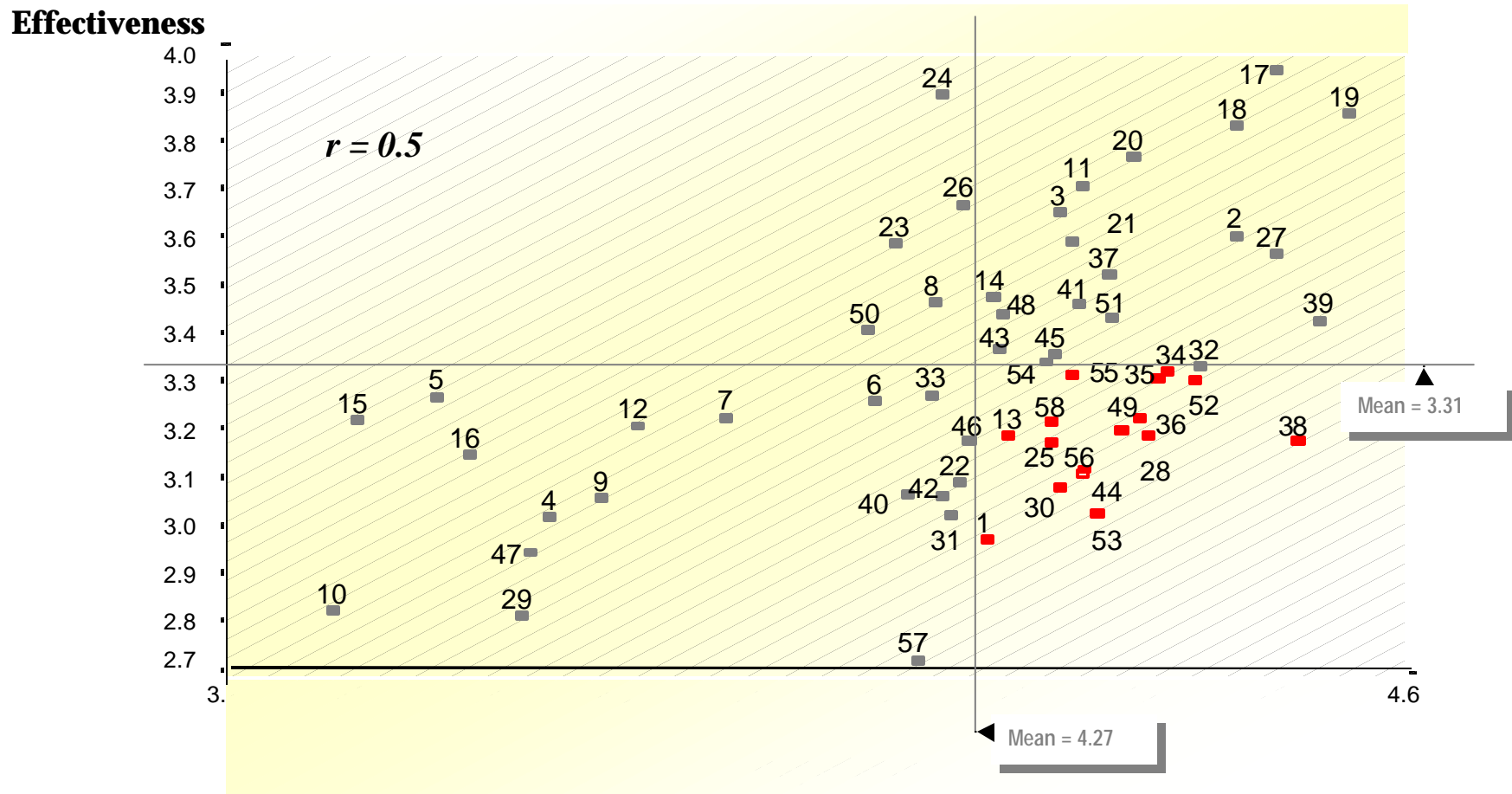
¹⁵ Correlation can range between -1 and +1. The correlation of +1 (-1) reflects the strongest possible positive (negative) relationship between two variables. The value of 0 reflects a total lack of a relationship.

¹⁶ Lower than 3.31. See Figure 2 on the next page.

FIGURE 2: CORRELATION SCATTERPLOT (MEANS) BETWEEN IMPORTANCE AND EFFECTIVENESS OF THE BANK ACTIVITIES (ALL CLIENTS)

Note: Numbers on the graph are numbers of the 58 core questions. See Annex 9 for the wording of the core questions.

Importance Scale: 1 = very unimportant; 2 = fairly unimportant; 3 = average; 4 = fairly important; 5 = very important
Effectiveness Scale: 1 = very ineffective; 2 = fairly ineffective; 3 = average; 4 = fairly effective; 5 = very effective



ANNEX 7

COMPARISON OF CLIENTS' RATINGS ON FIFTEEN QUESTIONS, BY SURVEY YEAR—1999, 1997, 1995

(Figures are means on a 5-point scale, where 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective)

Survey Questions (Question numbers from the 1999 survey questionnaire appear between brackets).	All AFR Clients 1999	All AFR Clients 1997	All AFR Clients 1995
World Bank's contribution to the client country in helping to:			
▪ reduce poverty (1)	2.97	2.65	2.42
▪ bring about economic growth (2)	3.6	3.27	3.38
▪ strengthen the public sector (5)	3.27	3.06	3.02
▪ strengthen the private sector (6)	3.26	3.07	3.26
▪ safeguard the environment (9)	3.05	2.63	2.66
WB officials':			
▪ technical competence (17)	3.94	4.16	4.06
▪ honesty in their dealings with you (18)	3.83	3.53	3.89
▪ consistency of messages (21)	3.59	3.33	3.94
▪ accessibility (23)	3.58	3.77	4.03
▪ knowledge about international best practices in their field (24)	3.89	3.85	3.92
▪ ability to adapt knowledge to country needs (25)	3.17	3.12	3.21
World Bank's support in terms of:			
▪ accuracy in concentrating on client country's key development priorities (27)	3.56	3.38	3.87
▪ giving appropriate priority to poverty reduction (28)	3.18	2.63	2.38
▪ flexibility in adjusting to changing country circumstances (31)	3.02	2.54	2.54
During project design: involving the participation of beneficiaries (34)	3.32	3.53	2.7
Mean of Means:	3.42	3.23	3.29

ANNEX 8
CLIENTS' RATINGS ON FIFTEEN COMPARABLE QUESTIONS
IN FIVE COUNTRIES SURVEYED IN BOTH 1995 AND 1999¹⁷

SURVEY YEAR	COUNTRY	1. helping to reduce poverty	2. helping to bring about economic growth	5. helping to strengthen the public sector.	6. helping to strengthen the private sector	9. helping to safeguard the environment	17. technical competence	18 honesty in their dealings with you	21 consistency of messages	23. accessibility	24. knowledge about international best practices in their field	25. ability to adapt their knowledge to your country's needs	27. accuracy in concentrating on your country's key development priorities	28. giving appropriate priority to poverty reduction	31. flexibility in adjusting to changing country circumstances	34. involving the participation of beneficiaries	Mean of all means
1999	All 5 Countries	2.97	3.6	3.27	3.26	3.05	3.94	3.83	3.59	3.58	3.89	3.17	3.56	3.18	3.02	3.32	3.42
1995	All 5 Countries	2.42	3.38	3.02	3.26	2.66	4.06	3.89	3.94	4.03	3.92	3.21	3.87	2.38	2.54	2.70	3.29
1999	Country 1	3.1	3.85	3.52	3.45	3.07	4.02	3.99	3.7	3.67	4.03	3.28	3.73	3.19	2.99	3.65	3.55
1995	Country 1	2.58	3.08	3.36	3.07	2.36	4.31	3.93	4.21	4.36	4.08	3.54	4.07	2.40	2.83	2.50	3.38
1999	Country 2	2.94	3.46	2.94	3.2	3.2	3.86	3.68	3.6	3.43	3.75	3.17	3.4	3.21	2.98	3.26	3.34
1995	Country 2	2.80	3.05	3.00	3.10	3.11	4.05	3.95	3.90	3.57	4.05	3.00	3.95	2.47	2.24	2.64	3.26
1999	Country 3	2.63	3.36	2.96	3.18	2.85	3.72	3.77	3.26	3.44	3.77	2.87	3.16	2.77	2.75	2.85	3.16
1995	Country 3	2.20	2.91	3.18	3.30	2.57	3.80	3.90	4.44	3.90	3.70	3.11	3.55	3.00	2.82	3.40	3.32
1999	Country 4	3	3.92	3.44	3.46	2.93	3.95	3.64	3.51	3.53	3.73	2.98	3.65	3.24	3.13	3.06	3.41
1995	Country 4	2.41	3.82	3.35	3.76	2.56	3.88	3.59	3.94	4.12	3.93	3.29	3.88	2.53	2.71	2.56	3.36
1999	Country 5	2.95	3.41	3.43	3.14	2.89	4.19	3.94	3.47	3.89	4.18	3.35	3.67	3.27	3.12	3.38	3.49
1995	Country 5	1.75	3.32	2.16	3.58	2.11	4.26	3.53	3.84	4.16	3.94	3.11	4.06	2.00	2.47	2.15	3.10

¹⁷ The figures used in this comparison for 1999 are the means for "effectiveness".

ANNEX 9
WORLD BANK CLIENT SURVEY 1999
Combined Results for Africa Region (8 Countries)

Total Response Number = 699

Scale:**Importance****Effectiveness**

1 = Very Unimportant
 2 = Fairly Unimportant
 3 = Average
 4 = Fairly Important
 5 = Very Important

1 = Very Ineffective
 2 = Fairly Ineffective
 3 = Average
 4 = Fairly Effective
 5 = Very Effective

A. World Bank's Overall Contribution

The World Bank's Contribution to Your Country in:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
1. helping to reduce poverty	4.28	1.00	669	2.97	0.94	652
2. helping to bring about economic growth	4.47	0.79	676	3.60	0.89	658
3. helping to strengthen and maintain sound macroeconomic and trade policies	4.33	0.77	634	3.65	0.96	610
4. helping to improve governance	3.94	1.02	639	3.02	1.03	611
5. helping to strengthen the public sector	3.86	1.05	664	3.27	0.94	636
6. helping to strengthen the private sector	4.19	0.93	664	3.26	1.02	626
7. helping to attract investment for development	4.08	1.03	664	3.22	1.00	619
8. supporting programs that include all social groups in development (such as education, health care, specific assistance for women and men, and social protection)	4.24	0.90	644	3.46	1.01	621
9. helping to safeguard the environment	3.98	0.97	664	3.05	1.01	615
10. helping to strengthen civic participation in national development efforts	3.78	1.10	661	2.82	1.00	603
11. helping to establish the physical infrastructure essential for future development	4.35	0.89	668	3.70	1.03	640
12. helping to ensure that the benefits of development justify the costs	4.01	0.93	656	3.20	1.04	581
13. helping to ensure that the investments in development bring results that last	4.29	0.85	663	3.18	1.01	615
14. helping to strengthen the framework for a market economy (including the financial system, judicial system, and regulatory framework)	4.28	0.85	639	3.47	0.96	605
15. helping to bring relevant knowledge of development practices from the experience of other countries	3.80	0.99	663	3.22	1.03	598

B. Interaction with World Bank Officials

The World Bank Officials':	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
16. respect for your country's culture	3.88	1.11	659	3.14	1.02	597
17. technical competence	4.50	0.69	664	3.94	0.86	636
18. honesty in their dealings with you	4.47	0.79	664	3.83	1.00	605
19. reliability in delivering on commitments	4.55	0.67	655	3.85	0.95	605
20. clarity of communication	4.39	0.76	665	3.76	0.95	638
21. consistency of messages	4.34	0.79	632	3.59	1.00	602
22. respect for local knowledge and expertise	4.26	0.95	664	3.09	1.08	630
23. accessibility	4.21	0.83	661	3.58	1.02	630
24. knowledge about international best practices in their field	4.24	0.78	653	3.89	0.90	564
25. ability to adapt their knowledge to your country's needs	4.33	0.91	664	3.17	0.97	621
26. provision of explanations and assistance with World Bank procedures	4.26	0.84	658	3.67	1.07	620

C. Overall Bank Support

The World Bank Program in Terms of:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
27. accuracy in concentrating on your country's key development priorities	4.50	0.77	677	3.56	0.95	645
28. giving appropriate priority to poverty reduction	4.40	0.86	677	3.18	0.99	633
29. reflection of different viewpoints across the population	3.92	1.01	665	2.81	0.95	599
30. realism given your country's situation and constraints	4.33	0.89	677	3.08	0.97	633
31. flexibility in adjusting to changing country circumstances	4.25	0.94	665	3.02	0.98	614

D. Project Design and Implementation

During Project Design, the work of the World Bank in:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
32. taking account of country realities	4.44	0.89	660	3.33	0.93	610
33. considering a range of alternative, feasible options	4.24	0.84	653	3.27	0.90	589
34. involving the participation of beneficiaries	4.41	0.86	661	3.32	1.07	621
35. helping assure that project benefits justify the costs to the country	4.41	0.85	657	3.30	1.03	584
36. involving local project experts	4.39	0.86	663	3.22	1.07	634
37. laying out the institutional and managerial structures needed for implementation	4.37	0.79	658	3.52	1.00	608
38. establishing the conditions for long-term sustainability	4.51	0.79	662	3.17	1.04	612

D. Project Design and Implementation (continued)

During <i>Project Implementation</i> , the work of the World Bank in:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
39. disbursing funds in a timely manner	4.53	0.80	654	3.42	1.11	591
40. showing flexibility in applying procurement rules to the country's situation and needs	4.22	0.94	646	3.06	1.06	569
41. supporting country project managers in resolving implementation problems	4.35	0.81	649	3.46	0.97	580
42. supporting the government in its efforts to manage any negative project consequences	4.24	0.91	645	3.06	1.00	543
43. responding to submissions and requests	4.29	0.85	647	3.37	1.06	578
44. helping restructure projects that are not working well	4.35	0.89	640	3.12	1.05	547

E. Non-Lending Services

The World Bank's <i>Policy Advice</i> in terms of:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
45. its realism, given your country's needs and situation	4.33	0.88	652	3.35	0.91	598
46. respecting your country's social priorities	4.26	0.94	652	3.17	0.98	594
47. reflecting the diversity of views in your country	3.93	1.02	648	2.94	0.93	569
48. providing a convincing rationale for reform	4.29	0.87	644	3.44	1.07	584

The World Bank's <i>Studies and Analyses</i> in terms of:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
49. incorporating the knowledge and expertise available in your country	4.38	0.85	654	3.20	1.00	605
50. providing new insights or options	4.19	0.82	645	3.40	0.91	572
51. producing conclusions that are sound and trustworthy	4.37	0.81	645	3.43	0.90	597
52. providing recommendations that are practical	4.43	0.80	649	3.30	0.94	609
53. disseminating of the results to the people in the country who need them most	4.36	0.89	650	3.02	1.15	607

Other contributions of the World Bank to:	Importance			Effectiveness		
	Mean	SD	N	Mean	SD	N
54. developing effective management systems and procedures	4.33	0.84	652	3.34	0.92	580
55. strengthening knowledge and skills of individuals	4.34	0.82	651	3.31	0.98	582
56. strengthening local training and research organizations	4.35	0.91	651	3.11	1.04	581
57. building capacity at the community level	4.22	1.00	647	2.72	1.01	574

58. promoting private involvement in effective delivery of public services	4.33	0.85	648	3.18	1.07	581
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Role of the Resident Mission

The Work of the World Bank's Resident Mission in terms of:	Importance Mean	Effectiveness Mean
1. being able to deal with matters locally, without having to refer to headquarters.	4.33	3.34
2. improving understanding of the Bank's role and program of assistance to (the client country).	4.30	3.53
3. explaining Bank policies and procedures.	4.28	3.50
4. communicating with diverse groups in (the client country) affected by the Bank's program.	4.23	3.29
5. helping to build expertise among local development specialists.	4.33	3.02
6. responding quickly to requests.	4.37	3.43
7. helping to make project implementation efficient.	4.45	3.48
8. providing flexibility when standard Bank procedures do not fit the country situation.	4.33	2.74

Working with Others

Working with others in your country:	Level of Agreement Mean
1. The World Bank and other donors are working harmoniously to further (the client country's) development.	3.62
2. The World Bank and other donors do not duplicate each other's work.	3.12
3. The Government leads donor coordination.	2.78
4. The Government receives the support it wants from the World Bank in donor coordination.	3.25
5. The World Bank systematically involves civil society (including private sector and NGOs).	3.19
6. The World Bank works in partnership with the Government.	3.99
7. The World Bank is ready to learn from its partners (e.g. Government, other donors, NGOs).	3.29
8. The World Bank takes too much control of the donor coordination process.	3.10

ANNEX 10**AFRICA REGION CLIENT SURVEY 1998-99:
SUMMARY OF CLIENT INTERVIEWS¹⁸****Effectiveness of Staff and Managers**

- Bank Staff are highly committed, effective, with excellent technical expertise, but there needs to be less staff turnover and more uniform quality of managers.
- There has been some improvement in staff listening to clients, but they can still do better.
- They need to be more knowledgeable about the countries in which they are working, their languages and culture, and better attuned to local sensitivities and the local environment.
- There is still a tendency of Bank staff to impose their ideas: they need to be more open to suggestions and advice.
- Bank missions think they can apply the same solutions to every African country; they need to design projects to fit the environment.
- Use of more local experts with better appreciation of local dynamics would improve the Bank's effectiveness.

Effectiveness of the Resident Mission and Coordination with Bank Headquarters

- Respondents generally noted improved effectiveness of Resident Missions – e.g., in project supervision.
- Divided opinions on whether the Country Director should be in the field.
- Resident Missions are helpful in facilitating communication with HQ and with local populace.
- But Resident Missions need additional professional staff and more decision-making authority.
- “No objection” authority should rest with Resident Missions.
- Effectiveness of Resident Mission and its communication/outreach often attributed to the person of the Resident Representative.

Agreement on Development Objectives/ Priorities and the Role of the CAS

- Generally, most respondents felt there is agreement on objectives and priorities between governments and the World Bank, although some questioned whether that agreement extended to methods and strategies.
- Some respondents felt that setting of those objectives and priorities was the business of their governments, not the Bank.

¹⁸ Interviews were conducted in Cameroon, Djibouti, Eritrea, Madagascar, Mozambique, Uganda and Zimbabwe. While no interviews were conducted in Ghana, participants' comments on some questions in the Ghana survey itself were useful for this summary.

- Others resented imposition of objectives and priorities by the Bank or inadequate consultation, and noted that often governments lack the expertise to dialog or negotiate as equals.
- A small number of respondents argued for bringing in more stakeholders (civil society, private sector) into consultations on objectives and priorities.
- Only a small number of respondents commented on the CAS; most of those who did acknowledged it as a useful, effective process.

How the Bank Communicates its Mission of Poverty Reduction

- The vast majority of respondents did not think the Bank communicates well its mission.
- A small number of respondents noted that the Bank is sometimes associated with increasing rather than reducing poverty.
- Many respondents urged the Bank to reach out to grassroots stakeholders so that its mission is better known and understood.
- The Bank should improve its communication strategies and include its success stories.
- Respondents in one country argued that poverty reduction is their government's job, not the Bank's.

The Bank's Role in Capacity Building

- Although many respondents knew of the Bank's role in capacity building, it got mixed reviews.
- Criticisms included a lack of focus and too much emphasis on technical assistance.
- Capacity building efforts need to be integrated better into institution building and administrative reform.
- An assessment of what has been done already in capacity building would be useful.
- Capacity building efforts must include local and district-level cadres, particularly those in administration.
- Capacity building must utilize local experts and be adapted to each country.

Knowledge Management

- Details of the knowledge management system are not well known to respondents.
- However, many respondents expressed an interest in the Bank's knowledge management system, saw it as an important initiative, and wanted to be part of it via internet.
- Respondents saw such a system as providing them with access to worldwide data and best practices, to which they could contribute their own data and experiences.
- Some worried that this might be too ambitious an undertaking that was not drawing upon already existing data bases or systems.
- Concerns were expressed about the ability of African countries to access the system and the need for financial assistance and training.
- Respondents in several countries worried that this might be a one-way system of more interest to Washington users, or that local communities would not be engaged.

The Impact of Adjustment Lending and Investment Lending

- Two countries in the survey had no experience with adjustment lending, and respondents in one said they did not need it.
- Many respondents noted the positive effects of adjustment lending on macroeconomic restructuring, public finances and transparency in government.
- Some did not understand what adjustment lending is or the difference between adjustment and investment lending.
- Others emphasized the negative effects of adjustment lending – on social gains, in privatization, on local industries and on the civil service – and criticized strategies employed by the Bank.
- The positive effects of investment lending were noted most frequently in infrastructure (particularly transportation/roads) and agriculture; mixed views in education, capacity building and health sectors.

Effectiveness of Conditionality

- Most respondents believe conditionalities, if respected, can help produce results on the ground.
- Many believe that they must be negotiated in good faith to be effective, but that this is not always the case.
- Conditionalities are helpful if they are realistic and designed with local conditions in mind.
- There are very mixed views on whether the Bank is flexible with respect to conditionality.
- Critics think the Bank is rigid and imposes too many unrealistic conditions.

World Bank Procedures

- Mixed reactions by Bank respondents as to whether Bank procedures are clear or flexible.
- Bank procedures are seen to be more cumbersome than they need to be.
- Some respondents indicated that training was available while others wanted training in Bank procedures (variations within and among countries surveyed).
- Bank criticized for lack of transparency in hiring of consultants and for not hiring sufficient number of local consultants.
- Suggested improvements included better dissemination/publication of procedures, coordination with other donors to standardize procedures, acceleration of “no objection” responses from headquarters.
- A number of respondents lacked sufficient familiarity with Bank procedures to answer the question.

Developing More Effective Partnerships

- There is widespread agreement that the Bank has made progress in building partnerships.
- The Bank has also reached out to a wider group of stakeholders, though some grassroots groups (e.g., farmers, trade unions, NGOS) are still either not sufficiently brought in or absent from discussions.
- The CAS process has contributed to a widened dialog.
- Partnerships depend on people, and Bank staff need to be better attuned to partnership objectives.

- To become fully effective, partnerships must rest upon common understandings, an equal footing for both partners, and inclusiveness.

Recent Changes in Bank's Client Focus, Effectiveness, and Products and Services

- The Bank's client focus has improved by reaching out to stakeholders, giving the Resident Missions more autonomy and listening to clients' needs and interests.
- Respondents from one country without a Resident Mission and another with a new Resident Mission were unable to answer this question.
- Improved client focus has impacted positively on the Bank's effectiveness.
- Some respondents noticed an improvement in the Bank's products and services.
- Suggestions included more decision-making in the Resident Missions, continued improvement in project supervision, more and better adapted products and services, more timely disbursement of project funds.

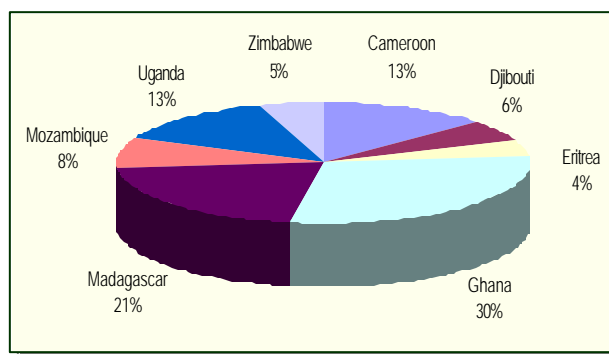
ANNEX 11

AFRICA REGION CLIENT SURVEY 1998-99:
TECHNICAL ANNEX

Coverage. The 1998-99 surveys were conducted in eight countries—Cameroon, Djibouti, Eritrea, Ghana, Madagascar, Mozambique, Uganda and Zimbabwe. Five of these countries (Ghana, Madagascar, Mozambique, Uganda and Zimbabwe) were also surveyed in 1995. A total of 1,728 survey forms were distributed and 699 returned, representing a response rate of approx. 40 percent, over 10 percent lower than the rate of return achieved in the 1997-98 surveys. The response rate varied widely—from over 64 percent in Djibouti¹⁹ to 23 percent in Zimbabwe.

Response Rates,
by Country

Country	Number Sent Out	Number Returned	Return Rate
Cameroon	170	91	54%
Djibouti	70	45	64%
Eritrea	77	31	40%
Ghana	600	200	33%
Madagascar	300	145	48%
Mozambique	134	59	44%
Uganda	210	90	43%
Zimbabwe	167	38	23%
TOTAL	1728	699	40%

Percentages of Total Client Responses,
by Country

Questionnaire and scale. The 1998-99 survey contained a total of 58 core questions in several sections covering the Bank's overall contribution and support to each client country's development objectives, interactions with Bank staff, project design and implementation, and non-lending services. The section of the questionnaire covering the Bank's overall contribution was modified after initial surveys were conducted: the questionnaire used in Eritrea, the first of the 1998-99 surveys, was therefore slightly different from that used in other countries. Response data was collected on a two dimensional scale—*importance* and *effectiveness*. A five point gradual scale was used to measure respondents' perceptions, consistent with previous survey instruments applied in 1995 and 1997. In addition to the core questions, optional modules were included on the role of the Resident Mission and how the Bank works with other development partners. The first module was used in all countries surveyed (except for Djibouti, where there is no Resident Mission). A modified version was used in Ghana, where the Country Director is located in the field: some additional custom-tailoring was done on the Ghana questionnaire to reflect this. The second module was used in all countries except Eritrea since this module was developed after that survey had been conducted. A series of questions on programmatic lending was included for the surveys in Ghana and Uganda. In Uganda an optional module on donor coordination was also used.

¹⁹Since there is no Resident Mission in Djibouti, the survey was carried out in cooperation with UNDP. A decision was made by the Bank in 1999 to move responsibility for the Bank's activities in Djibouti from the Africa Region to MENA.

The 1999 survey also gathered qualitative data through one-on-one interviews using open ended questions. Interviews were conducted in each country surveyed except Ghana. Members of each country team (at Headquarters and in the World Bank field offices) were surveyed using the same questionnaire sent to their clients as well as an additional set of questions focusing on the effectiveness of the country team itself, on country team members' views of their clients' government and its relationship with the Bank, and on the effectiveness of the Bank in their client's country.

Sample, data collection and reliability. A non-random stratified sample was drawn from a population with current or past professional involvement with Bank activities. Clients were identified by Country Directors, Resident Representatives, and country teams. There was a wide range in the number of questionnaires sent to clients—from 70 in Djibouti to 600 in Ghana. The survey forms were scanned and the data entered electronically. The sample construction sets certain limits on how the data might be used for analysis and reporting, for example it does not account for random or system errors.

Data analysis. Summary and advanced statistical analyses on the aggregated data were conducted. The significance of the tests results of analysis of variance (ANOVA) allow reporting of the survey results by sub-sections of the questionnaire. Weighting the mean results against data on the Bank's lending program and portfolio for each country did not produce any significant effect. Therefore the weighting results were not covered in detail in the report. Comparisons of the 1995, 1997-98, and 1999 surveys were made possible on the basis of 15 similar questions in all three surveys. The 1998-99 Bank-wide surveys identified clients by their positions (fifteen were identified), gender, primary work specialization, and length of association with the Bank. Because of the large number of client categories and the insignificant number of responses in some of them, the initial 15 client categories were collapsed, for analysis and reporting purposes, into five categories: senior government officials, employees of government agencies, donors, the private sector, and civil society. These are consistent with the categories used by the Africa Region in its prior surveys. The breakdown of responses by client group (using the collapsed categories) is as follows:

Client Category (Collapsed)	Number of Responses	Percentage of Total Responses
Senior Government Officials	135	19
Employees of government agencies	194	28
Donors	48	7
Private sector	97	14
Civil society	123	18
Other (categories not listed in the questionnaire, or non-answers)	102	14
Total	699	100

The advanced statistical analysis, despite its significant parameters, does not allow reporting of test results separately, because of insufficient robustness of the sample and the data collection. No conclusions or generalizations were made based on this analysis; however, some of them were mentioned in footnotes as illustrations and for possible additional research.

Caveat on use of survey results. Biases (from sampling and non-sampling errors, as well as external factors) may affect the reliability of the data and conclusions which may be drawn from it. . The general tendencies of client responses are fairly consistent across the Region, and the aggregate findings described in this report present similar rankings of priority for most of the countries. However, they do not necessarily apply to all of them.²⁰ The applicability of the findings to each country should be further probed in consultation with clients.²¹ The findings about the various issues as described in the report should therefore be considered as *indicative rather than conclusive*. The authors nevertheless believe that the survey results provide messages and emerging trends which are valuable both to individual country teams and to the Africa Region in our continued efforts to improve the quality of our products and services and relationships with clients and partners.

²⁰ Variance and correlation analysis showed that the data for six out of the eight countries (representing 90% of all client responses) correlated fairly strongly.

²¹ For individual country results, consult the Country Director concerned.