

GHANA CLIENT SURVEY



SUMMARY OF RESULTS

Ghana Client Survey, AFMGH, SRMIC
July 1, 1999

Ghana Client Survey: Main results

Many aspects of our staff's interactions with clients--*staff's honesty, reliability, technical competence, clarity of communication, and knowledge about international best practices*--are among the areas rated most effective by clients. (These results are very similar to those received in other countries.) *Helping to establish the physical infrastructure and helping to bring about economic growth* also received high effectiveness ratings.

The Director's **move to Accra** gets very good ratings, from clients and the country team. Enthusiasm is highest among public enterprise managers and the media.

Programmatic lending gets higher ratings from infrastructure respondents than from those in the social sectors.

Respondents consistently agree that **the World Bank works in partnership with the government**.

Areas on which to focus attention – those where the clients think an issue is important but our effectiveness is relatively low (note scatterplot later in this section and section C); and those where clients think effectiveness is average or below average.

- Important issues with relatively low effectiveness:
 - *WB officials' respect for local knowledge and expertise*
 - *WB officials' ability to adapt their knowledge to Ghana's needs*
 - *WB officials' giving appropriate priority to poverty reduction*
 - *Getting the project to implementation quickly enough for Ghana's needs*
 - *Helping restructure projects that are not working well*
 - *Establishing the conditions for long-term sustainability*
 - *Dissemination of the results to the people in Ghana who need them most*
- Our effectiveness was rated average or below average (various levels of importance):
 - *WB officials' reflection of different viewpoints across the population*
 - *Policy Advice: Respecting Ghana's social priorities*
 - *Helping to strengthen civic participation in national development efforts*
 - *WB officials' flexibility in adjusting to changing country circumstances*
 - *WB officials' realism given Ghana's situation and constraints*
 - *Showing flexibility in applying procurement rules to the country's situation and needs*
 - *Supporting Government program managers in resolving implementation problems*
 - *Helping to safeguard the environment*

The response rate on this survey was 33 percent; but thanks to a large number of questionnaires distributed (600), the total number of responses received is impressive, with a good distribution across organizations and sectors.

Members of NGOs and organized interest groups, as well as members of the media, tended to give the World Bank lower effectiveness ratings than did other groups of respondents—and many ratings from NGOs on key strategic areas (such as poverty reduction, improving governance, and including all social groups) are below average. Managers in national government, public enterprise managers, and academicians, on the other hand, tended to be more positive than others when assessing the World Bank's effectiveness. Senior government officials give high ratings for the Bank's help on economic growth and macro policies.

Economic management respondents and, to a lesser extent, environment and commerce respondents tended to give lower assessments of the World Bank's effectiveness than did most other groups, while respondents working in infrastructure gave higher assessments.

The data permits comparison of ratings from male and female respondents (18 percent of the total). Importance ratings did not differ. On effectiveness, male respondents gave somewhat more favorable ratings on a few questions (see section F). Female respondents gave higher ratings on *helping to strengthen civic participation in national development efforts*.

The **comparison of responses from clients and country team members** does not reveal an across-the-board pattern (as it has in several other countries). Two observations:

The clients have given slightly higher effectiveness ratings than the country team on strengthening the public and private sectors, and clear and consistent communication. But the country team thinks more highly than clients of the Bank's effectiveness in adapting to local conditions (a range of questions).

Some highlights of the country team members' supplemental questions (not sent to clients) are: Country team views of the government's behavior in its relationship with the Bank are not all positive.

The country team gives high (and consistent) ratings to the manager's ability to motivate and provide knowledge and insight, praises the field-HQ relationship, and agrees that it is ready to accept larger responsibility.

Write-in comments cover many themes. These may be of particular interest: a desire for reduction of rural poverty, complaints about slow projects (and related procedures), strong comments about government corruption, and a need for greater participation and communication.

Ghana Client Survey

(26 March - 16 April 1999)

Survey respondents and response rates

Questionnaire sent to 600 potential respondents.
200 clients completed and returned the questionnaire. This represents a response rate of 33%.

Slightly different questionnaire has been sent to the country team. 40 CT members returned the questionnaire.

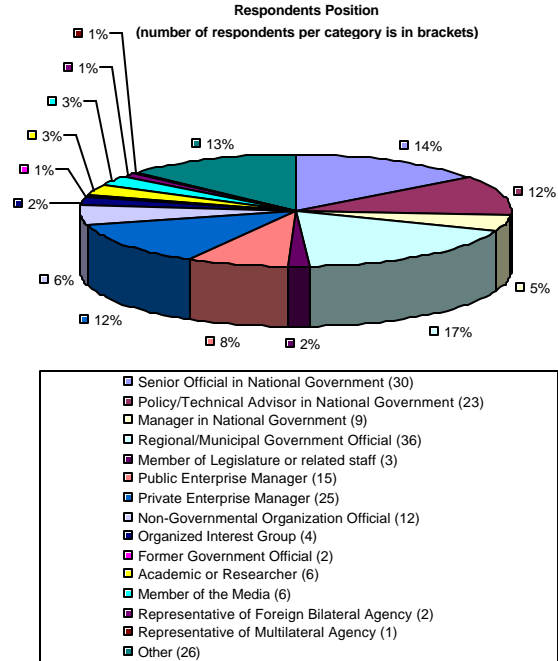
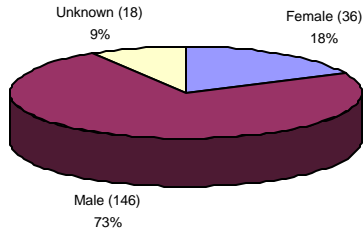
General information about the structure of the questionnaire

The questionnaire is organized in *sections*, each relating to a key aspect of the working relationship with clients (such as projects, NLS, overall development impact, etc.).

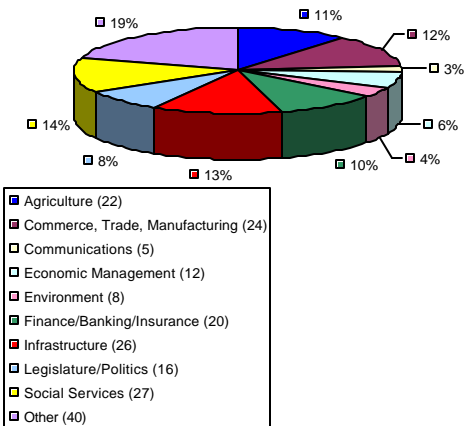
In each section, several *issues* are presented; the respondent is asked to rate both the importance of each issue, and the effectiveness of the World Bank in that aspect of work.

The questions of the survey numbered 1 through 58 are standard for most countries and referred to as **CORE** questions. Questions numbered i through xi deal with programmatic lending. The last two sections focus on the role of the World Bank office in Accra and on working with other donors.

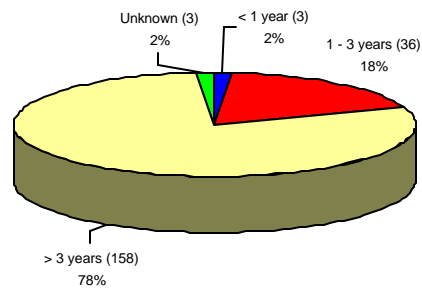
Clients: Gender of the respondents
(number of respondents per category is in brackets)



Clients: Primary specialism of respondents' work
(number of respondents per category is in brackets)



Clients: Number of years of involvement with the WB
(number of respondents per category is in brackets)



GHANA CLIENT SURVEY

Total Response Number = 200

A. World Bank's Overall Contribution

The World Bank's Contribution to Ghana in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
1. helping to reduce poverty	4.54	0.81	197	3.10	0.93	189	1.41
2. helping to bring about economic growth	4.80	0.49	197	3.85	0.83	197	0.94
3. helping to strengthen and maintain sound macroeconomic and trade policies	4.57	0.67	194	3.75	0.90	188	0.80
4. helping to improve governance	4.10	0.97	195	3.20	0.99	185	0.92
5. helping to strengthen the public sector	4.35	0.85	193	3.52	0.90	188	0.85
6. helping to strengthen the private sector	4.46	0.85	192	3.45	0.93	180	1.04
7. helping to attract investment for development	4.41	0.84	196	3.46	0.95	181	0.95
8. supporting programs that include all social groups in development (such as education, health care, specific assistance for women and men, and social protection)	4.41	0.81	193	3.50	1.02	179	0.91
9. helping to safeguard the environment	4.14	0.94	193	3.07	0.97	181	1.09
10. helping to strengthen civic participation in national development efforts	3.82	1.02	192	2.92	0.95	172	0.92
11. helping to establish the physical infrastructure essential for future development	4.69	0.67	194	4.10	0.99	192	0.60
12. helping to ensure that the benefits of development justify the costs	4.35	0.77	192	3.50	1.05	179	0.88
13. helping to ensure that the investments in development bring results that last	4.55	0.68	193	3.38	1.06	185	1.18
14. helping to strengthen the framework for a market economy (including the financial system, judicial system, and regulatory framework)	4.53	0.74	194	3.62	1.03	180	0.95
15. helping to bring relevant knowledge of development practices from the experience of other countries	4.10	0.96	195	3.39	1.09	180	0.71

Scale:

Importance

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

Effectiveness

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

B. Interaction with World Bank Officials

The World Bank Officials':	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
16. respect for Ghana's culture	4.21	0.98	189	3.42	0.99	172	0.75
17. technical competence	4.69	0.66	190	4.02	0.91	184	0.69
18. honesty in their dealings with you	4.74	0.59	191	3.99	0.92	176	0.74
19. reliability in delivering on commitments	4.69	0.60	187	3.96	0.94	174	0.73
20. clarity of communication	4.64	0.68	187	3.96	0.94	175	0.70
21. consistency of messages	4.62	0.69	186	3.70	1.06	175	0.94
22. respect for local knowledge and expertise	4.62	0.69	189	3.19	1.07	183	1.44
23. accessibility	4.43	0.79	188	3.67	1.00	180	0.77
24. knowledge about international best practices in their field	4.46	0.76	190	4.03	0.91	167	0.48
25. ability to adapt their knowledge to Ghana's needs	4.57	0.81	189	3.28	1.00	177	1.29
26. provision of explanations and assistance with World Bank procedures	4.53	0.76	188	3.82	1.14	175	0.74

C. Overall Bank Support

The WorldBank Program in Terms of:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
27. accuracy in concentrating on Ghana's key development priorities	4.73	0.56	197	3.73	0.95	186	1.00
28. giving appropriate priority to poverty reduction	4.59	0.77	197	3.19	1.00	183	1.38
29. reflection of different viewpoints across the population	4.19	0.86	193	2.82	0.90	175	1.38
30. realism given Ghana's situation and constraints	4.51	0.80	197	3.02	0.98	178	1.49
31. flexibility in adjusting to changing country circumstances	4.53	0.85	195	2.99	1.07	187	1.55

D. Project Design and Implementation

During Project Design, the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
32. taking account of country realities	4.71	0.68	187	3.51	0.91	177	1.22
33. considering a range of alternative, feasible options	4.53	0.75	186	3.46	1.00	168	1.07
34. involving the participation of beneficiaries	4.68	0.67	188	3.65	1.08	181	1.04
35. helping assure that project benefits justify the costs to the country	4.68	0.66	188	3.63	1.03	167	1.07
36. involving local project experts	4.65	0.66	188	3.49	1.05	180	1.16
37. laying out the institutional and managerial structures needed for implementation	4.61	0.70	188	3.67	0.99	178	0.95
38. establishing the conditions for long-term sustainability	4.73	0.62	187	3.39	1.07	175	1.34
38a. getting the project to implementation quickly enough for Ghana's needs.	4.64	0.70	188	3.20	1.03	176	1.47

D. Project Design and Implementation (cont'd)

During <i>Project Implementation</i> , the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
39. disbursing funds in a timely manner	4.80	0.57	189	3.60	1.10	173	1.22
40. showing flexibility in applying procurement rules to the country's situation and needs	4.53	0.83	188	3.02	1.13	169	1.54
41. supporting country project managers in resolving implementation problems	4.67	0.64	187	3.77	0.95	166	0.91
42. supporting the government in its efforts to manage any negative project consequences	4.51	0.84	183	3.33	0.99	155	1.26
43. responding quickly to submissions and requests	4.65	0.68	186	3.45	1.16	164	1.26
44. helping restructure projects that are not working well	4.63	0.72	182	3.23	1.08	156	1.40

D-2. Programmatic Lending

During <i>Program Design</i> , the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
i. taking account of country realities	4.70	0.67	91	3.54	0.90	87	1.15
ii. involving the participation of potential beneficiaries	4.65	0.72	91	3.59	1.09	86	1.03
iii. involving local specialists	4.63	0.69	91	3.49	0.83	85	1.13
iv. ensuring full government ownership and leadership of the design process	4.29	1.02	90	3.65	1.03	79	0.66
v. establishing the conditions for long-term sustainability	4.70	0.71	88	3.49	0.94	81	1.20
vi. getting the program to implementation quickly enough for Ghana's needs.	4.64	0.74	85	3.41	0.95	83	1.23
vii. contributing to smooth teamwork among external donors and Ghanaian counterparts	4.47	0.86	88	3.60	0.96	81	0.90

During <i>Program Implementation</i> , the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
viii. appropriately adapting the use of procurement rules to programmatic lending	4.35	0.85	86	3.39	1.12	76	0.99
ix. supporting Government program managers in resolving implementation problems	4.57	0.76	86	3.56	0.97	78	1.04
x. being more flexible than in project lending in allocation of resources to different components of the sector program	4.42	0.89	88	3.31	0.99	77	1.12
xi. contributing to smooth teamwork among external donors and Ghanaian counterparts	4.53	0.81	86	3.69	0.98	80	0.84

E. Non-Lending Services

The World Bank's <i>Policy Advice</i> in terms of:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
45. its realism, given Ghana's needs and situation	4.48	0.79	185	3.51	0.89	171	0.97
46. respecting Ghana's social priorities	4.49	0.80	184	3.40	0.99	170	1.08
47. reflecting the diversity of views in Ghana	4.26	0.92	183	3.11	1.01	161	1.17
48. providing a convincing rationale for reform	4.50	0.76	181	3.64	1.10	163	0.88

The World Bank's <i>Studies and Analyses</i> in terms of:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
49. incorporating the knowledge and expertise available in Ghana	4.57	0.72	183	3.55	0.94	170	1.01
50. providing new insights or options	4.46	0.72	181	3.54	1.02	160	0.97
51. producing conclusions that are sound and trustworthy	4.62	0.72	181	3.64	0.92	171	0.99
52. providing recommendations that are practical	4.59	0.78	183	3.53	0.96	174	1.09
53. disseminating of the results to the people in Ghana who need them most	4.55	0.83	183	3.04	1.15	171	1.51

Other contributions of the World Bank to:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
54. developing effective management systems and procedures	4.59	0.77	182	3.52	0.96	166	1.12
55. strengthening knowledge and skills of individuals	4.56	0.73	184	3.52	1.00	166	1.08
56. strengthening local training and research organizations	4.65	0.73	185	3.41	1.10	169	1.27
57. building capacity at the community level	4.49	0.84	183	2.90	1.11	162	1.58
58. promoting private involvement in effective delivery of public services	4.56	0.78	182	3.43	1.03	168	1.14

Role of the World Bank Office in Accra

Moving the Country Director for Ghana to Accra....	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
1. has made it possible to deal with more matters locally, without having to refer to Washington offices	4.76	0.62	179	4.26	0.89	155	0.55
2. has strengthened communication with diverse groups in the country	4.44	0.79	179	4.09	0.94	147	0.39
3. has led to involving more local experts in World Bank supported activities	4.44	0.80	176	3.71	1.00	141	0.77
4. has made project and program implementation more efficient	4.52	0.77	180	3.86	1.00	150	0.67
5. has improved the coordination of different donors in Ghana	4.42	0.83	179	3.99	0.89	141	0.51
6. has fostered exchange of knowledge between Bank staff and Ghanaians	4.41	0.84	179	3.81	0.99	152	0.65

Working with Others in Ghana*

	Level of Agreement		
	Mean	SD	N
1. The World Bank and other donors are working harmoniously to further Ghana's development.	3.93	0.83	174
2. The World Bank and other donors do not duplicate each other's work.	3.06	1.05	160
3. The Government leads donor coordination.	3.24	1.09	159
4. The Government receives the support it wants from the World Bank in donor coordination.	3.55	0.92	143
5. The World Bank systematically involves civil society (including private sector and NGOs).	3.52	0.99	165
6. The World Bank works in partnership with the Government.	4.25	0.67	182
7. The World Bank is ready to learn from its partners (e.g., Government, other donors, NGOs).	3.39	0.93	150
8. The World Bank takes too much control of the donor coordination process.	3.33	1.10	134

* **Scale:** 1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree

Clients: Response analyses by gender

No significant differences between mean **importance** ratings of female and male respondents were found.

The following table shows those questions on which the difference in mean **effectiveness** ratings of female and male respondents reached or was close to reaching the level of statistical significance. Interestingly, males provided higher ratings than females on all but the third and the very last question in the present table.

Question	Females	Males
3. helping to strengthen and maintain sound macroeconomic and trade policies	3.44 (34) ¹	3.82 (137)
5. helping to strengthen the public sector	3.26 (34)	3.59 (138)
10. helping to strengthen civic participation in national development efforts	3.23 (31)	2.87 (126)
20. WB officials' clarity of communication	3.59 (32)	4.07 (128)
21. WB officials' consistency of messages	3.26 (31)	3.85 (129)
43. responding quickly to submissions and requests	2.96 (24)	3.51 (123)
50. providing new insights or options	3.15 (26)	3.61 (119)
ii. Programmatic lending: involving the participation of potential beneficiaries	3.00 (14)	3.73 (63)
viii. Programmatic lending: appropriately adapting the use of procurement rules to programmatic lending	2.58 (12)	3.56 (55)
5 (WB office) Moving the country director to Accra has improved the coordination of different donors in Ghana	4.29 (21)	3.91 (105)

Effectiveness Scale:

1 = very ineffective

2 = fairly ineffective

3 = average

4 = fairly effective

5 = very effective

¹ Number of valid responses to the question is in parentheses.

The following table shows the significant male-female mean differences between agreement ratings for the very last section of the questionnaire (*Working with others*). Again, male respondents are more positive than their female colleagues.

Question	Females	Males
1. The World Bank and other donors are working harmoniously to further Ghana's development	3.57 (28)	3.99 (130)
2. The World Bank and other donors don't duplicate each others' work	2.62 (26)	3.09 (118)
3. The World Bank is ready to learn from its partners (e.g., Government, other donors, NGOs)	3.04 (25)	3.42 (113)

Agreement scale:

1 = strongly disagree

2 = disagree

3 = neither disagree nor agree

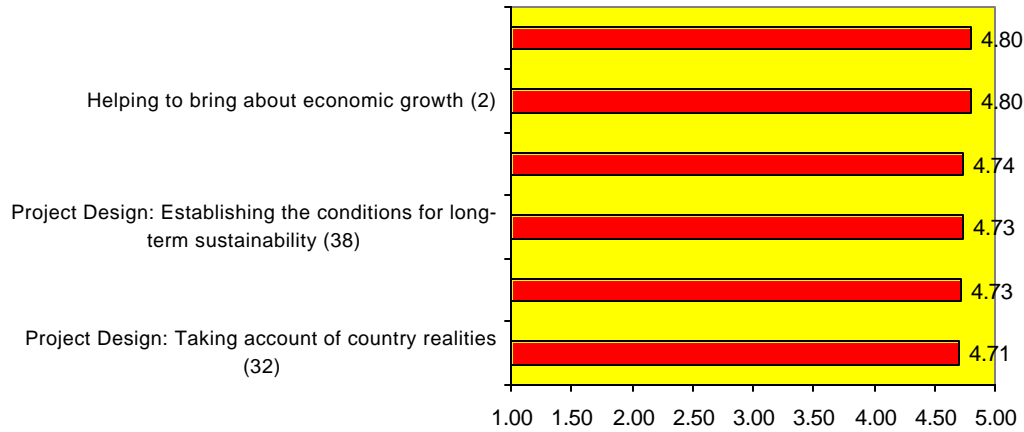
4 = agree

5 = strongly agree

Clients: Most important areas of WB activity

(question numbers are in brackets)

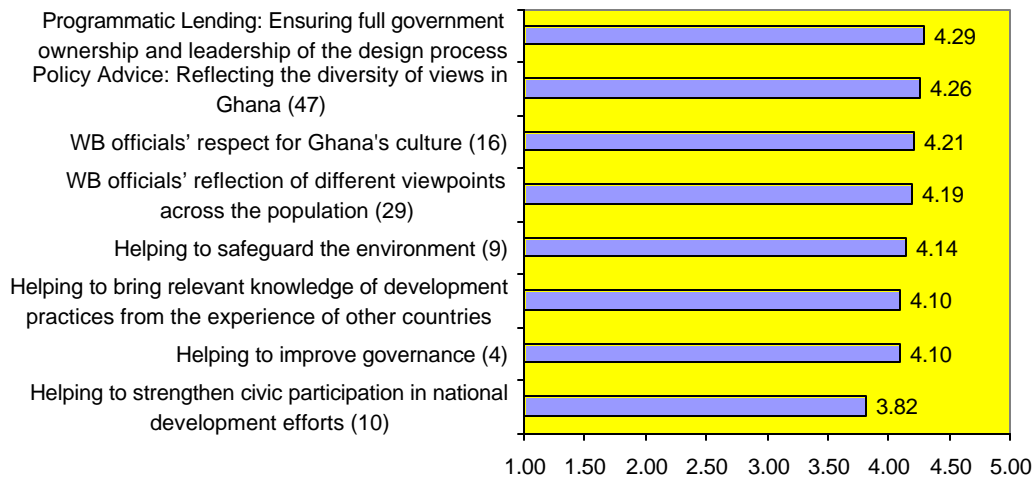
Scale: 1=very unimportant; 2=fairly unimportant; 3=average; 4=fairly important; 5=very important



Clients: Least important areas of WB activity

(question numbers are in brackets)

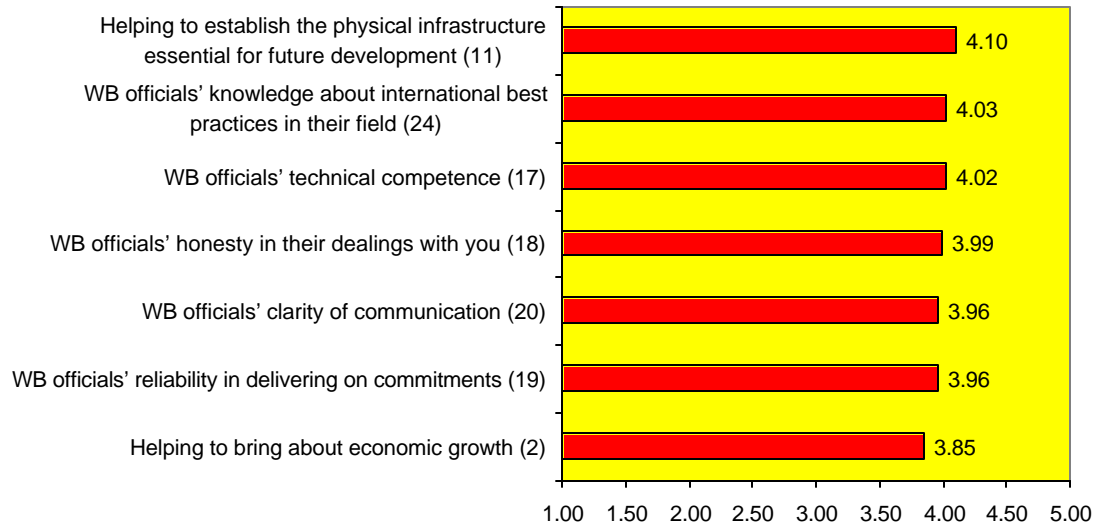
Scale: 1=very unimportant; 2=fairly unimportant; 3=average; 4=fairly important; 5=very important



Clients: Most effective areas of WB activity

(question numbers are in brackets)

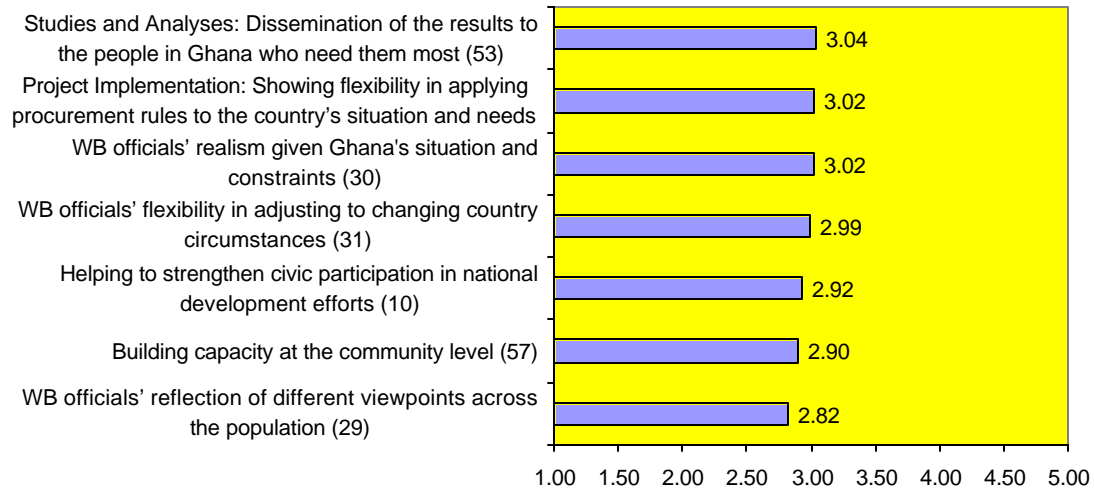
Scale: 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective



Clients: Least effective areas of WB activity

(question numbers are in brackets)

Scale: 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective



Ghana Client Survey

Broad Strategic Questions (first 15): Effectiveness Results by Position

The next pages show the different responses of nine groupings of respondents by position/type of organization on the first 15 questions (the broad strategic questions).

Some of these results are striking (but please look at the charts in more detail—other aspects will also be of interest for your work):

--Respondents from **NGOs and organized interest groups** give the **lowest ratings** on almost every question. Note their below-average (less than 3.0) ratings on *helping to:*

reduce poverty,
improve governance,
strengthen the private sector,
attract investment for development,
include all social groups,
safeguard the environment, and
strengthen civic participation.

--**Members of the media** also tend to give **fairly low ratings** (but there are few respondents in that group). Noteworthy here are their ratings on *helping to:*

safeguard the environment (2.2)
strengthen civic participation (2.5)
improve governance (2.6)

--**Senior government officials and policy advisors** give **moderately high ratings** relative to other groups in most areas. They give higher effectiveness ratings *for helping to bring about economic growth, and helping to strengthen and maintain sound macroeconomic and trade policies* than they do for other questions.

--Some smaller respondent groups (**managers in the national government, public enterprise managers, and academics**) tend to give **high ratings** in most areas.

Interestingly, the **academics** give the lowest rating (relative to all other groups) on *helping to strengthen and maintain sound macro and trade policies*, but the highest rating on *helping to strengthen the framework for a market economy*.

Managers in the national government gave the highest ratings (relative to the other groups) on *helping to improve governance, strengthen the public sector, and establish physical infrastructure*.

Reminder – Effectiveness scale:

1= very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective

Charts for Analysis of Effectiveness Ratings by Clients' Position

The following groupings were used for the charts on the next pages:

Position	Number of valid responses per category:
1 = Senior official in national government	27 to 30
2 = Policy or technical advisor in national government	19 to 23
3 = Manager in national government	7 to 9 (5 on question 9)
4 = Regional/municipal government official	29 to 35
5 = Public enterprise manager	12 to 15 (10 on question 10)
6 = Private enterprise manager	21 to 25
7 = NGO or organized interest group official or member	12 to 16
8 = Academic or researcher	5 to 6
9 = Member of the media	5 to 6

Questions:

1. Helping to reduce poverty
2. Helping to bring about economic growth
3. Helping to strengthen and maintain sound macroeconomics and trade policies
4. Helping to improve governance
5. Helping to strengthen the public sector
6. Helping to strengthen the private sector
7. Helping to attract investment for development
8. Supporting programs that include all social groups in development
9. Helping to safeguard the environment
10. Helping to strengthen civic participation in national development efforts
11. Helping to establish the physical infrastructure essential for future development
12. Helping to ensure that the benefits of development justify the costs
13. Helping to ensure that the investments in development bring results that last
14. Helping to strengthen the framework for a market economy
15. Helping to bring relevant knowledge of development practices from the experience of other countries

Scale: 1 = very ineffective; 2 = fairly ineffective; 3 = average; 4 = fairly effective; 5 = very effective

Ghana Clients: Effectiveness Results by Sector

The next pages show the different responses of eight sector groupings of respondents on the first 15 questions (the broad strategic questions). These are very interesting, particularly since this survey had a good distribution of respondents across sectors.

Here are some highlights from the comparison of groups (but please look at the charts in more detail—other aspects may strike you):

--**Infrastructure** respondents generally give **high ratings** across all questions.

--**Financial sector** respondents also tend to give **fairly high ratings** relative to other groups (and give the highest rating on *bringing relevant knowledge from other countries*).

--Some of the **lowest ratings** are given by **environment and natural resource management** respondents. Note particularly their low ratings on *helping to*:
strengthen civic participation (effectiveness rating 2.3),
reduce poverty (2.5),
improve governance (2.8),
include all social groups in development (3.1), and
bring about economic growth (3.2).

--Those in **economic management** give **low rating** also. Theirs are the lowest ratings on our effectiveness in *helping to*:
strengthen civic participation (effectiveness rating 2.3),
strengthen the private sector (2.8),
attract investment for development (2.9),
safeguard the environment (2.9),
strengthen the public sector (3.1),
ensure that the benefits of development justify the costs (3.1), and
strengthen the framework for a market economy (3.5).

--Interestingly, those in **commerce, trade and manufacturing** give the lowest ratings on *helping to strengthen and maintain sound macroeconomic and trade policies* (3.4).

Reminder – Effectiveness scale:

1= very ineffective, 2=fairly ineffective, 3=average, 4=fairly effective, 5=very effective

	Primary specialism of respondents' work	Number of valid responses per question
1 =	Agriculture, agribusiness, forestry ¹	18 to 22
2 =	Commerce, trade, manufacturing	21 to 24 (17 on question 10)
3 =	Economic management	11 to 12
4 =	Environment, natural resource management	6 to 8
5 =	Finance, banking, insurance	16 to 20
6 =	Infrastructure	22 to 26
7 =	Legislature, politics	14 to 16
8 =	Social services (e.g., education, health)	21 to 26 (18 on question 6)

Wording of questions 1 through 15:

Helping to reduce poverty (1)

Helping to bring about economic growth (2)

Helping to strengthen and maintain sound macroeconomics and trade policies (3)

Helping to improve governance (4)

Helping to strengthen the public sector (5)

Helping to strengthen the private sector (6)

Helping to attract investment for development (7)

Supporting programs that include all social groups in development (8)

Helping to safeguard the environment (9)

Helping to strengthen civic participation in national development efforts (10)

Helping to establish the physical infrastructure essential for future development (11)

Helping to ensure that the benefits of development justify the costs (12)

Helping to ensure that the investments in development bring results that last (13)

Helping to strengthen the framework for a market economy (14)

Helping to bring relevant knowledge of development practices from the experience of other countries (15)

¹ Only categories with five or more valid responses per question are presented and discussed.

CLIENTS' PERCEPTIONS OF THE IMPORTANCE OF DIFFERENT WB AREAS OF ACTIVITY AND WB EFFECTIVENESS IN ADDRESSING THOSE

We analyzed the responses to see whether the clients perceive WB as effective in those areas that are considered important by them. A product-moment correlation was calculated between the WB client group means on the *importance* scale (for 59 core questions) and on perceived WB *effectiveness*. This correlation¹ turned out to be **.50**. The scatterplot for the correlation is presented in Figure 1. The observed correlation suggests that the WB tends to be perceived as more effective in areas which are considered important by the clients. More specifically, for every one scale unit *importance* of the issue increases, *effectiveness* is predicted to increase .81 units (see Figure 2). However, this correlation is relatively weak. It is weaker than in the majority of countries surveyed in this FY in which it ranged between .6 and .8. In quite a few important areas, the World Bank effectiveness in Ghana is perceived to be relatively low. In the lower right quadrangle of Figure 1 are questions (e.g., 1, 23, 22, etc.) considered important by the clients but on which the WB effectiveness is not perceived to be as high as one would like it to be. These areas (see the table below) are worth discussing.

Question	Importance mean	Effectiveness mean
helping to reduce poverty (1)	4.54	3.10
helping to ensure that the investments in development bring results that last (13)	4.55	3.38
WB officials' respect for local knowledge and expertise (22)	4.62	3.19
WB officials' ability to adapt their knowledge to Ghana's needs (25)	4.57	3.28
WB officials' giving appropriate priority to poverty reduction (28)	4.59	3.19
establishing the conditions for long-term sustainability (38)	4.73	3.39
getting the project to implementation quickly enough for Ghana's needs (38a)	4.64	3.20
helping restructure projects that are not working well (44)	4.63	3.23
dissemination of the results to the people in Ghana who need them most (53)	4.55	3.04
strengthening local training and research organizations (56)	4.65	3.41

Scales:

Importance: 1=very unimportant, 2=quite unimportant, 3=average, 4=quite important, 5=very important

Effectiveness: 1=very ineffective, 2=quite ineffective, 3=average, 4=quite effective, 5=very effective

¹ 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.

Figure 1

Scatterplot for the correlation .50 (across means on 59 core questions) between importance of different areas of WB activity and WB effectiveness in addressing those as perceived by clients. *Note:* Numbers on the graph are numbers of the questions in the questionnaire.

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

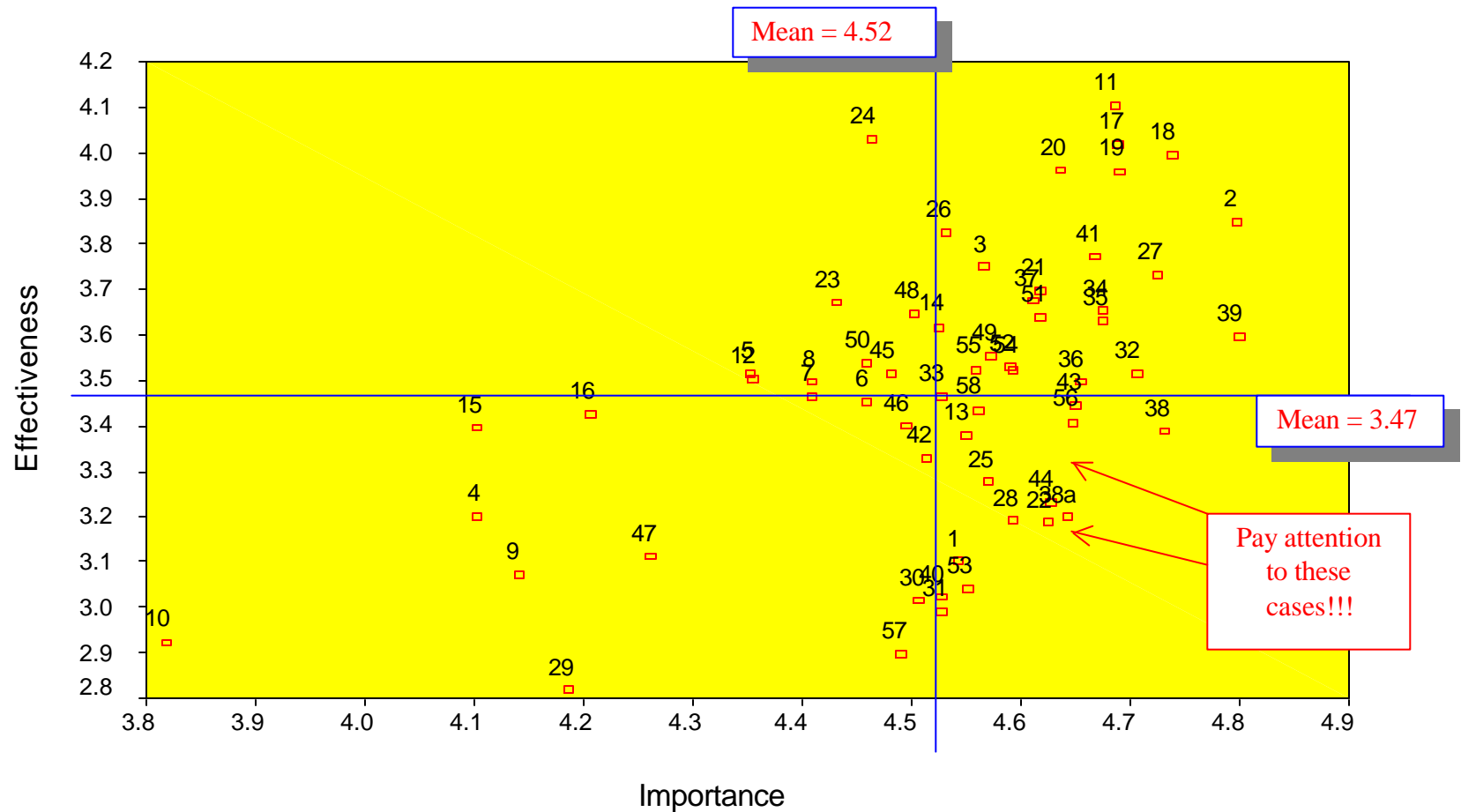
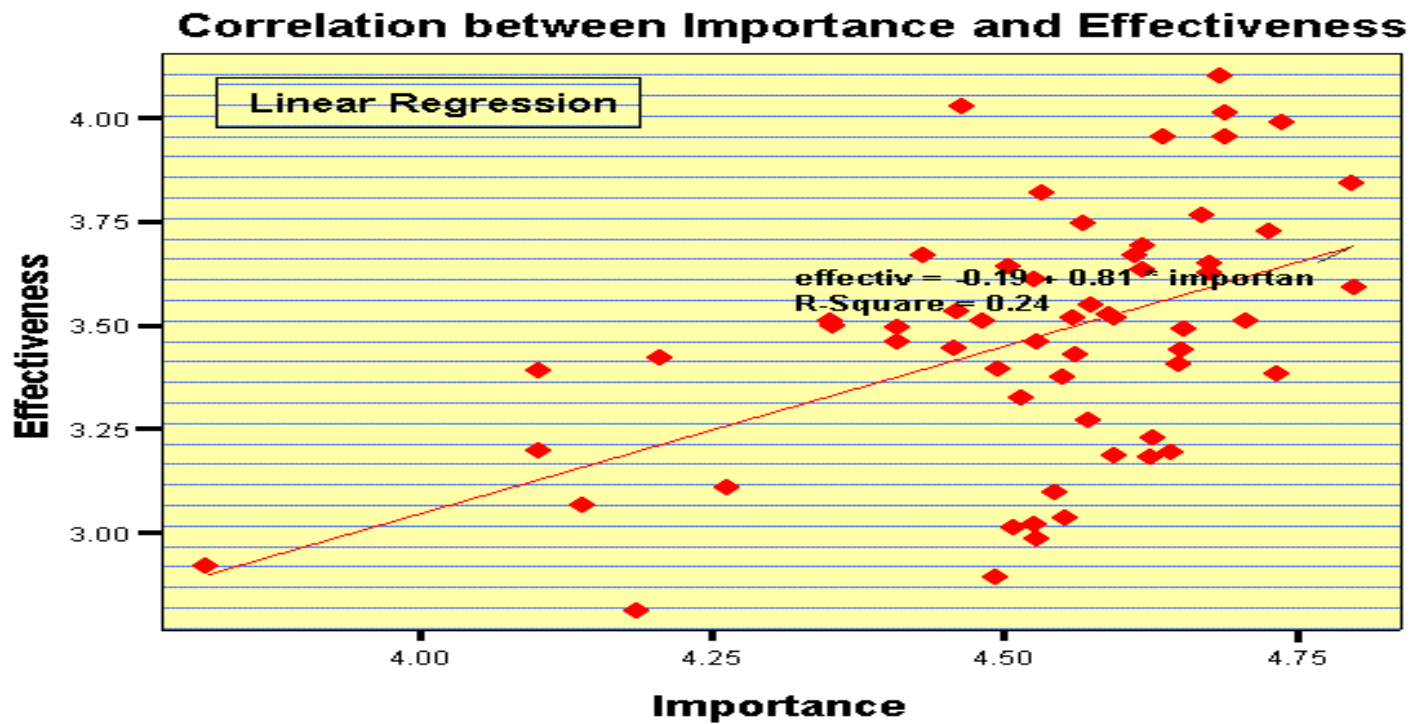


Figure 2

Regression line put through the graph for correlation (across means on 59 core questions) between perceived importance and WB effectiveness. Every one scale unit increase in *importance* is predicted to be associated with .81 units increase in *effectiveness*.

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

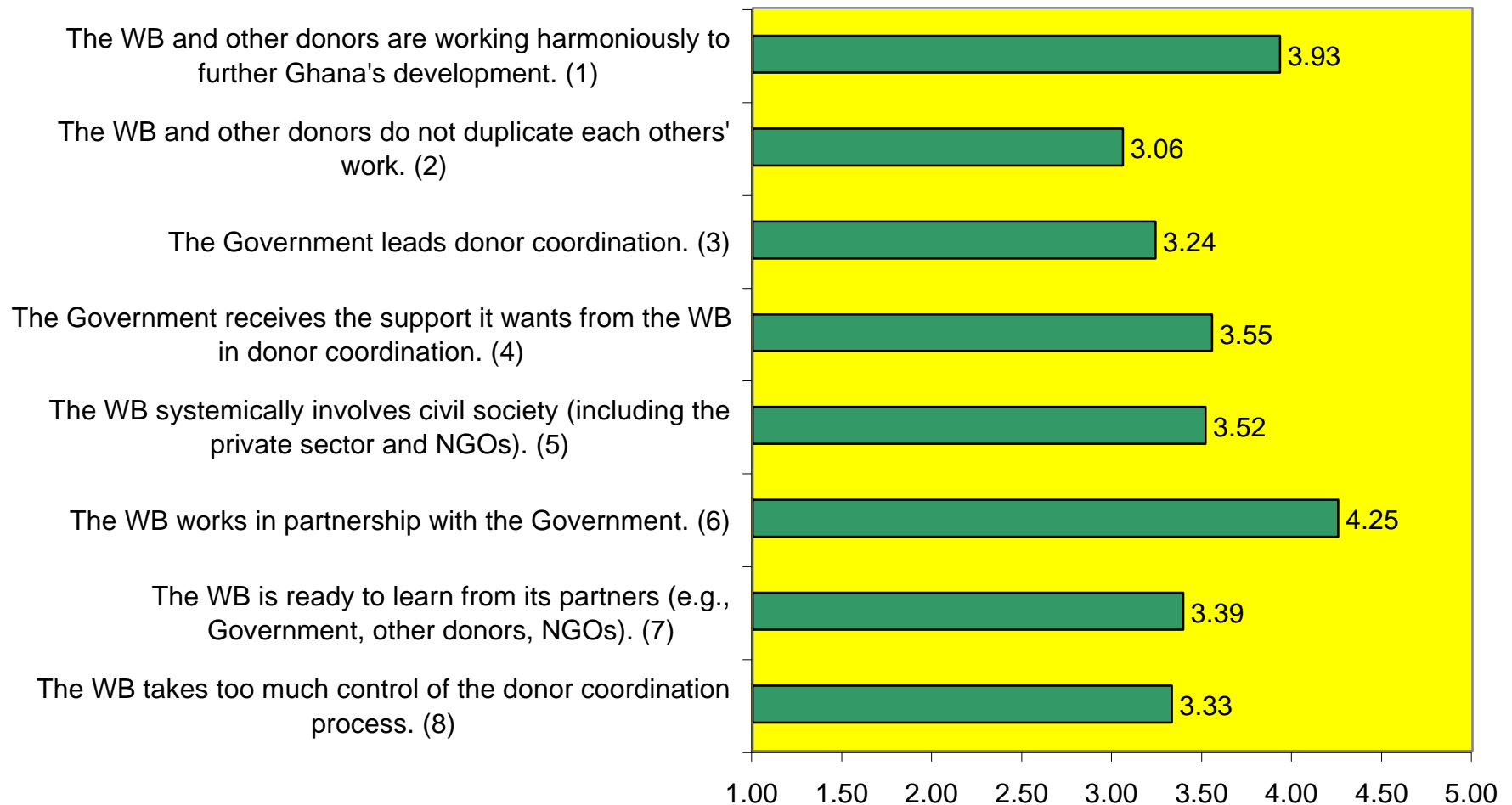
Effectiveness Scale: 1=very ineffective; 2 = fairly ineffective; 3 = average; 4 = fairly effective; 5 = very effective



Clients: Section "Working with others"

(question numbers are in brackets)

Scale: 1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree



Note: Unlike questions 1-7, question 8 is negatively worded.

Questions on “Working with others in Ghana”: Ratings by Clients’ Position

Once again, respondents from **NGOs and organized interest groups** as well as **academics** were generally **less positive** in their evaluations than other respondent groups. Note in particular the very low agreement ratings given by both on “*the Government leads donor coordination,*” and the below average agreement rating given by NGOs on “*the World Bank systematically involves civil society.*”

The statement “*the World Bank works in partnership with the Government*” got the highest mean agreement rating (4.25) among this set of questions, and also **the most consistent ratings** across respondent groups.

Public enterprise managers were especially likely to agree that “*the World Bank takes too much control of the donor coordination process,*” whereas **managers in the national government** disagreed with that statement.

Managers in the national government tended to give **more positive ratings** in this section than most other groups, and slightly higher ratings than other types of government officials.

The following groupings were used for the charts on the next pages:

Position	Number of valid responses per category:
1 = Senior official in national government	20 to 27
2 = Policy or technical advisor in national government	18 to 21
3 = Manager in national government	6 to 9
4 = Regional/municipal government official	26 to 33
5 = Public enterprise manager	8 to 14
6 = Private enterprise manager	16 to 22
7 = NGO or organized interest group official or member	10 to 15
8 = Academic or researcher	2 to 6
9 = Member of the media	3 to 6

Questions:

1. The WB and other donors are working harmoniously to further Ghana's development.
2. The WB and other donors do not duplicate each others' work.
3. The Government leads donor coordination.
4. The Government receives the support it wants from the WB in donor coordination.
5. The WB systematically involves civil society (including the private sector and NGOs).
6. The WB works in partnership with the Government.
7. The WB is ready to learn from its partners (e.g., Government, other donors, NGOs).
8. The WB takes too much control of the donor coordination process.

Scale:

*1=strongly disagree; 2=disagree somewhat; 3=neither disagree nor agree; 4=agree somewhat;
5=strongly agree*

GHANA CLIENT SURVEY

Write-In Comments

Q1. Which of the following best describes your current position? If other, please specify.

- District Government Official (2)
- Head Training Institution
- General Manager – Human Res. Dev. Div.
- District Assembly Official (5)
- Senior Civil Servant (2)
- Project Manager
- Executive Director of a publicly owned company
- President: Ghana Institute of Management Personnel
- Local Hire Consultant
- Managing Director of a Financial Institution
- Management Consultant
- Project Management
- Fund Disbursement Officer
- Consultant

Q3. Please identify the primary area of your work. If other, please specify.

- Trade and Investment Development and Promotion
- Development Planning Poverty Reduction
- Trade Unionist
- Development Planning (2)
- District Planning and Management
- Planning and Development
- Local Government (3)
- Provision of Economic, Social, Environmental and Political Services to the People
- Administration (3)
- Planning Officer
- Local Government Administration (4)
- Industrial Relations and Personnel Management
- Public Administration (2)
- Rural Infrastructure
- Science Laboratory Installation
- Income Generating and Education
- Politics, Infrastructure and Social Services

- Technology for Industry
- Finance, Economics Management
- Government Oversight Agency
- General Administration
- Community Development
- Rural Development Implementation and Management
- Social Development
- Public Sector Management
- Dissemination of Information
- Administration (Policy issues)

Comments Section

- The less/none involvement of the Ministry of Employment and Social Welfare in the Bank's programs has contributed to the numerous Labor unrest and should be reviewed. Lack of expertise in Labor management practices in both public and most of the private sectors is of much concern. A privately/public but independent funded like the kind of FMCS in Washington will address speedily the problems organizations face. A Labor Policy Dialogue program by the World Bank in an African country in the form of a workshop is desirable.
- The World Bank has been very supportive to the Economic Reform Program (ERP) embarked by government since 1983. There is the need however, for the Bank to increase the involvement of local experts and consultants who are very conversant with the local peculiarities. The Bank should further increase and expand the accessibility of the private sector to its facilities and forces.
- From the preparatory stage to project implementation, all stakeholders must be involved. Most on-going projects in Ghana were designed and prepared by mainly World Bank staff. This has led to implementation problems. The Bank must make it conditional to GOG ensuring sustainability officers who prepare projects. A percentage of them were retained on the project PIU.
- The World Bank has been in Ghana long enough for its presence and impact on the society to be felt more than is appreciated presently. If the government fails to play its part of the bargain, the people must know what consequences this failure brings about. Unless this communication gap is established, the World Bank would continue to be viewed as a white "elephant" or a mirage. Thank you.
- In a majority of cases, the presence of the World Bank's Country Director has not led to an appreciable reduction of corrupt practices in the country. Some of the projects have led to more wastes and do not really benefit the local people. Some of the foreign experts hired by the Bank are not always familiar with the Ghanaian situation and therefore, give recommendations that are not appropriate. It is also a drain on the resources of the country. Some of them are simply not qualified or are inexperienced. The Country Director should be honest in his analysis of the situation on the ground since in most cases, what he says is at variance with what we actually experience. The Country Directors (past and present) have engaged themselves as Public Relations Officers for governments. This is helping the government to tell lies and perpetrate fraud in Ghana.
- It is heartening to know that the World Bank is anxious to improve its operations. What have militated against the Bank's total effectiveness are: (i) Archaic procurement procedures; (ii) Some entrenched clauses in projects; and (3) Doctrinaire approach to issues like determination of interest rates. The effectiveness of the Bank's operations, has depended largely on the Task Manager involved. It has been a real pleasure to work with Managers like Mr. K.K. Traniji and Patrick Connolly. Unfortunately, not all Managers are in this league. It may be in the Bank's interest to produce Managers whose performance would tend to be uniform.

- Moving the Country Director for Ghana to Accra is a very good idea. This is still in its infancy and therefore, the overall effort is not that much.
- The World Bank, as a leading donor agency, is faster than most of the other agencies in their processes. There is, however, some room for further improvement to encourage greater ownership by organizations in Ghana and more regular decision making at the country level.
- The questionnaire is too long.
- The World Bank's regulations on procurement are too stringent and must be relaxed. The use of foreign experts in project evaluation should be reduced to a minimum.
- Non-ticked portions to be considered "don't know."
- Most World Bank projects are well researched and structured. The problem is after with implementation. Attention should be focused on improving the managerial skills of the implementator. Partnership between the public and private sectors in implementation might enhance the success rate of the projects.
- Not several years ago, Ghanaian Civil Servants and other Public Officials who worked closely with, or co-operated with the World Bank officials on projects, were often under the suspicion of the Castle (Government). Some of these Ghanaian Civil Servants and Officials suffered in their careers, or worse, were sacked and/or incarcerated. The Work Bank simply looked on.
- My primary experience with the Bank is in project preparation. It was a positive experience. The Bank's process is good and the staff are competent and helpful. BUT, it could be greatly IMPROVED if you tell people what the process is. Why not produce a simple booklet explaining the basic stages in project preparation, i.e., the hoops you make us jump through, usually at one day's notice!
- Our response as indicated in the questionnaire, reveals that there is little relation between the Private Sector Organizations and the World Bank. We wish to emphasize the need for a closer relationship.
- On the whole, the World Bank has been of tremendous help in the economic development of Ghana. However, the following areas should be looked into during both project designs and implementations: (1) The World Bank should not dictate to recipient countries in terms of which sector the funding being sourced should be used. (2) An effective mechanism should be put in place to either mitigate or completely neutralize negative effects associated with their programs. (3) Should be flexible towards recipients else they may fail to achieve their objective of bettering the lives of the poor in society. (4) Intensify monitoring and evaluation of their funded projects.
- In our decentralized dispensation, the World Bank activities are still seen to be much more centralized in the capital (Accra). The majority of the people in the hinterland and the rural people seem not to have a feel of the presence of the World Bank, even where it has an intervention.
- There is the need for the Bank to advertise its programs because it tends to deal more with the Government bureaucracy. The general impression in the country is that the Bank is partly to be blamed for the hardship in the country because programs like retrenchment and staff rationalizations are seen as programs forced on the government by the Bank. These programs are good and if some education had preceded them, they would have been accepted better by even those who were directly affected.
- The World Bank in giving help to Ghana, should take into consideration the poverty level of the average Ghanaian. The conditions given or attached to loans are usually too biting for the beneficiaries. The loans therefore, end up creating more social problems for the people than the intended help. The donors therefore, should be more prudent when giving the help. Thank you.

- I don't think it is very fair for the World Bank to link all their scholarship for graduate studies to projects. I suggest that more local experts are involved in program implementation to help develop local consultant/expertise base. The private sector should be more involved.
- Skipped Section D-2 because viewing from the private sector, the desired impact has not been felt by a large segment of the society in the health sector. Accessibility to public health institutions appears to be a problem because of "Cash & Carry" policy and other related issues. On education, past reforms in the basic sector has woefully failed because more "school going age" appear to be out of school and more dropping out than before, apparently because of harsh economic conditions. All these have been done at the expense of higher education which is not able to produce quality skilled and mid-level manpower to support the macro-economic development. The highways sector is seeing some improvement but not evenly distributed.
- In the non-lending services, it is my view that some more emphasis should be given to strengthening local training and research organizations like the CSIR institutions. The movement of the Country Director to Accra was fairly recent. It may take some time for the full impact of this move to be assessed. Looks like there is an element of suspicion among donors of the role of the World Bank in the donor coordination process.
- Some of the conditions attached to the granting of loans etc., are too harsh to the extent that the impacts that are expected from the implementation of certain projects/programs are not felt. A typical example is the implementation of the new Educational program. The implementation is being done in a rush, thus making the desired impact not being felt.
- This questionnaire is very long, hence time consuming and very detailed, but I doubt it will provide useful information on WB effectiveness, unless the respondent is deeply involved with WB activities/officials.
- Not all of us are involved in the World Bank program so cannot effectively say we know much of the issues raised.
- The Bank needs to work hard to erase the suspicious impression created about it by the citizenry in the developing countries.
- Generally, the World Bank has been doing well in Ghana. However, it is yet to be felt how the long association with the country is benefiting the average citizen. This should be their priority.
- Some World Bank projects have positive attributes in terms of flexibility and prompt granting of the almighty "no objection." Others are negative prompting an overall ranking of "average" in some cases. The Background Information sought for my organization cannot compartmentalize its function into one, hence the three ticks under Section 3 of this chapter.
- I am surprised upon rereading my responses to these questions to note the low marks I have accorded to the institution. I worked as a senior government official within the Local Government system. My involvement with the Bank was always pregnant with promise but sadly low in performance. I believe that the rules and procedures of the Bank are too cumbersome and convoluted. Few (if any) district assemblies are equipped to handle the paperwork necessary to implement the project satisfactorily. The Bank has not developed the ability to deal with this level of government efficiently. More and more of the Bank's works will be located within the jurisdiction of district assemblies. It is imperative that the Bank develop a more sensitive role in this area.
- Nil
- The activities of the World Bank in Ghana facilitate development projects/programs. Most of the officials at the World Bank Mission are well trained and relate well with persons they deal with but a few could be arrogant, probably over-enthusiastic. On a score of 5, I would without hesitation give 4.5.

- (1) The insistence by the World Bank on issuance of counterpart funds has not augured well for execution of projects. (2) At initiation of projects, too many consultants are dispatched to the field; this at times creates confusion in the minds of implementing agencies. (3) The World Bank program in agriculture sector so far needs to be candidly evaluated from farmers perspective, not from technocrats. (4) The presence of World Bank in supporting the agricultural sector has made some positive impacts.
- I spoke at length with the DC evaluators. Much more can be done, especially at the project implementation level. In general, participation is still too superficial due to hectic schedules. We have been involved in projects that are more than one year behind in payments, for no fault of ours. This shortfall must be financed from other donor funds, at a cost. WB should not tolerate such delays. As an NGO, I feel that certain Bank staff don't yet understand how we are different from a contractor building a bridge. Bank staff should be more actively involved in resolving issues between the Government and implementers. Too many projects are managed by distant Task Managers without adequate counterparts on the ground who are informed of project details and have authority to act. Idea of local Country Director is great, but most problems are a level below this. Someone needs to take responsibility for whether details of projects and obligations are on track, even if Government is meant to take the lead.
- World Bank activities for Ghana is much city- and town-centered. Need to be intensified in the rural areas.
- In my opinion the World Bank has been doing a great deal for Ghana in terms of Ghana's development efforts. This fact is evident from the many on-going projects in various sectors of the economy, which eventually will have positive beneficial impacts on various sectors of the economy of Ghana. These notwithstanding, I suggest that some World Bank officials should be made aware that their role should be that of partnership and cooperation with local people for which projects are meant to benefit.
- The World Bank has done a lot for this country. It is still doing well, but their programs and policies need to be made more flexible to suit peculiar local conditions and unforeseen circumstances.
- The World Bank works very hard to ensure the quick development of Ghana's economy. I'm not very sure that government responds to suggestions and advice of the World Bank as promptly as it should. The World Bank should however, continue to ensure that the governments stick to time and works on schedule.
- I do apologize for the late dispatch of this. Most of my experience with the WB was in 1990/91 on one specific project with the National Service Secretariat. I have therefore been unable to provide more current experience information. I do however, hope that this would be useful to you.
- The World Bank has certainly played no mean role in the present stage of Ghana's development. However, Ghana could be better off if the Bank had been very firm and honest with the broad masses of Ghanaians. It is sad that sometimes the Bank condones government dishonesty by keeping mute over statistics and figures that do not represent the realities on the ground. This is a source of worry to Ghanaians. The Bank would be more helpful if it opens up more to Ghanaians instead of hushing-up malfeasance in government.
- The avoidance of too much negative conditionalities like redeployment of workers during donor funding will be appreciated while the timely disbursement of funds is inevitable.
- Although the World Bank has been very much instrumental in the economic and social development of Ghana, level of funding support coupled with elaborate disbursement procedures often hampers the speed with which projects are implemented. Projects also stay on the drawing board for long especially between project proposals through engineering studies and design and implementation. The World Bank should also decentralize more autonomy with more authority to its local offices to handle some of its major policy issues to reduce time spent waiting for no objection procedures (to its own disbursement procedures).

- Most of these questions could be best answered by National Heads of Departments and Organizations. It is at National Head Offices that transactions concerning World Bank and Government Organizations are made. In most cases, it is the “ground” implementation that comes to Regions/Districts.
- There is too much bureaucracy in dealing with the World Bank occasionally resulting in excessive delays in the release of funds for execution of projects. Not all ordinary people who benefit from World Bank facilities are aware of its functions. Delays are attributed to officials who execute the programs. The World Bank has scored high marks in private participation and involvement.
- The procedures involved in the acquisition of a World Bank loan are very strangulating.
- I think what Government receives from World Bank to support her programs are woefully inadequate. The World Bank is already having its own agenda and for that matter seems not to consider learning enough from other partners since World Bank thinks by so doing it will deviate from its objectives. In addition to the above, the World Bank has made education and health more expensive and cost-oriented for ordinary Ghanaians to lead a meaningful life. Citizens must have these as rights and not as privileges. Also the neglect of the disabled in the society by the government, especially withdrawal of subsidies and total neglect with the aim of cutting down government expenditure compounds the problem rather than solving it. Nevertheless, these are social services.
- Disbursement: The maintenance of special accounts in Ghana as against keeping them in Washington has improved tremendously the rate of disbursement of funds. General: The Bank has gone so far, but we look forward to improvement and greater autonomy for the Resident Mission.
- Comments interspersed within one questionnaire: [D-2. PROGRAMMATIC LENDING] Bank should step in to assure greater quality in design and implementation by local contractors. [E. NON-LENDING SERVICES] (Q52) World Bank’s *Studies and Analyses* recommendation findings are good. (Q53) World Bank’s *Studies and Analyses* still need better dissemination to local audience. (Q54) Projects managed locally lack ownership - where the buck stops with Manager. Clearer management procedures and benchmark indicators for outputs. [ROLE OF THE WORLD BANK OFFICE IN ACCRA] Although Res. Rep was also playing this role before Director, moving the Director to Ghana was symbolically important to the government and I’m sure has improved relations with the government and other donors. [WORKING WITH OTHERS IN GHANA] (Q1) Sometimes the WB and other donors are working harmoniously. Coordination could be improved. (Q2) Need a more consistent form to be apprised of each other’s (WB and other donors) work. (Q3) In some cases, the Government leads donor coordination. (Q4) The Government receives some support from the WB in donor coordination. The Bank has its own strong agendas too and Government is not yet organized/coordinated enough to effectively articulate relevant needs. (Q5) Good attempts to involve CS through CAS Review and SAPR1. Communication and openness with partners remains a challenge due to inward-looking internal processes. (Q7) The WB readiness to learn from its partners has improved but could be better. Don’t feel Bank staff aware of details of what works and why. Not always open to suggestions and advice. (Q8) With its larger budgets, the WB could more effectively coordinate donors better than most. Government could be more open to such efforts. This would necessitate WB staff with participatory/process skills to coordinate, or other donors will turn off.
- Despite the World Bank’s involvement in the planning of the economy of Ghana, the plight of the ordinary man has not improved. It is true that in the area of improvement in highways and other infrastructural development, improvement has been achieved. It seems World Bank activities benefit big time capitalists and consultants at the expense of the ordinary workers and farmers who mostly need improvement in the socioeconomic life. Social amenities like health delivery and education which were virtually free cannot be afforded by the Ghanaian as a result of the subsidies that have been removed upon the advice and conditionalities of the World Bank. It seems the World Bank promotes a capitalist ideology that is opposed to socialist development. The world is yet to see a third world underdeveloped country that has developed as a result of World Bank intervention.

- (1) The World Bank has been helping to reduce poverty but the impact on rural communities has been very small. Our experience, working with them reveals that a lot of people are still very poor and for that matter cannot contribute towards socioeconomic development in their areas. (2) Secondly, the period between the designing of projects and the actual physical implementation takes too long a time thus creating mistrust from the general public towards public officials connected with the projects. (3) The inflow of money from the World Bank meant for the execution of the projects is irregular making the projects delay.
- As a worker in local government (District Assembly), it has been difficult for me to answer most questions on the work of the World Bank, particularly if it has to do with their effectiveness. This is because the Bank is not involved in any direct intervention in my region/district. The assessment that I have made of the Bank's operations is based on its assistance to the country as a whole.
- It is suggested that World Bank projects design takes into account the real needs of the people. Poverty eradication, especially in the rural areas where the majority of the people live must be given prominent attention. Secondly, community participation in project identification, planning and design, implementation, monitoring and evaluation must be given a priority if such projects are to be sustainable.
- Planning and economic analysis: The institutionalization of planning and development administration must be given consistent support within the framework of the on-going decentralization program supported by the World Bank. It is particularly important that stress is placed on the improvement of linkages between the budgetary and planning processes. Related to this, Community-based Monitoring and Evaluation systems must be developed, observed and intensified. This would provide opportunity for a wider public participation in development decision-making (by sub-district political structures), and institutionalize the process of democratic governance at the grassroots. The World Bank should concentrate resources in this direction, as a logical extension of its institutional capacity building that is currently being addressed under the Local Government Development Project (LGDP – Urban III). This is the surest way to provide the required impact of World Bank supported programs at the settlement level.
- World Bank has contributed a lot towards the development of sector programs in infrastructure, health, education, etc. but I believe there's more to be improved upon especially in Education (under the tertiary education program).
- In most cases, the World Bank conditions for the third world countries are too stringent. In most cases, conditions in these countries become worse in the long run.
- The WB needs to embark upon a positive public relations program to change its image in LDCs. It has a negative image of a perpetrator a neo-colonial programs. Partnership with civil society is important. May I ask you why you are collaborating with the GOG to merge CSD and MOFA without the TUC? I find this unacceptable. There is need to change policy direction in the area of lowered participation in policy-making.
- The World Bank should focus more on capacity building at the District level by training personnel. Also, equipment such as computers, etc., should be given to the Districts to improve efficiency at the local level.
- The World Bank should provide greater assistance to beneficiaries in project implementation. Current sample forms and procedures of various World Bank functions should be made available to beneficiaries on the internet.
- It is important for the Accra office of the World Bank to make available to District Assemblies the World Bank's annual report to enable them to be well informed on the Bank's perspective of Ghana's economic growth.

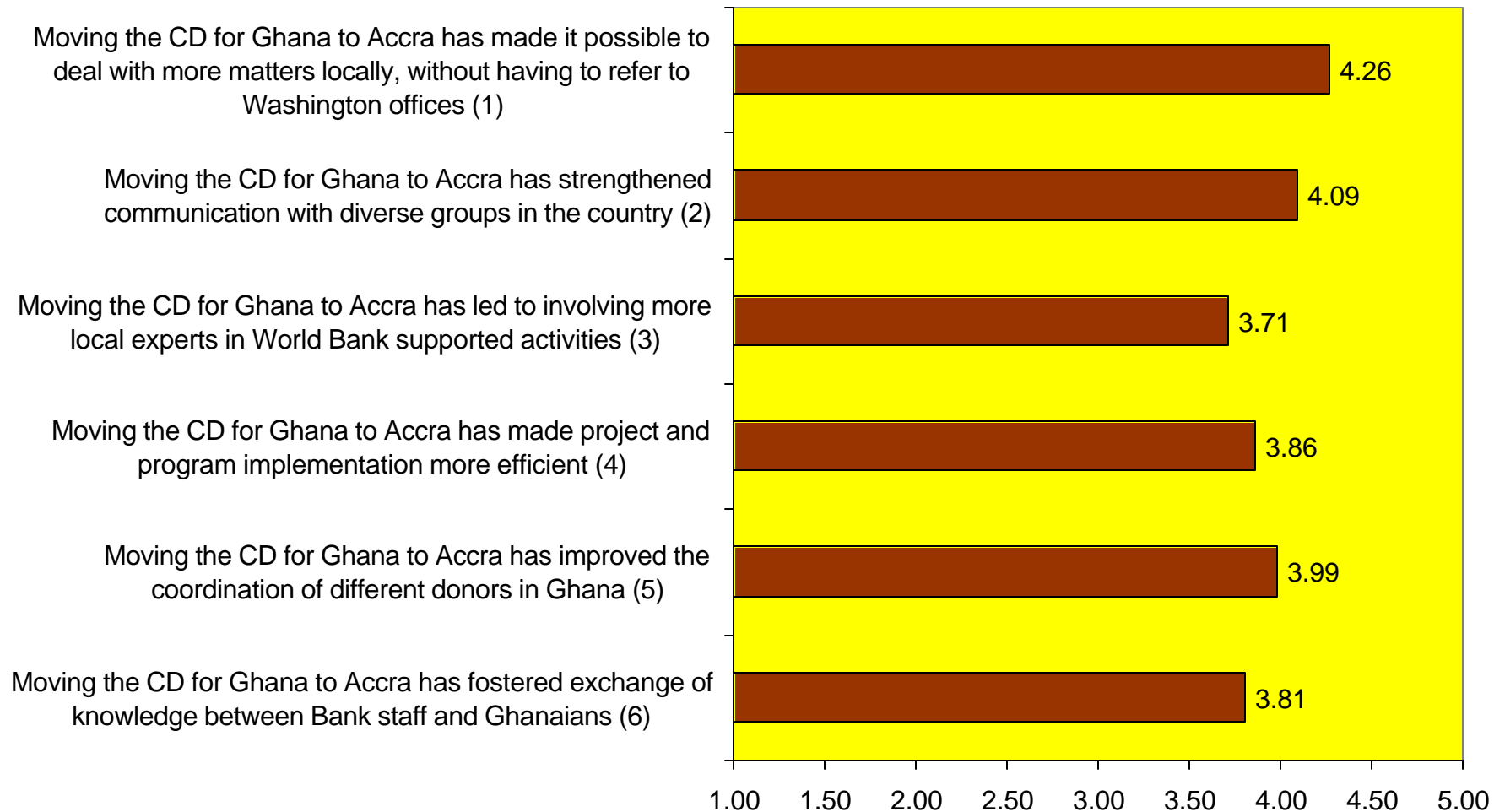
- I am dissatisfied with the involvement of the World Bank in Ghana because the so-called economic success of the nation only finds meaning in the pockets of few individuals who are connected with the work of the Bank. In Ghana today, only these few individuals can afford a reasonable meal a day, pay their bills and then lead lifestyles far beyond the ability of even a senior civil servant. The work of the World Bank will not have a meaning to the ordinary Ghanaian until his economic situation practically improves. The World Bank better put a stop to media propaganda and the use of statistics to portray Ghana as an economic haven. Thank you for this opportunity.
- On the whole, I would say that the World Bank's assistance to Ghana has been very significant in improving the country's economic development. However, as an officer at the district level, my contact with the World Bank is limited, but one area that comes under my purview is award of World Bank contracts. I would say that the principle of lowest bidder in the award of contract has had a lot of detrimental effects. Contractor bid so low to win awards and later find it difficult to execute the contracts. I would want to see the situation where contact (direct) with local authorities is improved.
- We appreciate very much the improvement the country is recording in all sectors of the economy as a result of World Bank, donors interventions. We, however, think that some of the conditionalities are to the extreme as far as our local conditions are concerned. For example, breaks in employment into the Civil and Public Services. The policy should be liberalized a little.
- The World Bank is making significant contributions towards the development efforts of Ghana. However, some of its funded projects delay a lot making beneficiary communities turn to reduce the confidence they have in the Bank. I suggest that the Bank's procedures are made less cumbersome so that projects can be completed in time to enable beneficiaries make maximum use of them. Thank you.
- There should be more interaction with civil society.
- I have very little to comment.
- Apologies for the delay.
- We do not have the facts or information to help us assess the effectiveness of World Bank programmes. We have two World Bank (ASIP) projects for Buipe Market and Tapei market. We were not much involved in the process.
- The World Bank should focus its attention on alleviating poverty especially in the sector of Education, Health and Industries (especially agro-based industries and small scale enterprises). It must also review its present monetary policies to include that of mitigating the effect of World Bank monetary policies on the poor. Beneficiary survey should be extended to individuals especially those in the rural areas.
- On the whole, the World Bank assistance to Ghana has been tremendous. This assistance has contributed to economic recovery, educational reforms, health sector development, provision of basic infrastructure to mention but a few. Nonetheless, service delivery has been hampered by stringent rules, consultancy costs and in some cases, little community participation. It is recommended that community participatory approach be adopted to enable beneficiary communities involvement in planning and implementation of projects.
- There was a time when the World Bank played a lead role amongst the donors – a very beneficial, pro-active role. Within the last year, they have taken a backseat, on-looker position. This has impacted quite severely on our donor coordination. We would like to see the World Bank back in its lead position, dialoging more with us and helping to steer the other donors back onto the simple agenda track.

- In many cases of project implementation, there seems to be very little or very slow communication between the departments within the Bank, especially between the procurement department and that of the task managers. When situations on the ground require some changes that are not the “norm,” the procurement department still insists on the use of their guidelines. By the time project managers and task managers resolve the issue, precious time is lost. More credibility should be given to local experts. World Bank staff should learn to listen more to the needs of the receiving institutions rather than forcing their views, especially where they have been involved in similar exercises elsewhere. They should remember that every society is unique.
- The World Bank as regards to the total reshape of the economy of Ghana, has done a lot by way of assisting the Ghana government financially, technically and morally. It has been observed that the World Bank should embark on training more Ghanaians to the bringing in of expatriates for the sustenance of our industries for socio-economic development.

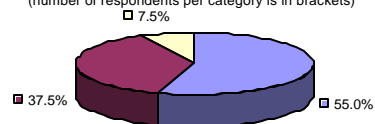
Clients: Section "Role of the World Bank Office in Accra" (Effectiveness)

(question numbers are in brackets)

Scale: 1=very ineffective, 2=fairly ineffective, 3=average, 4=fairly effective, 5=very effective

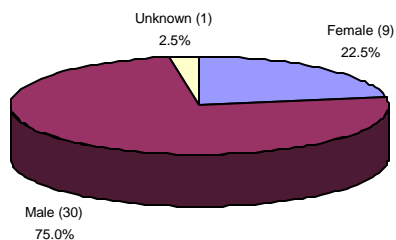


Country Team: Current role of the respondents
(number of respondents per category is in brackets)

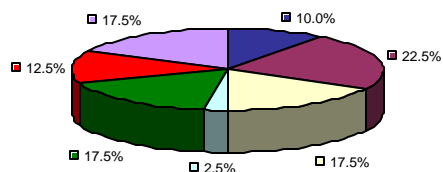


- A member of the core team/full country-based work program (22)
- Not a core member, but part of one or more team activities (15)
- Unknown (3)

Country Team: Gender of the respondents
(number of respondents per category is in brackets)

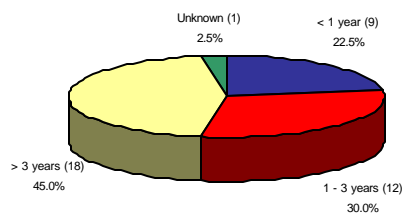


Country Team: Primary specialization of respondents' work
(number of respondents per category is in brackets)



- Environmentally and Socially Sustainable Development (4)
- Finance, Private Sector, and Infrastructure (9)
- Human Development (7)
- Information Solutions (1)
- Operational Core Services (7)
- Poverty Reduction and Economic Management (5)
- Other (7)

Country Team: Number of years a member of the CT
(number of respondents per category is in brackets)



GHANA CLIENT SURVEY

Country Team Questionnaire

Total Response Number = 40

A. World Bank's Overall Contribution

The World Bank's Contribution to Ghana in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
1. helping to reduce poverty	4.46	1.02	39	3.08	0.82	38	1.46
2. helping to bring about economic growth	4.50	0.64	40	3.73	0.73	37	0.81
3. helping to strengthen and maintain sound macroeconomic and trade policies	4.43	0.50	40	3.97	0.72	38	0.45
4. helping to improve governance	4.18	0.88	39	3.03	0.82	38	1.16
5. helping to strengthen the public sector	4.18	0.87	38	3.13	0.98	39	1.05
6. helping to strengthen the private sector	4.34	0.85	38	3.16	1.07	37	1.22
7. helping to attract investment for development	3.95	1.00	39	3.20	1.02	35	0.71
8. supporting programs that include all social groups in development (such as education, health care, specific assistance for women and men, and social protection)	4.45	0.64	40	3.63	0.79	38	0.87
9. helping to safeguard the environment	4.18	0.81	40	3.37	1.03	35	0.86
10. helping to strengthen civic participation in national development efforts	4.13	0.86	39	3.36	0.99	33	0.91
11. helping to establish the physical infrastructure essential for future development	4.45	0.71	40	4.25	0.81	36	0.25
12. helping to ensure that the benefits of development justify the costs	4.18	0.75	40	3.21	0.88	34	1.09
13. helping to ensure that the investments in development bring results that last	4.50	0.64	40	3.34	0.80	35	1.20
14. helping to strengthen the framework for a market economy (including the financial system, judicial system, and regulatory framework)	4.22	0.89	40	3.38	0.86	37	0.81
15. helping to bring relevant knowledge of development practices from the experience of other countries	4.20	0.79	40	3.78	0.89	37	0.43

Scale:

Importance

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

Effectiveness

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

B. Interaction with World Bank Officials

The World Bank Officials':	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
16. respect for Ghana's culture	4.63	0.71	38	3.86	0.87	36	0.78
17. technical competence	4.68	0.58	37	4.05	0.81	37	0.67
18. honesty in their dealings with you	4.51	0.73	37	3.94	0.86	33	0.55
19. reliability in delivering on commitments	4.53	0.60	38	3.86	0.83	36	0.67
20. clarity of communication	4.53	0.65	38	3.53	0.97	36	1.03
21. consistency of messages	4.32	0.62	38	3.34	0.97	35	0.97
22. respect for local knowledge and expertise	4.53	0.56	38	3.51	0.95	35	1.00
23. accessibility	4.39	0.64	38	3.59	1.13	34	0.85
24. knowledge about international best practices in their field	4.39	0.79	38	3.94	0.89	34	0.47
25. ability to adapt their knowledge to Ghana's needs	4.58	0.64	38	3.67	0.83	36	0.89
26. provision of explanations and assistance with World Bank procedures	4.32	0.77	38	3.94	0.89	34	0.38

C. Overall Bank Support

The World Bank Program in Terms of:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
27. accuracy in concentrating on Ghana's key development priorities	4.59	0.64	39	3.53	0.84	36	1.08
28. giving appropriate priority to poverty reduction	4.38	0.91	39	3.35	1.06	37	1.11
29. reflection of different viewpoints across the population	4.03	0.81	39	2.88	0.96	33	1.21
30. realism given Ghana's situation and constraints	4.38	0.78	39	3.24	0.97	38	1.13
31. flexibility in adjusting to changing country circumstances	4.46	0.64	39	3.56	0.88	36	0.89

D. Project Design and Implementation

During Project Design, the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
32. taking account of country realities	4.76	0.49	38	3.60	0.65	35	1.14
33. considering a range of alternative, feasible options	4.32	0.77	38	3.33	0.82	33	0.97
34. involving the participation of beneficiaries	4.61	0.72	38	3.50	0.86	34	1.09
35. helping assure that project benefits justify the costs to the country	4.45	0.76	38	3.50	0.93	34	0.97
36. involving local project experts	4.26	0.86	38	3.35	0.91	31	0.84
37. laying out the institutional and managerial structures needed for implementation	4.47	0.69	38	3.21	0.96	33	1.24
38. establishing the conditions for long-term sustainability	4.56	0.65	36	3.30	0.88	33	1.19
38a. getting the project to implementation quickly enough for Ghana's needs.	4.43	0.73	37	3.03	0.90	34	1.38

D. Project Design and Implementation (cont'd)

During <i>Project Implementation</i> , the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
39. disbursing funds in a timely manner	4.35	0.79	37	3.63	0.97	35	0.71
40. showing flexibility in applying procurement rules to the country's situation and needs	3.83	1.03	36	3.42	0.83	33	0.33
41. supporting country project managers in resolving implementation problems	4.51	0.73	37	3.72	0.96	32	0.78
42. supporting the government in its efforts to manage any negative project consequences	4.25	0.73	36	3.23	0.94	30	1.00
43. responding quickly to submissions and requests	4.54	0.61	37	3.74	0.82	35	0.83
44. helping restructure projects that are not working well	4.51	0.80	37	3.60	0.98	35	0.91

D-2. Programmatic Lending

During <i>Program Design</i> , the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
i. taking account of country realities	4.63	0.56	27	3.69	0.84	26	0.92
ii. involving the participation of potential beneficiaries	4.61	0.69	28	3.38	0.80	26	1.19
iii. involving local specialists	4.46	0.58	28	3.35	0.80	26	1.08
iv. ensuring full government ownership and leadership of the design process	4.75	0.44	28	3.31	0.97	26	1.42
v. establishing the conditions for long-term sustainability	4.61	0.63	28	3.28	1.06	25	1.28
vi. getting the program to implementation quickly enough for Ghana's needs.	4.36	0.73	28	3.19	0.90	26	1.12
vii. contributing to smooth teamwork among external donors and Ghanaian counterparts	4.54	0.51	28	3.50	0.86	26	1.00

During <i>Program Implementation</i> , the work of the World Bank in:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
viii. appropriately adapting the use of procurement rules to programmatic lending	4.33	0.78	27	3.74	0.81	23	0.57
ix. supporting Government program managers in resolving implementation problems	4.43	0.74	28	3.76	0.83	25	0.60
x. being more flexible than in project lending in allocation of resources to different components of the sector program	4.41	0.64	27	3.54	0.66	24	0.83
xi. contributing to smooth teamwork among external donors and Ghanaian counterparts	4.48	0.70	27	3.68	0.90	25	0.76

E. Non-Lending Services

The World Bank's <i>Policy Advice</i> in terms of:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
45. its realism, given Ghana's needs and situation	4.42	0.81	36	3.62	0.82	34	0.76
46. respecting Ghana's social priorities	4.28	0.74	36	3.46	0.74	35	0.80
47. reflecting the diversity of views in Ghana	4.06	0.94	35	3.00	0.97	33	1.06
48. providing a convincing rationale for reform	4.47	0.81	36	3.44	0.98	32	1.09

The World Bank's <i>Studies and Analyses</i> in terms of:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
49. incorporating the knowledge and expertise available in Ghana	4.41	0.69	37	3.37	0.88	35	1.06
50. providing new insights or options	4.54	0.61	37	3.64	0.72	36	0.92
51. producing conclusions that are sound and trustworthy	4.59	0.69	37	3.60	0.88	35	1.00
52. providing recommendations that are practical	4.68	0.47	37	3.53	0.79	34	1.12
53. disseminating of the results to the people in Ghana who need them most	4.35	0.82	37	2.91	1.04	35	1.49

Other contributions of the World Bank to:	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
54. developing effective management systems and procedures	4.32	0.97	37	3.24	0.89	34	1.06
55. strengthening knowledge and skills of individuals	4.46	0.77	37	3.65	0.92	34	0.79
56. strengthening local training and research organizations	4.22	0.98	37	3.09	1.06	32	1.19
57. building capacity at the community level	4.35	0.86	37	3.12	1.02	33	1.30
58. promoting private involvement in effective delivery of public services	4.41	0.83	37	3.27	0.98	33	1.09

Role of the World Bank Office in Accra

Moving the Country Director for Ghana to Accra....	Importance			Effectiveness			Gap
	Mean	SD	N	Mean	SD	N	Mean
1. has made it possible to deal with more matters locally, without having to refer to Washington offices	4.57	0.60	37	4.44	0.65	36	0.11
2. has strengthened communication with diverse groups in the country	4.51	0.65	37	4.06	0.89	36	0.44
3. has led to involving more local experts in World Bank supported activities	3.92	1.06	37	3.71	0.82	31	0.16
4. has made project and program implementation more efficient	4.30	0.78	37	3.94	0.92	34	0.41
5. has improved the coordination of different donors in Ghana	4.46	0.69	37	4.09	0.93	34	0.35
6. has fostered exchange of knowledge between Bank staff and Ghanaians	4.27	0.73	37	3.75	0.80	32	0.53

Working with Others in Ghana*

	Level of Agreement		
	Mean	SD	N
1. The World Bank and other donors are working harmoniously to further Ghana's development.	3.64	0.93	39
2. The World Bank and other donors do not duplicate each other's work.	2.80	0.99	35
3. The Government leads donor coordination.	2.73	1.21	33
4. The Government receives the support it wants from the World Bank in donor coordination.	3.85	0.87	33
5. The World Bank systematically involves civil society (including private sector and NGOs).	3.71	0.96	38
6. The World Bank works in partnership with the Government.	4.47	0.60	38
7. The World Bank is ready to learn from its partners (e.g., Government, other donors, NGOs).	3.67	0.90	39
8. The World Bank takes too much control of the donor coordination process.	2.80	0.93	35

* **Scale:** 1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree

Additional Questions for The Ghana Country Team**

The Country Team:	Level of Agreement		
	Mean	SD	N
1. operates as a cohesive, mutually-supportive group	3.69	1.01	36
2. has high morale	3.92	0.80	37
3. is ready to accept larger responsibility	4.13	0.78	38
4. has been able to maintain continuity of individuals working on assignments	3.33	1.08	33
5. accepts full accountability for delivering results	3.56	1.00	36
6. has members who feel personally responsible for the team's decisions	3.89	0.76	38
7. has members who all have a say in the team's decision making	3.65	0.92	37
8. has a manager who motivates the team to do our work well	4.33	0.76	36
9. has a manager who is a valuable source of knowledge and insight	4.24	0.68	37
10. adapts the team's work program to available resources	3.81	0.78	37
11. has effective working relationship between its HQ-based and field-based staff	4.15	0.90	39
12. is in a region with well-coordinated country and sector management structures	3.27	1.07	37

The Country's Government:	Level of Agreement		
	Mean	SD	N
13. responds seriously to its responsibilities and obligations in its relationship with the Bank	3.13	1.04	38
14. is efficient in its dealings with the Bank program	2.95	0.89	39
15. is honorable in its dealing with the Bank	3.41	0.85	39
16. deals with the policy agenda in an open, unpoliticized fashion	2.87	0.99	38
17. is serious in its efforts to combat any corruption that may exist	2.56	1.16	34

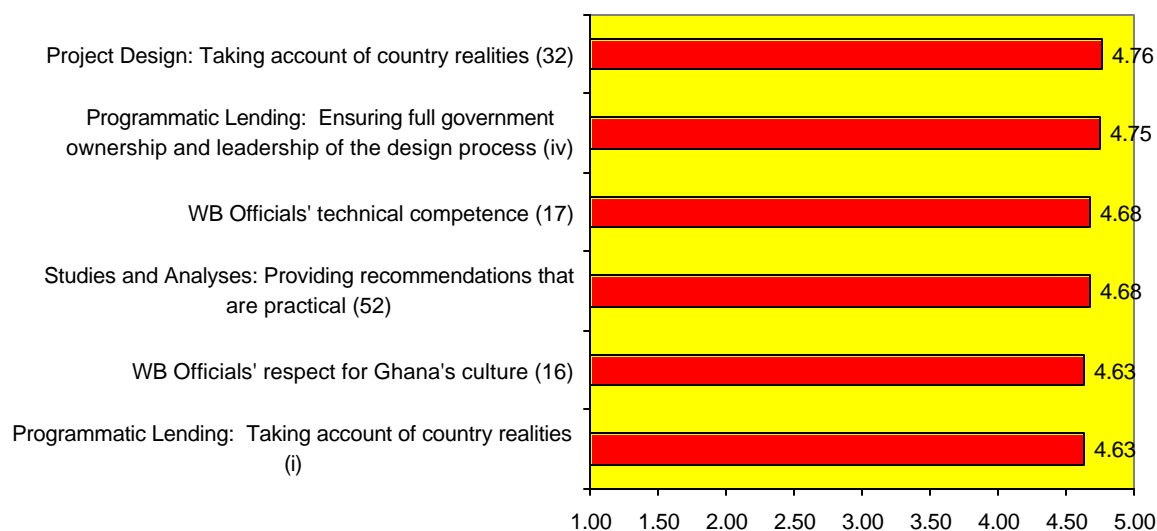
The Bank has been successful in the country, in recent times, in:	Level of Agreement		
	Mean	SD	N
18. influencing key policy changes	3.87	0.84	38
19. achieving the intended development impact	3.32	0.78	37
20. achieving the desired level of efficiency in Bank work	3.54	0.84	37
21. establishing a candid and trusting relationship between the Government and the Bank	3.85	1.04	39

** **Scale:** 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Country Team: Most important areas of WB activity

(question numbers are in brackets)

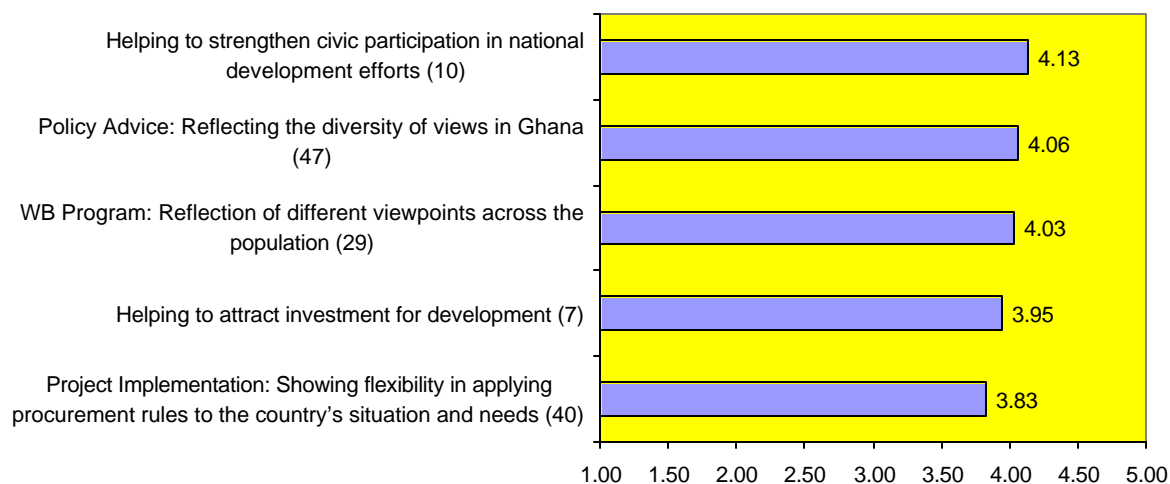
Scale: 1=very unimportant; 2=fairly unimportant; 3=average; 4=fairly important; 5=very important



Country Team: Least important areas of WB activity

(question numbers are in brackets)

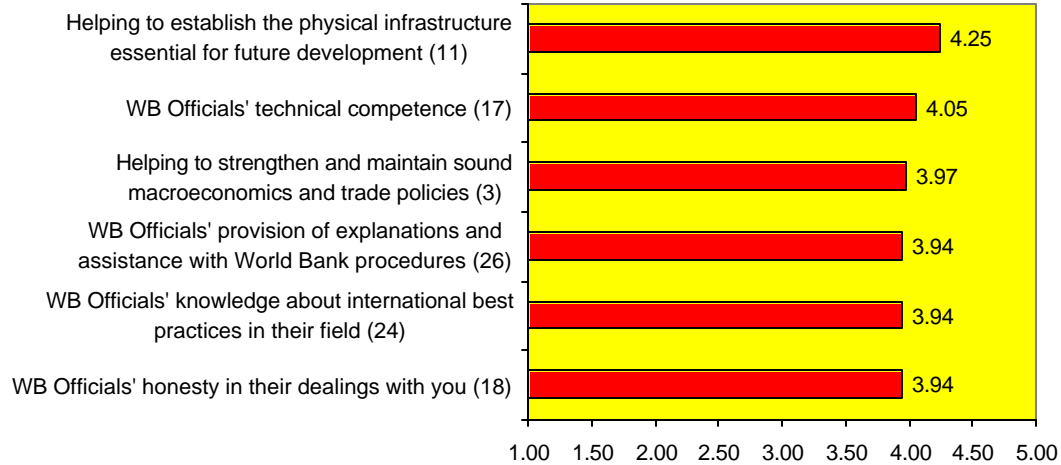
Scale: 1=very unimportant; 2=fairly unimportant; 3=average; 4=fairly important; 5=very important



Country Team: Most effective areas of WB activity

(question numbers are in brackets)

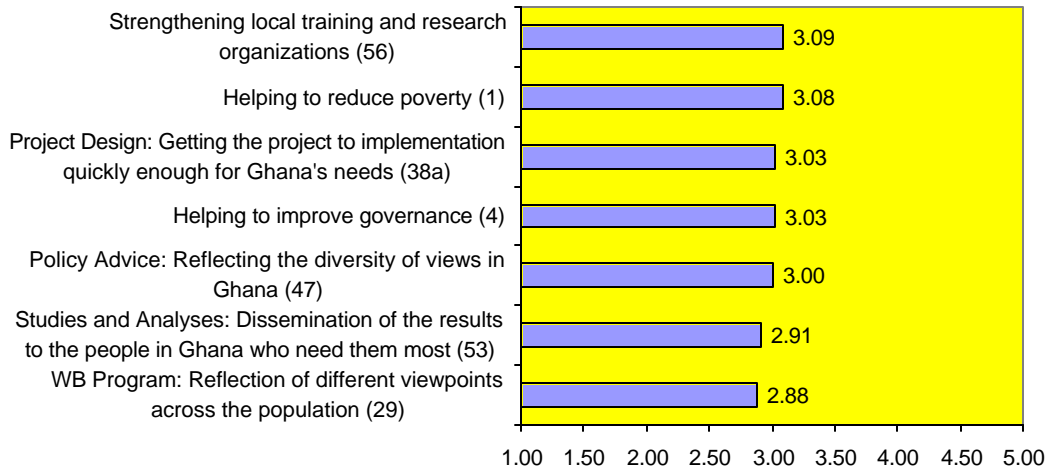
Scale: 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective



Country Team: Least effective areas of WB activity

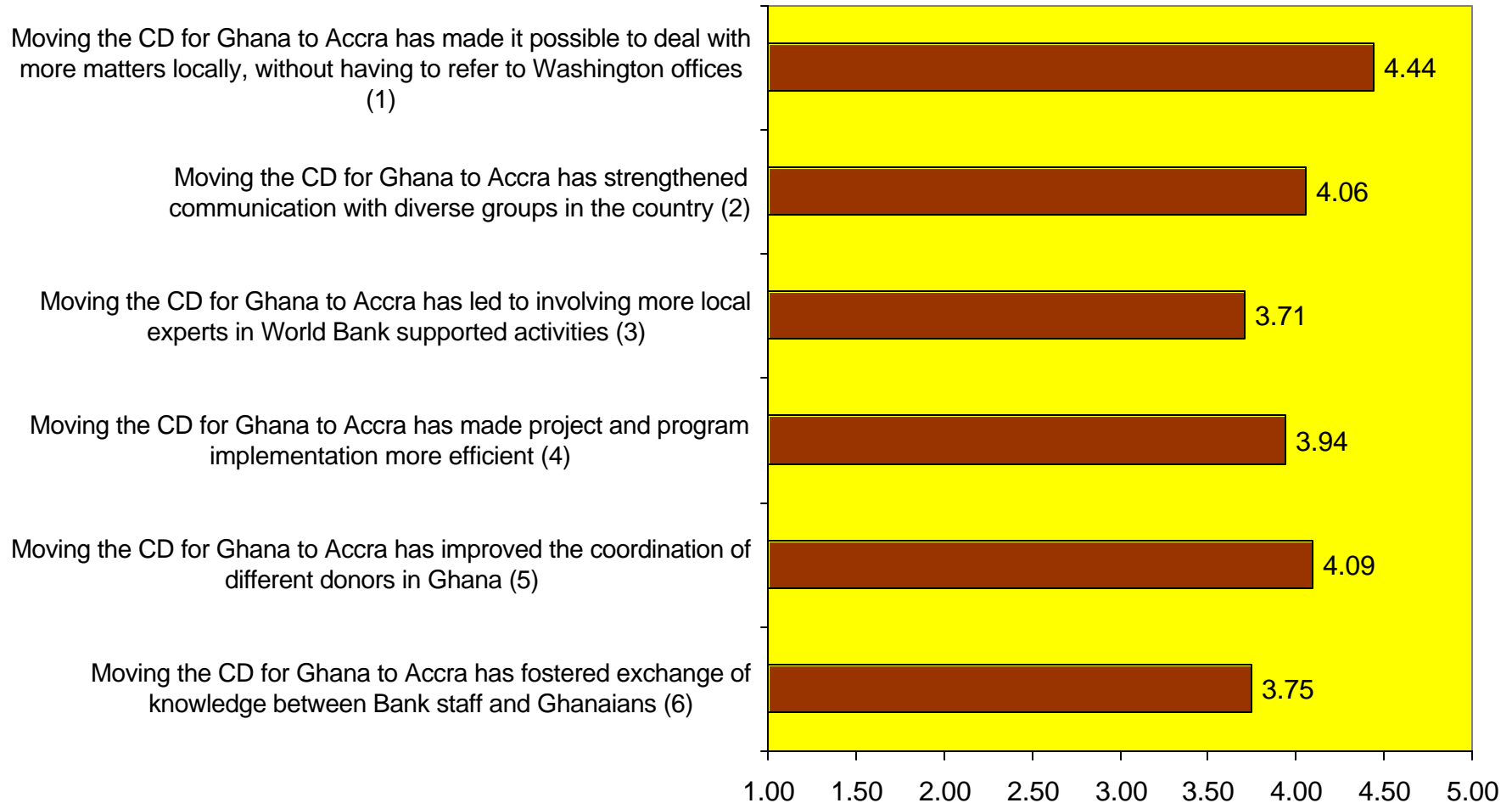
(question numbers are in brackets)

Scale: 1=very ineffective; 2=fairly ineffective; 3=average; 4=fairly effective; 5=very effective



Country Team: Section "Role of the World Bank Office in Accra"
(Effectiveness) (question numbers are in brackets)

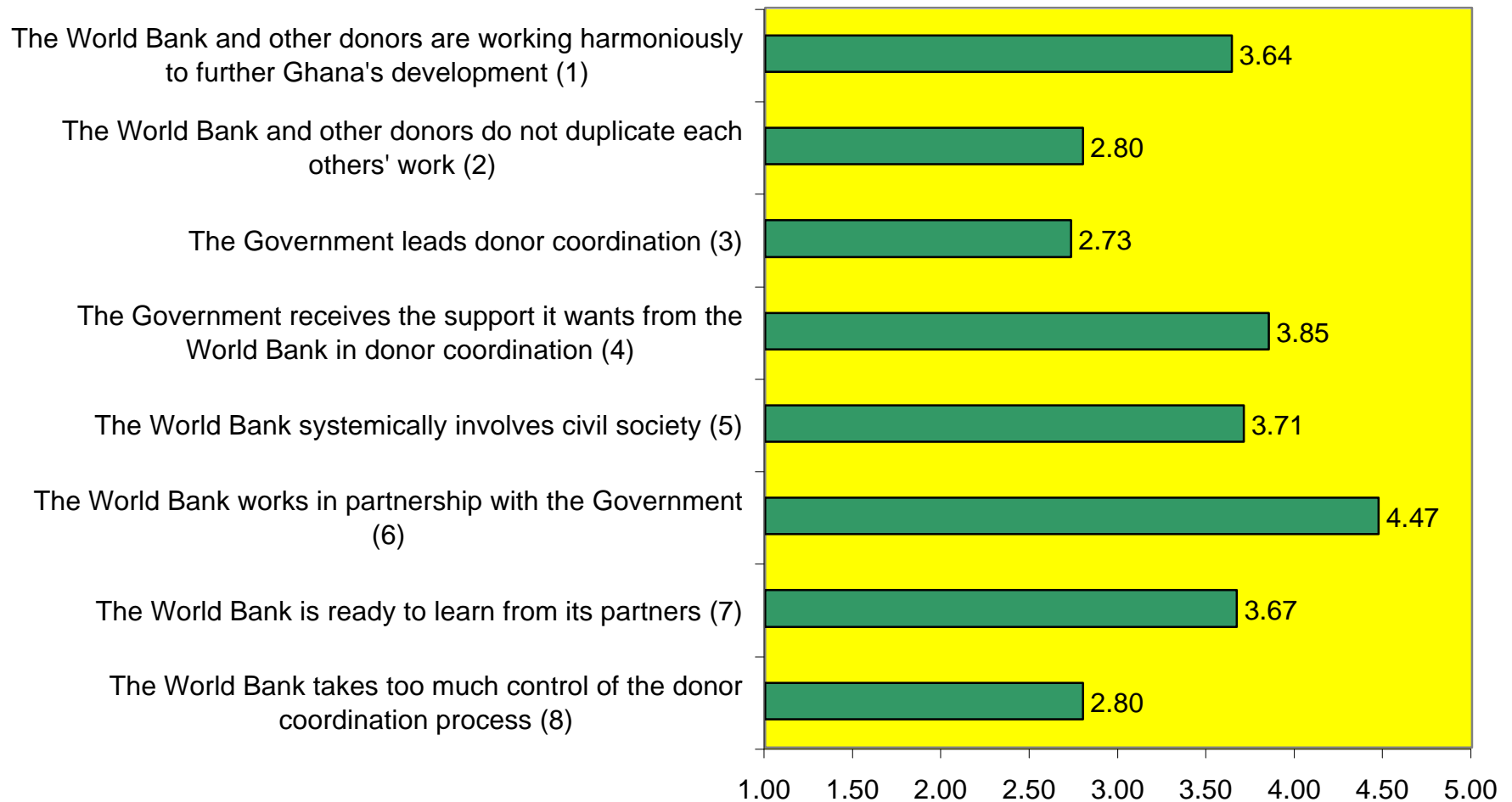
Scale: 1=*very ineffective*, 2=*fairly ineffective*, 3=*average*, 4=*fairly effective*, 5=*very effective*



Country Team: Section "Working with others"

(question numbers are in brackets)

Scale: 1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree



Note: Unlike questions 1-7, question 8 is negatively worded.

GHANA COUNTRY TEAM SURVEY

Write-In Comments

Q3. Please identify the primary specialization of your work. If other, please specify.

- External Affairs
- Institutional Development
- Program Management
- All, except for Information Solutions – Operational Core Services

Comments Section

- The World Bank should challenge key political policies of the Ghana government, since this affects project design and sustainability. The Bank should reflect also on other viewpoints of the population, especially the political divide.
- As a “new” member of the CT, cannot answer to too many questions, particularly on Bank effectiveness.
- There is a lot of repetition in Sections D and E.
- (1) The supervision time is not sufficient on projects (2) To report failure of projects to the government (3) Could the project now be based on conditions (4) Communication within the sector managers A, B, C, etc. (5) (Both) the opposition should be included to the capacity building. (6) Open forum for the consultant the HQ and government at least thrice in the year in form of education (7) The CD should travel on field trips once a while as facilitator (8) All sector managers should account for their financial year and renew their submission.
- Regarding Working with Others – It is difficult to respond to these questions, as the situation varies from sector to sector. While collaboration is strong and positive at the head-of-agency level, it is far less so within some sectors.
- While the government is ready to accept each project that World Bank is prepared to deliver, it does not take implementation seriously as it often does not remove procedural constraints. The project implementation is not as efficient as it should be. Disbursements ratio’s evidence this. Implementation of a good number of project is behind schedule.

DETAILED COMPARISONS OF COUNTRY TEAM AND CLIENT RESPONSES

In this section you will find the detailed results of the comparisons of country team (CT) members' and clients' perceptions of the *importance* of different aspects of WB activity in Ghana and of the WB's *effectiveness*.

Importance

The table below displays those questions on which the difference between clients' and the CT's mean importance ratings was statistically significant or close to becoming statistically significant. Of all these questions, the ratings of the CT were higher than clients' ratings only on questions 10, 16, and on question iv of the programmatic lending section.

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

<i>Question wording (question numbers are in brackets)</i>	<i>Clients or Country Team?</i>	<i>Importance</i>	<i>Number of valid responses</i>
Helping to bring about economic growth (2)	Clients	4.80	197
	CT	4.50	40
Helping to attract investment for development (7)	Clients	4.41	196
	CT	3.95	39
Helping to strengthen civic participation in national development efforts (10)	Clients	3.82	192
	CT	4.13	39
Helping to establish the physical infrastructure essential for future development (11)	Clients	4.69	194
	CT	4.45	40
Helping to strengthen the framework for a market economy (14)	Clients	4.53	194
	CT	4.22	40
WB officials' respect for Ghana's culture (16)	Clients	4.21	189
	CT	4.63	38
WB officials' honesty in their dealings with you (18)	Clients	4.74	191
	CT	4.51	37
WB officials' consistency of messages (21)	Clients	4.62	186
	CT	4.32	38
Project Design: Helping assure that project benefits justify the costs to the country (35)	Clients	4.68	188
	CT	4.45	38

<i>Question wording (question numbers are in brackets)</i>	<i>Clients or Country Team?</i>	<i>Importance</i>	<i>Number of valid responses</i>
Project Design: Involving local project experts (36)	Clients	4.65	188
	CT	4.26	38
Project Implementation: Disbursing funds in a timely manner (39)	Clients	4.80	189
	CT	4.35	37
Project Implementation: Showing flexibility in applying procurement rules to the country's situation and needs (40)	Clients	4.53	188
	CT	3.83	36
Project Implementation: Supporting the government in its efforts to manage any negative project consequences (42)	Clients	4.51	183
	CT	4.25	36
Developing effective management systems and procedures (54)	Clients	4.59	182
	CT	4.32	37
Strengthening local training and research organizations (56)	Clients	4.65	185
	CT	4.22	37
Moving the CT for Ghana to Accra has made it possible to deal with more matters locally, without having to refer to Washington offices (WB office 1)	Clients	4.76	179
	CT	4.57	37
Moving the CT for Ghana to Accra has led to involving more local experts in WB supported activities (WB office 3)	Clients	4.44	176
	CT	3.92	37
Programmatic lending: Ensuring full government ownership and leadership of the design process (iv)	Clients	4.29	90
	CT	4.75	28
Programmatic lending: Getting the program to implementation quickly enough for Ghana's needs (vi)	Clients	4.64	85
	CT	4.36	28

Effectiveness

Questions on which the differences between CT and Clients' mean effectiveness ratings were (or were close to becoming) statistically significant are presented below. In the first part of the table, client's ratings are higher; in the second, CT's ratings are higher. When perusing the table, pay attention not only to the CT-clients differences in ratings but also to the absolute values of the ratings (in terms of the effectiveness scale presented before the table).

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

<i>Question wording (question numbers are in brackets)</i>	<i>Clients or Country Team</i>	<i>Effectiveness</i>	<i>Number of valid responses</i>
Helping to strengthen the public sector (5)	Clients	3.52	188
	CT	3.13	39
Helping to strengthen the private sector (6)	Clients	3.45	180
	CT	3.16	37
WB officials' clarity of communication (20)	Clients	3.96	175
	CT	3.53	36
WB officials' consistency of messages (21)	Clients	3.70	175
	CT	3.34	35
Project Design: Laying out the institutional and managerial structures needed for implementation (37)	Clients	3.67	178
	CT	3.21	33
Helping to safeguard the environment (9)	Clients	3.07	181
	CT	3.37	35
Helping to strengthen civic participation in national development efforts (10)	Clients	2.92	172
	CT	3.36	33
Helping to bring relevant knowledge of development practices from the experience of other countries (15)	Clients	3.39	180
	CT	3.78	37
WB officials' respect for Ghana's culture (16)	Clients	3.42	172
	CT	3.86	36
WB officials' respect for local knowledge and expertise (22)	Clients	3.19	183
	CT	3.51	35

<i>Question wording (question numbers are in brackets)</i>	<i>Clients or Country Team</i>	<i>Number of valid responses</i>	<i>Effectiveness</i>
WB officials' ability to adapt their knowledge to Ghana's needs (25)	Clients	3.28	177
	CT	3.67	36
WB officials' flexibility in adjusting to changing country circumstances (31)	Clients	2.99	187
	CT	3.56	36
Project Implementation: Showing flexibility in applying procurement rules to the country's situation and needs (40)	Clients	3.02	169
	CT	3.42	33
Project Implementation: Helping restructure projects that are not working well (44)	Clients	3.23	156
	CT	3.60	35

In order to assess whether the CT's and clients' positioning of different WB activity areas (questions 1 through 58) along the effectiveness dimension was similar, a correlation between CT's and clients' mean effectiveness ratings was computed. It was .68 which is quite high and indicates that there is a considerable consensus among CT and clients as to in which areas the World Bank is more and in which it is less effective. The scatterplot for this correlation is presented in the figure on the next page.

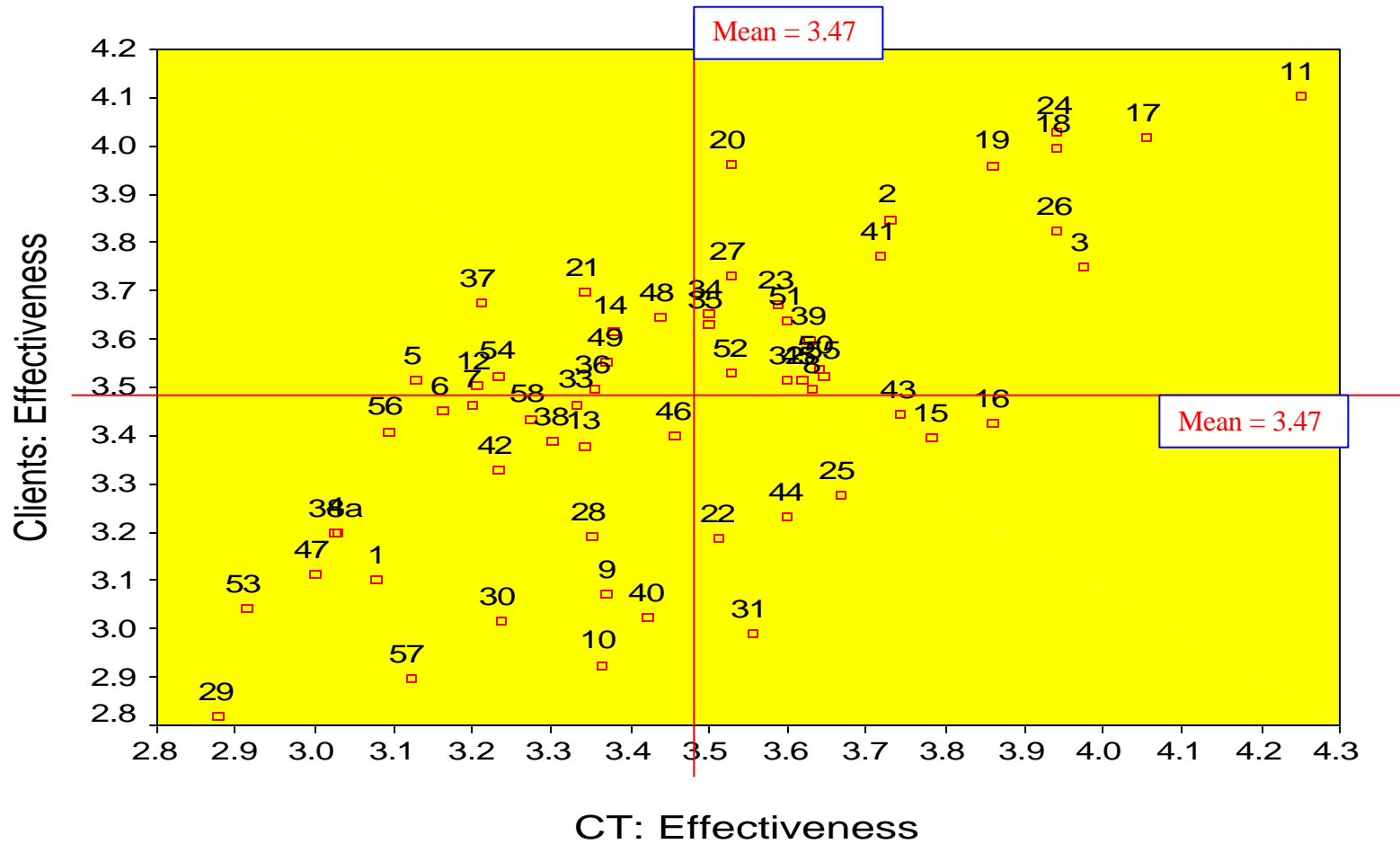
As can be seen in the lower right quadrangle of the graph, on several areas, the CT provided above mean effectiveness ratings while the clients rated the World Bank effectiveness in those areas as below the mean. With the exception of question 43 (*responding quickly to submissions and requests*), all these questions are presented in the table above.

Questions in the upper left quadrangle are those for which the CT gave below-the-mean and the clients, above-the-mean effectiveness ratings. Besides questions 21 and 37 presented in the table above, these questions are:

- 14. *helping to strengthen the framework for a market economy*
- 36. *involving local project experts (Project design)*
- 48. *providing a convincing rationale for reform (Policy advice)*
- 49. *incorporating the knowledge and expertise available in Ghana*
- 54. *developing effective management systems and procedures*

Correlation (across questions 1 through 58) between mean CT and Clients' effectiveness ratings.

Note: numbers on the graph are question numbers.



Section “Working with others”

The table below shows questions from the “Working with others” sections of the questionnaire on which CT’s ratings were significantly different from clients’ ratings.

Scale: 1 = strongly disagree; 2 = disagree somewhat; 3 = neither disagree nor agree; 4 = agree somewhat; 5 = strongly agree

<i>Question wording (question numbers are in brackets)</i>	<i>Clients or Country Team</i>	<i>Mean rating</i>	<i>Number of valid responses</i>
The WB and other donors are working harmoniously to further Ghana’s development. (1)	Clients	174	3.93
	CT	39	3.64
The Government leads donor coordination. (3)	Clients	159	3.24
	CT	33	2.73
The Government receives the support it wants from the WB in donor coordination. (4)	Clients	143	3.55
	CT	33	3.85
The WB works in partnership with the Government. (6)	Clients	182	4.25
	CT	38	4.47
The WB takes too much control of the donor coordination process. (8)	Clients	134	3.33
	CT	35	2.80

Client Survey 1999 – Client Feedback Survey 1995: Juxtaposition of Findings for Ghana

The following table presents the means for 14 similarly worded items from the Client Survey in Ghana (1999) and Client Feedback Survey in Ghana (1995). It is important to notice, however, that one should not mindlessly compare the results of these two surveys. The Client Survey in 1999 and the Client Feedback Survey in 1995 used different scales so that the answers are not directly comparable. In the Client Survey (1999), clients rated the effectiveness of the WB on a number of dimension. In the Client Feedback Survey (1995), three different scales (see below) were used, none of which used the term “effectiveness” in the scale anchors. Also notice a very low number of respondents in the 1995 Client Feedback Survey.

The Client Survey in Ghana (1999; 1st column of the table) asked clients to rate the effectiveness of the WB on each item; the scale used was:

“1” = very ineffective, “2” = fairly ineffective, “3” = average, “4” = fairly effective, “5” = very effective

The Client Feedback survey in Ghana (1995) asked clients:

On items 1, 3, 4, 5, 6 (3rd column of the table) – to rate the extent to which the WB had been effective; the scale used was:

“1” = not at all, “2” = to a little extent, “3” = to some extent, “4” = to a great extent, “5” = to a very great extent

On items 11, 14, 16, 20 (3rd column of the table) – to rate their agreement with the item-statement; the scale used was:

“1” = strongly disagree, “2” = disagree, “3” = neither agree nor disagree, “4” = agree, “5” = strongly agree

On items 24, 29, 32, 34, 36 (3rd column of the table) – to rate the World Bank staff using the following scale:

“1” = very poor, “2” = poor, “3” = so-so, “4” = good, “5” = excellent

**Means on similarly worded items for Client Survey in Ghana (1999) and Client Feedback Survey in Ghana (1995).
The larger the number, the more positive is the evaluation. Be aware of the fact that the two surveys used different scales!**

Client Survey 1999	Ghana (CS 1999)	Client Feedback Survey 1995	Ghana (CFS 1995)
WB is helping:		WB is helping in:	
1. to reduce poverty	3.10 (189 ¹)	1. improving the status of the poor	2.21 (14)
2. to bring about economic growth	3.85 (197)	3. promoting economic growth and employment	2.85 (13)
5. to strengthen the public sector	3.52 (188)	6. strengthening public sector agencies	3.36 (14)
6. to strengthen the private sector	3.45 (180)	5. supporting the development of the private sector	3.07 (14)
9. to safeguard the environment	3.07 (181)	4. improving the environment	1.86 (14)
17. The WB officials' technical competence	4.02 (184)	29. WB's staff is technically competent	4.31 (13)
18. The WB officials' honesty in their dealings with you	3.99 (176)	36. WB's staff is straightforward with you	3.93 (14)
21. The WB officials' consistency of messages	3.70 (175)	20. Bank staff working with your country speak with one voice	4.12 (14)
23. The WB officials' accessibility	3.67 (180)	24. WB's employees' being accessible to you	4.36 (14)
24. The WB officials' knowledge about international best practices in their field	4.03 (167)	32. WB's staff is knowledgeable about the best international practices in their sector	3.79 (14)
25. The WB officials' ability to adapt their knowledge to Ghana's needs	3.28 (177)	34. WB's staff is adapting their knowledge to your country needs	3.54 (13)

¹ The brackets contain the number of respondents to the question.

Client Survey 1999	Ghana (CS 1999)	Client Feedback Survey 1995	Ghana (CFS 1995)
27. WB is concentrating on your country's key development priorities	3.73 (186)	16. The WB contribution to development strategies responds to the country needs	4.07 (14)
31. WB's flexibility in adjusting to changing country circumstances	2.99 (187)	11. The Bank is flexible	2.83 (12)
34. WB is involving the participation of beneficiaries	3.65 (181)	14. Bank staff seek the participation of beneficiaries in their work	2.27 (11)