

TECHNICAL ASSISTANCE COMPLETION REPORT

Division : Office of the Director General,
CWRD

TA No., Country and Name TA 7823-REG: 2011 CWRD Client Survey		Amount Approved: \$225,000	
		Amount Revised: \$225,000	
Executing Agency Asian Development Bank		Source of Funding Technical Assistance Special Fund IV	Amount Undisbursed: \$31,862.72
			Amount Utilized: \$193,137.28
TA Approval Date: 14 June 2011	TA Signing Date: 14 June 2011	Fielding of First Consultant: 5 September 2011	Scheduled TA Completion Date: 28 February 2012
			Actual: 31 May 2012
			Account Closing Date Original: 28 February 2012
			Actual: 27 August 2013
<p>Description</p> <p>In 2009, ADB conducted the Global Stakeholder Perception Survey, which covered 31 countries and all of ADB's subregions. The purpose was to raise the level of engagement and disclosure with ADB stakeholders (as required by the Public Communications Policy) and to measure how well ADB was perceived to be helping reduce poverty. The survey results were presented to Management and the Board of Directors to assist Management in deciding on future strategic priorities, carrying out an overall communications strategy, and developing networking and targeted communications initiatives with specific stakeholder groups.</p> <p>It was in this context that CWRD conducted a structured survey to pinpoint operational gaps, strengths, challenges, and opportunities with regard to ADB service. Project agencies, government departments, civil society, the academe, the private sector, development partners, and the media were consulted on the appropriateness of ADB's development and partnership strategies, business plans, products, and advisory and knowledge services. The work was based on interviews with respondents in Afghanistan, Georgia, Kazakhstan, Pakistan, Tajikistan, and Uzbekistan. The survey identified areas where the developing member countries (DMCs) and various stakeholders could bring about changes to strengthen the partnership with ADB. The findings were to be used to take corrective actions to improve partnerships and development results.</p> <p>Expected Impact, Outcome and Outputs</p> <p>The 2011 survey financed by this small-scale regional TA was expected to be more qualitative, in-depth, and broader than the 2009 survey. It was designed to find out from clients how they see ADB's core operational areas in Central and West Asia and how ADB could better serve its DMCs. The survey was necessary to help ADB better serve DMCs by reinforcing its strengths, correct its weaknesses, and achieve its strategic objectives by establishing (i) how aligned ADB operations are to Strategy 2020 and the country strategic priorities; (ii) how ADB can improve stakeholder opinions of its effectiveness, specifically in reducing poverty; and (iii) how ADB can improve the quality of the country partnership strategies and the process of developing these strategies.</p> <p>The work was expected to result in actions aimed at improving ADB service delivery in CWRD client countries. The expected outcome was better and more effective partnerships and development results. The expected outputs were (i) the survey developed and translated by the consultant firm; and (ii) the survey conducted and the report finalized, presented at a workshop by the consultant firm, and approved by CWRD management.</p> <p>Delivery of Inputs and Conduct of Activities</p> <p>The consultant firm, GlobeScan, was hired through quality- and cost-based selection, using a simplified technical proposal. The consultants were recruited on time and their actual inputs did not deviate from the original estimates. About 86% of the financing was utilized.</p> <p>The survey was designed after interviews with CWRD's regional management team (RMT). The resident missions collaborated closely with the consultant, and CWRD worked with DER and ERD on the survey design. The survey design was evaluated as sound by an independent statistician. Potential respondents were compiled by CWRD resident missions (77%) and GlobeScan (23%). The respondents represented a range of stakeholders in each DMC. Resident missions reviewed and endorsed the final list of respondents. Target sample sizes for each stakeholder group in each country were driven by an understanding of who was most important to ADB's work and on what was used in ADB's 2009 Global Stakeholder Perception Survey. The proportion of interviews conducted in each stakeholder group was consistent across all countries. The final data were weighted to correct slight imbalances in</p>			

the final sample, so that it reflected the target representations. Between 22 November 2011 and 23 January 2012, 190 individuals who hold senior-level positions within government, development partner organizations, civil society organizations, the private sector, media, and academia were interviewed to determine their perception of ADB. From 20 to 60 people were interviewed in each country, on the telephone or in person.

Evaluation of Outputs and Achievement of Outcome

The survey found that ADB is very widely perceived as having a positive impact on the DMCs, ADB's performance compares favorably with other development organizations (second only to JICA), ADB is seen as performing well and consistently across areas of operational effectiveness, and negative perceptions of ADB's performance are limited (which could also indicate limited awareness of ADB's efforts). However, ADB's performance is rated relatively low on education and governance (areas that stakeholders feel should be priorities), and fewer than half of stakeholders are familiar with the details of ADB's country partnership strategies. Kazakhstan and Uzbekistan, and government stakeholders and the private sector are the most positive about ADB's performance in attracting foreign investment to the DMCs. Afghanistan and Pakistan, and development partners and academia are the least positive.

The report was presented to and approved by the RMT in March 2012. The report contains baseline data that would allow comparison of results of possible future surveys. The ADB-wide 2012–2013 perception survey provided follow-through feedback. The report also contains recommendations, including a communication and knowledge management plan:

- Increase communication or enhance ADB's efforts in the areas of corruption and good governance. Ensure that stakeholders are aware of ADB's anticorruption safeguards. Make governance and/or anticorruption results more measureable and tangible, to ensure that improvements due to ADB's efforts are visible to stakeholders.
- Manage expectations and/or enhance ADB's efforts in the area of improving education—including programs that build the workforce's skills—a core operational area in Strategy 2020.
- Maintain strong efforts in infrastructure development and in energy infrastructure in particular.
- Continue to work closely with peer development organizations in the region. Increase communication of strategic plans.
- Increase the ability to show progress and outcomes in those elements of Strategy 2020 and ADB's work that are less tangible, and harder to demonstrate positive change in, such as gender equality and environmental sustainability.
- Develop a more concise version of the country partnership strategies for communicating ADB priorities to stakeholders, and particularly to private sector stakeholders.
- Consider additional activities to help increase foreign investment in the region as suggested by stakeholders, being sure to communicate some of the messages that they suggest.

The survey helped better understand clients' needs and perceptions, which were considered useful inputs into ongoing work in operations and aided the programming exercise.

Overall Assessment and Rating

The TA is considered successful. The survey results were presented to and approved by the RMT. The survey report included information and recommendations to enhance client responsiveness and improve project design.

Major Lessons

Surveys, when properly designed and undertaken, provide useful feedback to operational departments. Engaging a firm under a lump-sum contract is encouraged as it simplifies TA administration.

Recommendations and Follow-Up Actions

The survey drilled down through the ADB-wide perception survey's findings. Further surveys may be considered that target specific issues such as in knowledge services.

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