



Sample of Survey Work

The Centre for Socio-Eco-Nomic Development”

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WORLD BANK CLIENT FEEDBACK SURVEY

Overview:

The Centre for Socio-Eco-Nomic Development (CSEND) has conducted various opinion surveys for international and multinational organisations. The project presented here gives an overview of what such a survey might entail and how it is conducted.

As a members of an international consulting team, CSEND participated in the World Bank's 1995 Client Survey. CSEND was responsible for the implementation of this Survey in Tunisia, Ivory Coast and Mali.

Background to Client Feedback Survey for the World Bank:

Concerns over the performance of the World Bank's lending portfolio led to the creation of a task force which reviewed the basic portfolio management and evaluation process of the Bank.

This review included an examination of the WB's interaction with its Borrowers and concluded that relationship between the WB and its client governments needed to be reviewed on a more systematic basis.

Goal of Client Feedback Survey at the World Bank:

The main goal of the Feedback Survey was:

“To enable the WB to obtain systematic feedback from its Borrowers concerning their perceptions, both positive and negative, of their relationship with the WB in order to enhance the WB's

responsiveness to, and improve its capacity for, achieving intended results in the respective countries.”

More specifically, the major objectives were:

- ◆ To assess Borrowers’ views of products and services provided by the WB, e.g. understanding of value and appropriateness of desired new products and services;
- ◆ To assess the relationship between the WB and Borrowers, e.g. regarding Borrower “ownership”, WB flexibility, degree of dialogue, appreciation or relative roles and responsibilities, resident mission’s competencies (technical and interpersonal) and resources, timeliness of response to service needs;
- ◆ To assess the effectiveness of specific processes required by the WB (e.g. the preparation process, the appraisal process etc.);
- ◆ To assess Borrower views of the implementation of policy based lending;
- ◆ To gather competitive comparisons against other donor agencies;
- ◆ To measure the WB’s success in a given country;
- ◆ To translate the gathered data into specific actions steps that would align the WB with its Borrowers and provide the products and services that Borrowers find most responsive to their needs;

and

- ◆ to do all of the above in a way that would result, to the extent possible, in “win-win” solutions for the WB and its Borrowers and in a mutual understanding that the WB’s requirements and constraints could not always be welcomed by Borrowers.

Pilot Populations which were surveyed in the field:

1. *Decision-Makers*: Officials that had to give their approval for WB services;
2. *Counterparts*: Officials with whom the WB worked together in defining loan agreements;
3. *Implementors*: Officials that worked with the WB on a day-to-day basis to implement projects (not beneficiaries);
4. *Influential country Officials in the private sector* whose work and performance was being impacted by the WB 's activities;
5. *Country Teams of World Bank employees*, both within and external to the country, who supported World Bank activities within that country.

Design of World Bank Feedback Survey:

A) Data Collection:

Data collection was done by using a structured interview technique with pre-established questionnaires. Through face-to-face interviews by senior-level CSEND consultants questionnaires were administered to previously described populations in the respective countries.

. Data (quantitative and qualitative) were analysed on-site to ensure immediacy.

B) Data Feedback and Action Planning

For each country surveyed, feedback was accomplished through a two-day Country Workshop. The attendees included Borrower officials and key members of WB country team. The ensuing discussions were intended to validate the results of the data analysis and to develop action plans for remedial action.

CSEND's contribution consisted of the following:

1. Contributing to the initial *orientation workshop* at WB's headquarters as members of the world-wide consulting team lead by Sirota & Alpers Co., New York.
2. Preparing the software programme for in-country data input, data analysis and data feedback session.
3. Conducting interviews with government officials in French and English in Tunisia, Ivory Coast and Mali.
4. Conducting and facilitating the Feedback Sessions with WB officials and country government officials.
5. Preparing the summary of the main outcome for a General Survey Report which had to be submitted to the top management of the World Bank.