

BURKINA FASO

Client Feedback Survey

APPLICATION FOR SUPPORT AND WORK PROGRAM AGREEMENT

May 20, 1997

Team Leader : **Michel Pommier**

Work Unit: **AFTKT**

Team Members: **Diana Masone, Ivan Velez, Maria Cristina Germany**

Technical Manager : **CFS Coordinating Committee (Hasan Tuluy, chair, Michel Pommier, Secretary, Jacomina de Regt, Keith Hansen, Praful Patel, Ivan Velez and Diana Masone)**

Regional Technical Manager: **Kevin Cleaver**

Country Director: **Hasan Tuluy**

1. RATIONALE AND OBJECTIVES:

The overall purpose of Client Feedback Surveys is to enable the Bank to obtain systematic feedback from its clients with the idea of enhancing its responsiveness and improving its capacity to get results in the field. The objective is to assess where the Bank stands today with its clients: this entails measuring client's reactions to the services being delivered, tracking attitudes quantitatively over time in a consistent manner, and benchmarking clients' responses with competitors. Your predecessor, Serge Michailof has agreed by E-mail dated April 8, 1997 to the Regional Vice-Presidents that a client feedback survey should be undertaken in Burkina Faso before the end of CY 1997.

2. METHODOLOGY:

- The Survey will focus primarily on 5 groups of clients:

- * Senior Civil Servants in Central Ministries and Parliamentarians;
- * Representatives of Implementing Agencies;
- * Other donors and financial partners;
- * Private sector organizations;
- * Civil Society : NGOs, professional associations, religious leaders, affected parties, etc.)

The total number of clients/partners to be surveyed would be in the 2 to 300 range (20/25 one-on-one interviews and the rest through mail).

- the list of people to be surveyed will be finalized by the Burkina Faso Country Team one month prior to the first scheduled interview.

- the resident mission will ensure that prospective interviewees are informed ahead of time of the time of the survey. Individual interview appointments will be the responsibility of either the resident mission or the country team leader.

- completing one on one interviews would take about 1 1/2 week on the basis of one interviewer per country and 4 to 6 interviews a day. The mailing of questionnaires and follow-up cards/reminders would be completed within a three week period. The computation of interview results and write up of findings would take one week to 10 days.

- Staff Questionnaire: Parallel surveys will be conducted on two categories of Bank staff: HQ staff working on Burkina Faso and resident mission staff. Staff surveys will be conducted prior or in parallel to the Client Feedback Surveys. The country coordinator will be responsible for the staff survey administration under the overall coordination of the Client Survey Coordination Committee (Hasan Tuluy, chair, Michel Pommier, Secretary, Jacomina de Regt, Keith Hansen, Diana Masone and Ivan Velez).

- in country workshop: 1/2 days workshop will be planned to present the data to the parties (Government, civil society and core country team) -- and start discussion on an action plan. If the elaboration of an action plan is not feasible during the workshop, due to time constraints, it would be finalized within three months following the date of the workshop.

- Michel Pommier who has already been fully trained by Sirota & Assoc. in interview technique and survey administration will carry out the one-on-one interviews. He will also train two local consultants in interview technique. In addition to one-on-one interviews of about 20/25 persons per country, the resident mission will mail the survey questionnaire to about 2 to 300 people. A reminder will be sent by the resident mission two weeks after the first mailing.

3. PROGRESS REPORT (If existing activity)

In FY1995-96, Client Feedback surveys were carried out in 10 African countries. In FY97 four more surveys were completed. From this experience we have summarized the following key results:

SUMMARY OF RESULTS (FY95-96 CFSs): The feedback received from our clients was remarkably consistent across countries:

* clients were generally satisfied with:

- Bank effectiveness in promoting economic reforms,
- our lending instruments (adjustment & investment),

- the commitment to quality and technical competence displayed by Bank staff,
- our efforts to promote results on the grounds,
- the improvement in effectiveness made over the last few years,

* clients were also telling us that:

- we have room to improve to become partners,
- staff were not always tailoring their skills and international experience to reflect local circumstances,
- we are much too slow in providing our services,
- we are not paying due consideration to the impact on the poor in our policy agenda and during project preparation, and
- we are not effective in helping them to confront and manage environmental issues.

LESSONS LEARNED on the Survey Process:

The Africa Region was the first in the Bank to attempt to measure "client" satisfaction with our services. This is no easy task, particularly given the diversity of our "clients", the range of topics to cover, and the sensitivity of the questions. This will be an evolving process, but from our initial experience, we have drawn the following lessons:

1) The original survey questionnaire was too long and many of the questions were inappropriate for certain types of clients (over 200 questions and an average length of interview of about 1 1/2 to 2 hours). The questionnaire was subsequently revised in June 1996 for the Ghana survey (86 questions for about 60mn of interviews). Further "trimming" and modification is necessary reach a maximum questionnaire length of about 40 questions, or about 20/30 mn interview. This should be developed with the Country Team members (especially Resident Mission staff) from the 9 or 10 countries to be surveyed in 1997.

2) The role of the Res Rep, in close consultation with the CD and Country Team, is critical in the following areas:

a. Ensuring that the questions in the Survey are appropriate for our clients (who vary in their understanding of the Bank). It would undermine the consistency of the survey if the questions were modified too extensively. Nonetheless some modifications can be made to ensure that the client understands the question. There may also be certain additional questions which are particularly relevant for one country which could be added.

b. Where necessary, ensuring that the translation is appropriate for the country context.

c. Developing the list of people to be surveyed by mail (appx 200 to 300) drawn from a range of our clients (see below), as well as their contact addresses.

d. Developing the list of people (appx 20) to be individually interviewed (high ranking officials) and explaining the purpose and process to key government officials.

e. Scheduling one-on-one interviews (or following up with the Country Official who is actually doing it), and ensuring that the interviews actually take place;

f. Organizing logistical support for the interviewers;

g. Mailing questionnaires and sending (or calling) reminders;

h. Organizing the follow-up workshop, including sending the invitations to selected survey participants and any additional counterparts who may be essential in the follow up;

i. Monitoring the progress of the follow-up action plan.

3) A letter to officially inform the Government of the Client Feedback Survey should be signed either by the RVPs or by the Country Director. The ResRep in some countries delivered the letter to the Government representative (i.e., Prime Minister, or Minister of Planning) in person. This facilitated the quick acceptance of the survey concept by Governments.

4) The survey questionnaire should be sent concurrently to Bank staff and clients to help us identify perception gaps and shared area of dissatisfaction. This, in turn, will help us to narrow down the agenda for follow-up actions.

5) A follow-up in-country workshop with selected interviewees (and others) is essential, preferably within three months after the survey to present the main findings and articulate a monitorable action program. Sufficient lead time should be allowed before the workshop for analysis and distribution of results to all interviewees, participants, and Bank staff ahead of time.

a) The follow-up workshop should generally be limited to 1/2 day and, if possible, take place as a preamble to a CAS or CPPR discussion. This is considered best practice for both strategic and cost-effectiveness reasons.

b) Attendance to the follow-up workshop should be at the highest levels possible on both sides. Poor high-level attendance on the Client's side leaves the impression that Bank staff are talking to each other as opposed to a real dialogue with the other party. Conversely, poor attendance by Bank managers (Country Director, key TLs, and even some TMs) leaves the impression that the Bank is not seriously committed to listening and acting upon the results in an effort to improve our effectiveness with our clients.

c) Facilitation responsibilities in the follow-up workshops should be assigned, if possible, to someone who was not involved in the country program. It can make all the difference to the effectiveness and impact of the discussions.

4. OUTPUTS AND DISSEMINATION:

A half day workshop will be planned in Burkina Faso to present the data to the parties (Government, civil society and core Country Team) -- and start discussion on an action plan. If the elaboration of an action plan is not feasible during the workshop, due to time constraints, it would be finalized by the CFS country coordinator within three months following the date of the workshop.

5. EVALUATION AND QUALITY ASSURANCE:

A CFS coordinating Committee has been established by the vice-presidents. It is chaired by a country director, Hasan Tuluy. Other members include: Praful Patel, Jacomina de Regt, Keith Hansen, Michel Pommier, secretary, Ivan Velez and Diana Masone. The Committee has oversight responsibilities on the quality and dissemination of the surveys.

6. FY98 BUDGET:

1) INDIRECT COSTS

* Survey management and results analysis (3 SWs)	\$ 8,700
* Logistical support and data management	\$ 4,700
* Share of database programming (LDB)	\$ 4,400
Total Indirect Costs	\$ 17,800

2) DIRECT COSTS

Consultants training (2X 3 DAYS)	\$ 1,800
Travel & Accommodation: one round trip (HQ - Burkina)	\$ 4,750
Total Direct Costs	\$ 6,550

Burkina Faso FY98 Grand Total \$ 24,350*

*of which **\$15,650 allocated to the KNIT Regional Programs' budget** and **\$8,700 to be allocated to the Country department's budget.**

Data inputs and analyses will be made in HQ using the survey hardware owned by KNIT (sunk cost). All data will be entered later on the KNIT Live Database.

7. OTHER:

The expected date of completion of the FY98 survey is December 1997. The RVPs have endorsed this regional program.

Client Feedback Survey Budget

Program Name: Bourkina Faso Client Survey					
Staff Name	Staff Weeks	Labor Costs	Travel cost	<u>KNIT Budget</u>	<u>CD Budget</u>
Pommier Michel (survey analysis)	3	8,700	4,750	4,750	8,700
Data Management		4,700		4,700	
Training of 2 local consultants (2X3 days)		1,800		1,800	
LDB Programming		4,400		4,400	
Total	3	19,600	4,750	15,650	8,700

Standard planning costs (FY97 costs; may change in FY98):

Avg.staff cost (sal./ben.) \$2,900/wk; \$580/day;

Avg.L/T cons. fees 1,275/wk; \$255/day;

Avg. S/T cons. fees \$1,700/wk; \$340/day;

Avg. local staff \$550/ wk; \$110/day;

Avg. travel cost (2 weeks mission) \$9500 (add \$200/day for each day in excess of 2 weeks)

a/ Staff type: Regular, LT or ST consultant

