



**IEG**  
INDEPENDENT  
EVALUATION GROUP

**WORLD BANK GROUP**  
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# IEG's 2015 Client Surveys

Topline Report of Key Findings

April 2016



evidence and ideas. applied

*For more information, contact:*

**Lionel Bellier**

**Associate Director**

GlobeScan Incorporated

Tel: +44 (0) 789 601 1645

[Lionel.Bellier@GlobeScan.com](mailto:Lionel.Bellier@GlobeScan.com)

**Marie Prudhomme**

**Research Analyst**

GlobeScan Incorporated

Tel: +44 (0) 779 262 3673

[Ms.Prudhomme@GlobeScan.com](mailto:Ms.Prudhomme@GlobeScan.com)

[www.GlobeScan.com](http://www.GlobeScan.com)

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<b>Introduction &amp; Methodology</b>	4
<b>Key Findings</b>	12
<b>Respondents Profile</b>	16
<b>PART 1: General Perceptions and Attitudes toward IEG</b>	20
• Familiarity with IEG	21
• Relevance of IEG’s Work to WBG’s Overall Mission, Strategic Alignment and Independence	25
• IEG’s Work Emphasis: Learning vs Accountability	34
• Impact of IEG’s Work	40
<b>PART 2: Detailed Assessment of IEG’s Products &amp; Services</b>	45
• Readership and Professional Use of Products	46
• Satisfaction with IEG’s Recent Evaluation Products	57
• Influence of IEG’s Evaluation Products	66
• Satisfaction with IEG’s Recommendations	70
• Access to IEG’s Products / Ratings of IEG’s Outreach	75

# Introduction & Methodology

- This report presents the findings of the **2015 Client Survey of the World Bank Group's** Independent Evaluation Group (IEG). This is the fourth iteration of this survey carried out by GlobeScan on behalf of IEG – 2009, 2011, 2012 ad 2014 – **Only the last three are comparable.**
- For IEG, the objectives of this annual engagement are to obtain feedback on clients' general awareness and attitudes toward the organization, and to provide a detailed assessment of IEG's products and services in line with IEG's Results Framework.
- More specifically, a series of **KPIs\* are monitored to help IEG inform its overall strategy, work program and results framework, as well as to help it to anticipate demand for its services:**
  - \*awareness of IEG; perceived focus of IEG's work; relevance and effectiveness of IEG's work; readership of IEG's products; satisfaction with products; utility, influence and quality products.*
- The findings detailed here are based on **three surveys conducted among three different audiences:** WBG Board members and advisors, WBG Staff, and External Stakeholders. All WBG staff received the same survey.
- This report shows key comparisons across the three groups as well as individual findings within each group.

- All figures in the charts and tables are expressed in percentages, unless otherwise stated. Totals may not always add to 100 because of rounding.
- “Don’t know / no answer” respondents were excluded from all calculations reported in the report.
- Almost all rating questions were designed with a six-point scale and, most of the time, results are reported using the sum of percentages of positive responses (4+5+6). This is in line with IEG’s evaluation practice.

- **Fieldwork was conducted online** and simultaneously for the three audiences. It was carried out over three and a half weeks, **between 1<sup>st</sup> December and 23<sup>rd</sup> December 2015**.
- This was a shorter window compared with 2014; coupled with the holiday period, this may have impacted on the response rates for all audiences.
- For the Board, in contrast to 2014 but in line with previous years, no phone follow-up campaign was conducted.

## Sections

- Like in previous years, the **questionnaire was divided into two main sections.**
- **The first section focused on general perceptions and attitudes toward IEG** as an organization, and asked respondents general questions about their familiarity with IEG's role, impact, and independence.
- The **second section focused on collecting feedback on IEG's evaluation products**, with respondents asked to rate their overall and detailed satisfaction with the most recent evaluation products they read in the past 12 months.
- The last couple of questions of this section were more general again and asked about access to products and IEG's effectiveness in reaching out to stakeholders.
- The questionnaire offered several opportunities for respondents to elaborate on their ratings. While the open-ended comments are not analysed and reported in this document, the verbatim data file has been delivered to IEG.

## Screen outs

- Respondents not familiar with IEG's role were screened out after the first question in Section One. A second, partial screen-out was applied at the end of Section One for respondents familiar with IEG's role but who have not read any of its reports. Those respondents skipped the entire products-specific section and resumed the survey for the last few questions. **Respondents who have not used IEG reports for their work in the past year were also screened out for that section.**



- There is an **important degree of variability in terms of sample sizes by audience from year to year**. For example, the 2014 samples for the Externals and Staff audiences were roughly double the size of those from 2012, but in 2015 they are back to the 2012 levels. However, because **the absolute numbers for the overall samples remain robust in each year**, the irregularity in the sample sizes, as dramatic as it can look, is **not a problem when considering the validity of tracking** the results.
- At the aggregate level, indeed, **the analysis of results by sample do not show odd and abrupt movement from one year to the other, which indicates that tracking can be considered reliable**.
- **Tracking results for the products-specific questions** among Staff respondents **requires a degree of caution** when interpreting changes, however, because of strong variability in sample sizes and therefore margin of errors. In this context, no significant change is apparent in 2015.
- **For the Board, the sample universe is relatively small** (list of just over 200 names). In this configuration, **in stakeholder research, results from a sample of above 20 can be tracked annually in good confidence**, particularly when the database is stable year-on-year (like is the case here) and when no abrupt trend stands out.
- Adding to the above note of caution, over the years, some **wording tweaks have been applied on several questions**, that could also potentially impact the tracking analysis to some extent.
- IEG staff responses were screened out of the survey altogether.
- In this report, full tracking charts for aggregated results by audience have been included where applicable to observe movement over the last three surveys - 2011/12/14. For charts that focus on specific demographic variables, tracking is shown by using arrows only to report changes for Top 3 (4+5+6) figures or mean scores.

- **No statistical test has been run to measure the significance of changes between the different years** of data. Performing this analysis would require merging all the datasets since 2011 – a significant investment for limited added value in stakeholder research. However, **the following rules, based on survey industry standards, are being used to report what can be considered as significant changes:**
  - **+/- 8 percent year on year for percentage figures for full sample questions:** changes below 8 percent are not reported as they can be considered as not significant because within the margin of error (typically 3-4% for a database of several thousands names and a total sample by question of several hundreds). However, as the margin of error is bigger for products-specific questions given the smaller sizes of sub-samples, a greater range than +/- 8 percent should be considered when tracking the results to identify significant changes.
  - **For Board members, given the smaller samples at play, we considered a change of +/- 10 percent as denoting an apparent change.**
  - **Significant difference is slightly more complicated for mean scores than for percentages,** but as a rough rule a difference of around 0.05 based off a very large sample (typical of a public opinion survey) can be regarded as significant at a 95% confidence interval (i.e. 19 times out of 20, a survey industry standard). In this report, we have applied a higher standard of interpreting significant differences, using 0.10 as a margin of error in a given year. **When we look at two different years, we then use +/- 0.20 as a threshold to report on significant changes.**

- **Board:** population of 221 Executive Directors (EDs), Alternate EDs, and Advisors; 31 responses. Response rate of 14 percent.
- **WBG Staff:** population of 15,782 operational Staff; 746 responses for all available HR grade levels. Response rate of 4.7 percent.
- **External Stakeholders:** population of 2,941; 213 responses across various categories of stakeholders. Response rate of 7.1 percent. An open link was used to reach out to External Stakeholders in 2015, resulting in an additional 177 completes. These completes came from social media outreach and promotion on the IEG website.
- **Despite the drop in sample sizes over the past year**, absolute numbers for both Externals and Staff are **robust enough** and guarantee the reliability of results for these two samples each year since 2011.
- **Looking at the Staff audience specifically**, the respondents profile is also a **reassuring criteria**. Independently from the overall sample size, in the past three years, the **distribution analysis of the surveyed sample by HR grade shows a fairly good alignment with the distribution as per the full database**, which confirms that the sampling is reliable.
- However, each year **HQ respondents are slightly over-represented compared to Field Office respondents** – a normal characteristic given the method of completing the survey is online. **IBRD respondents are also slightly over-represented compared to IFC respondents.**

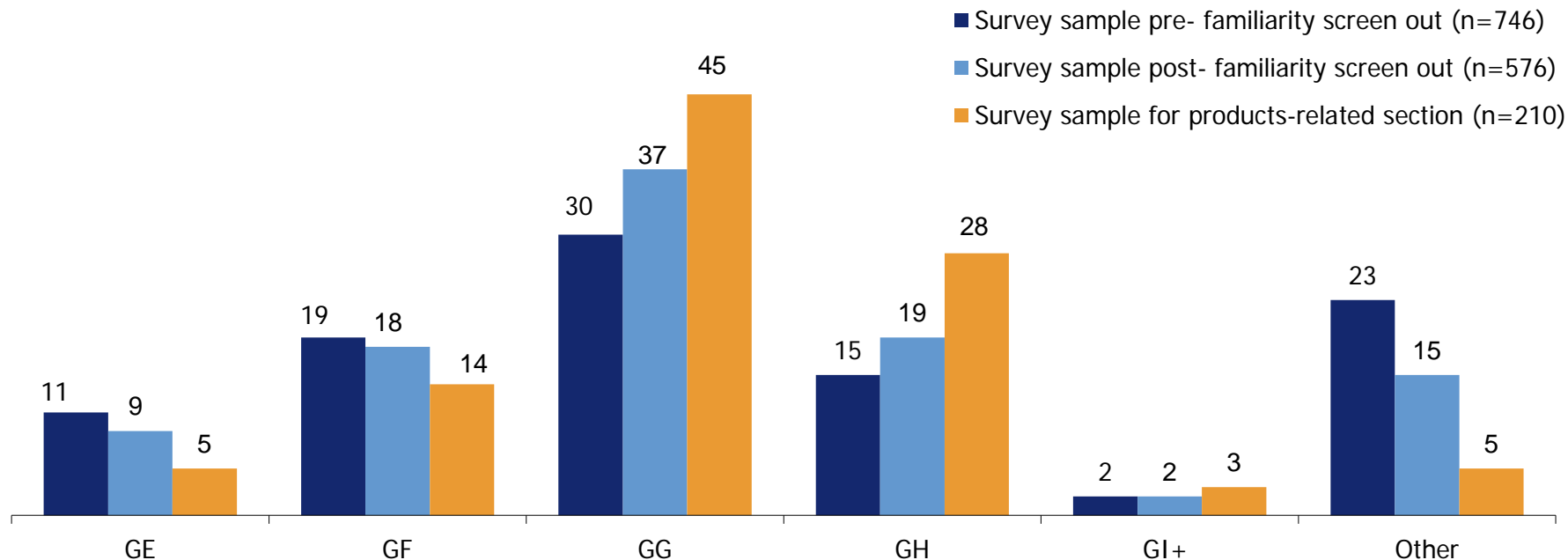
# Key Findings

- **Familiarity:** Board members remain very familiar with IEG's work and reports: all respondents read IEG reports at least occasionally. Familiarity among Externals also continues to be high (71%), but just over half of Staff (54%) are now familiar with the organization and also read its reports.
- **Relevance:** IEG's work continues to be perceived as very relevant to WBG's mission across all three audiences, with topline ratings ranging between 85 and 95 percent.
- **Independence:** Perceived independence of IEG is rated very high across all audiences (around 85% of positive ratings), and has remained mostly stable for Staff and Externals, but has dropped a few points over the past two years among Board members.
- **Learning-vs-accountability gap:** A growing gap in IEG's work emphasis is reported by the Board, who increasingly view IEG's focus more towards accountability than learning; Staff are of the same opinion though the gap has shrunk since 2014. Externals do not consider the gap to be wide.
- **Impact:** While solid majorities across the three audiences consider IEG's work as having an impact on the WBG's effectiveness, the proportions have decreased and are now nearing the 2012 survey. Among Board members, perceived impact of IEG on effectiveness of the WBG's activities is at its lowest in 2015, compared against the last four surveys.
- **Utility:** Use of IEG's products is most frequent among Board members: over three quarters (77%) have used one in the past year; compared with 59 percent among Externals and just over one in two among Staff (52%).
- **Overall use:** Overall use of IEG's products remains very high and stable among Board and Externals (between 85 and 90%). This proportion is also high and stable among Staff (66%), and HQ Staff are increasingly more likely to use the reports, and have now caught up with FO staff.

- **Quality of IEG products:** Among Staff who are reading IEG's reports, topline satisfaction with the overall quality of IEG's products (only asked to Staff) remains very high and fairly stable, at 74 per cent.
- **Detailed satisfaction:** Looking at the detailed product attributes, satisfaction remains very high among Externals and Board, and high among Staff members (mean scores near or above 5 on a 1-6 scale on most attributes for the first two groups, and generally comfortably above 4 in most areas among Staff).
  - Usefulness of the executive summary is rated the highest by the three audiences, **but process of engagement and timeliness tend to be rated the lowest.**
  - Perceived relevance of products is highest among Externals and Board.
- **Influence:** Influence of IEG's reports in improving understanding of specific development topics continues to be viewed very positively among Board and Externals (about 85% overall), and is also well regarded among Staff (ranging from about 65 to 75%).
  - However, **influence ratings in helping to understand what works in development, and development results of projects/operations** have declined among Board members.
- **Satisfaction with recommendations:** Satisfaction with IEG's recommendations remains very high among Board and Staff (respectively 88% and 75% for overall quality), especially around clarity and coherence.
- **Access to products:** Email announcements continue to be the main source of access to IEG's products among Staff and Externals, but IEG's website is the main access channel for Board members.
- **Outreach efforts:** Different types of outreach are generally rated very well on effectiveness by all audiences (75 to 95% on most attributes), but improvement could be made for social media outreach, and blog communications among Staff.

# Respondents Profile

## Before and After Screen Outs, 2015



### Margins of error

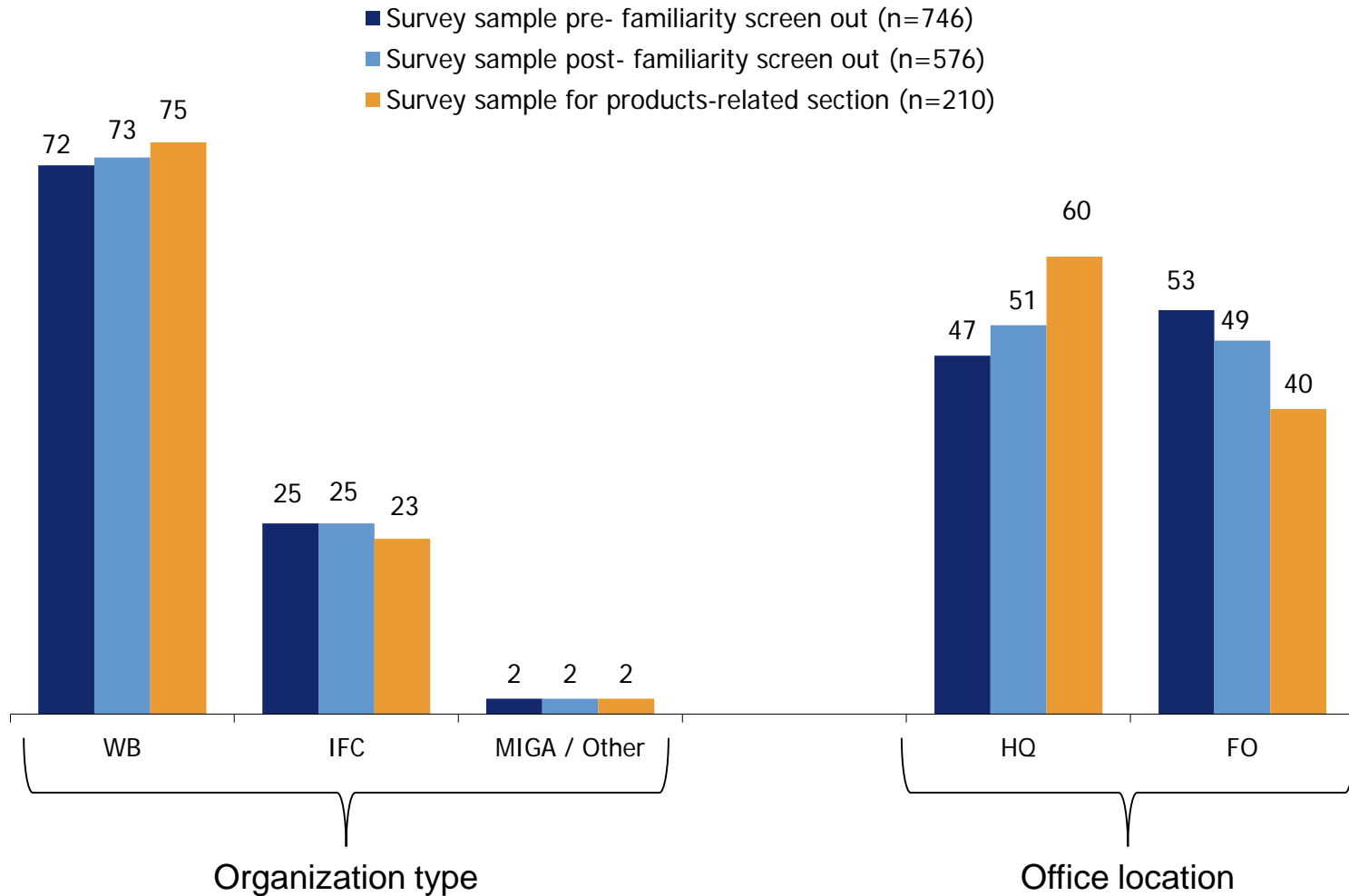
All margins of error shown in this report are calculated using the total WBG Staff population universe (15,782), and the number of WBG Staff respondents who effectively answered a particular question as sample size (i.e., DK/NAs are excluded from calculations).

The overall margin of error for WBG Staff throughout the following report is between  $\pm 3.4$  and  $\pm 7.2$  percent (depending on questions), using a 95 percent Confidence Level.



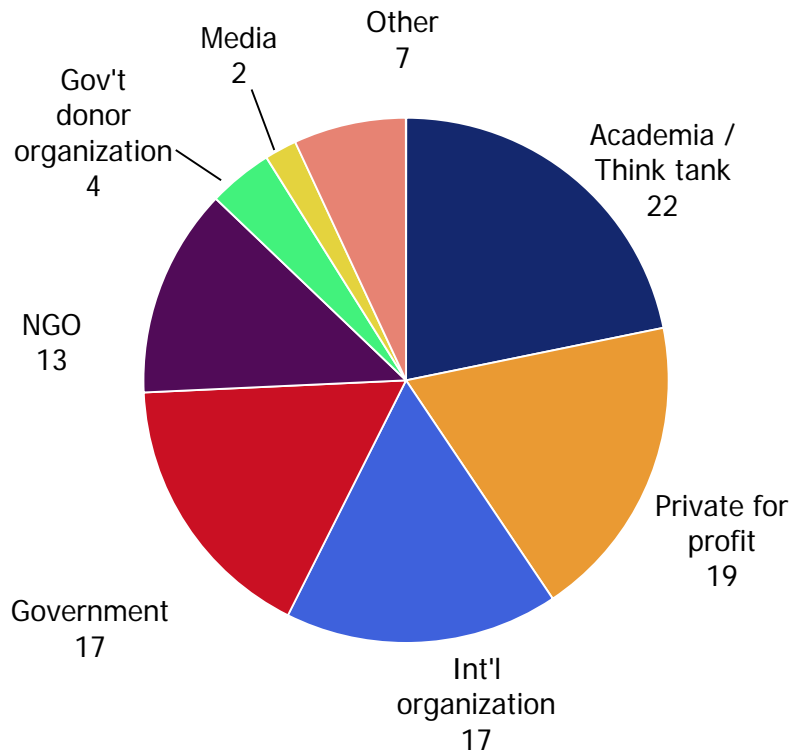
# Distribution of WBG Staff by Organization and Office Location

Before and After Screen Outs, 2015

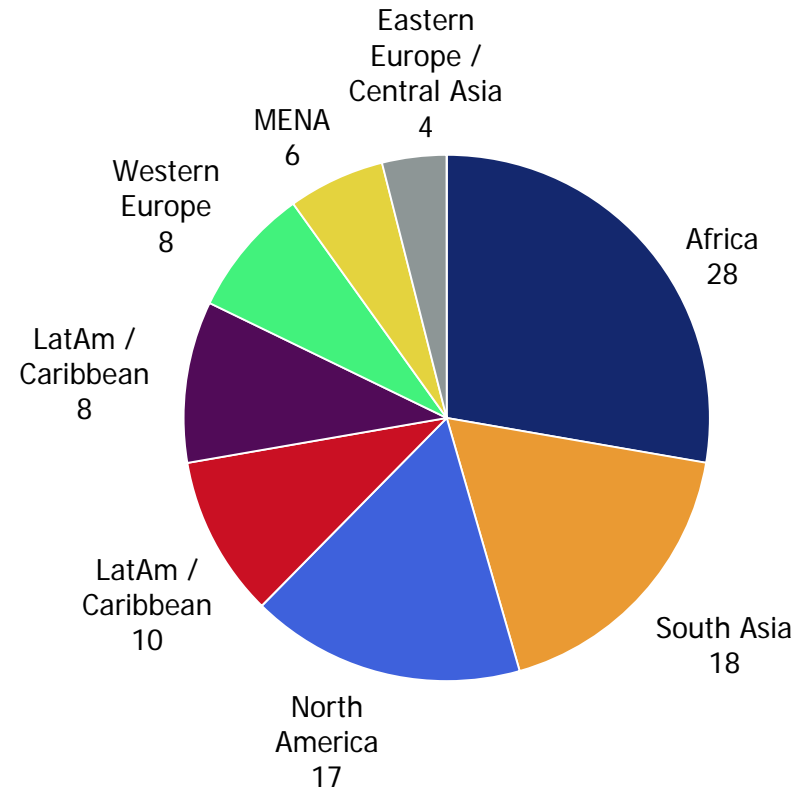


Before Screen Outs, by Category and by Region, *n*=387, 2015

### Organization category



### Region

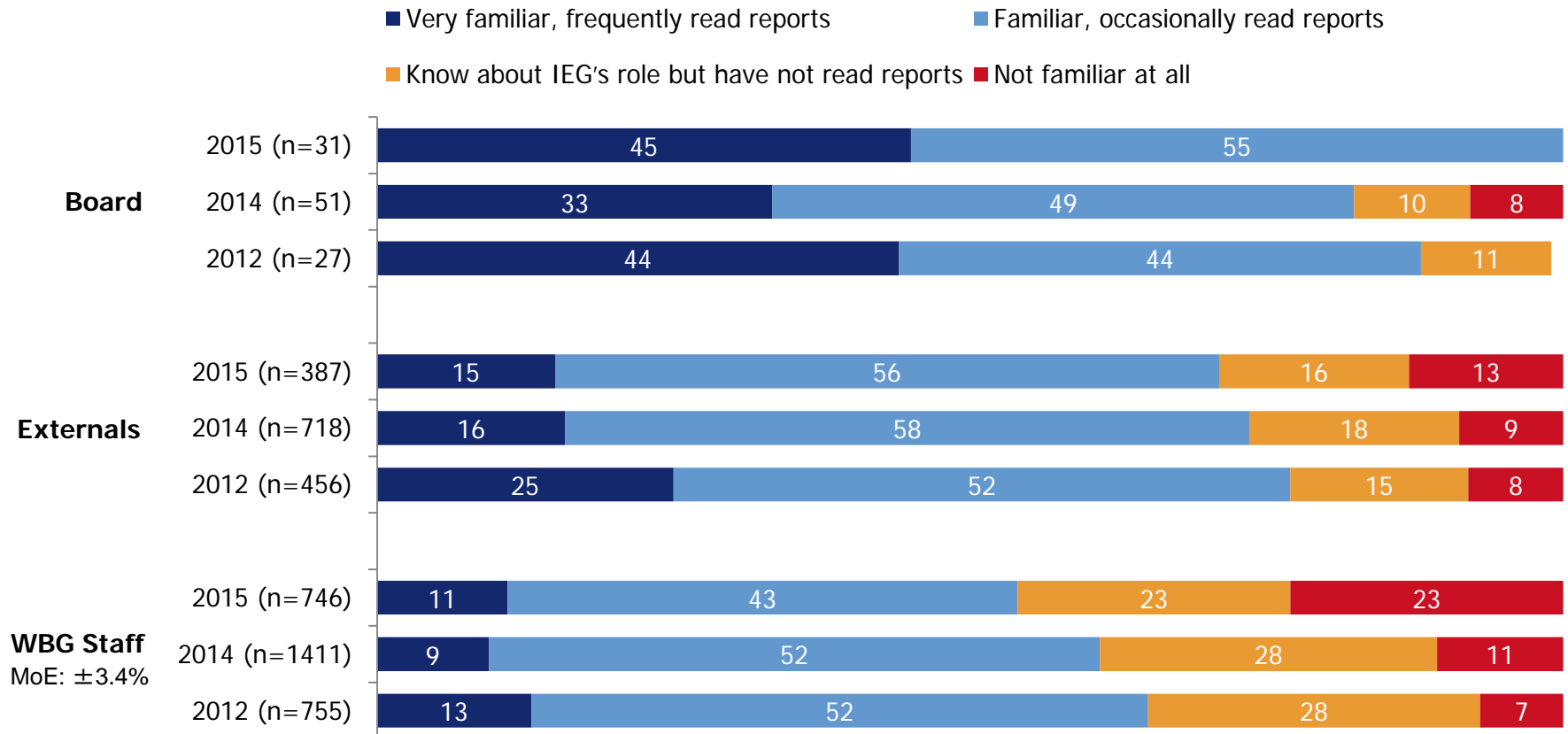


***PART 1:***  
**General Perceptions and  
Attitudes toward IEG**

# Familiarity with IEG

# Familiarity with IEG's work is highest among Board members and increased in 2015; levels among Staff and Externals seem to follow a slow downward trend

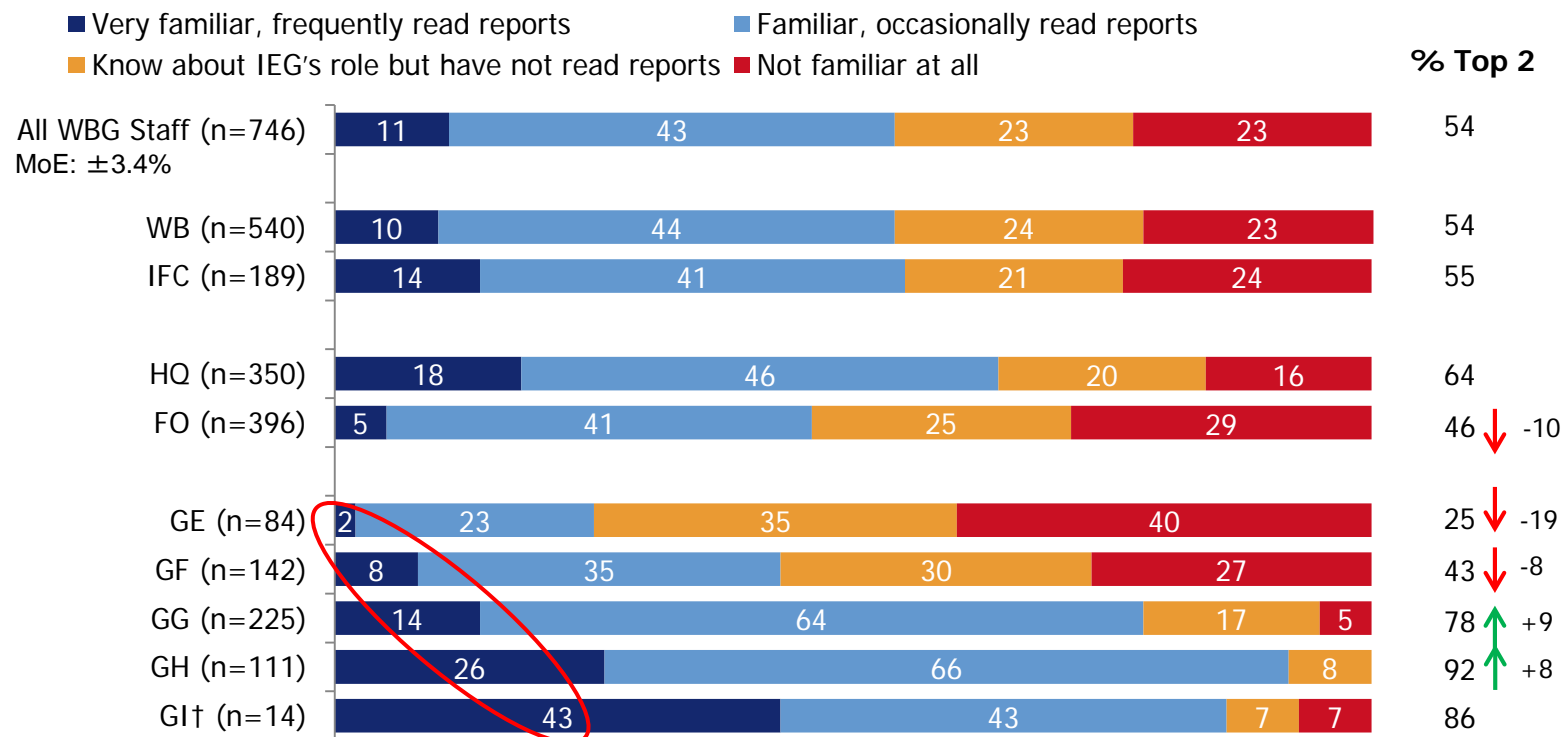
Familiarity with IEG's Work and Reports, by Sample Group, 2011–2015



Note: Slight wording and scale change since 2011.  
Q1t. To what extent are you familiar with IEG's work and reports?

# Lower familiarity with IEG's work among Staff is mostly driven by FO Staff and junior HR Grades

## Familiarity with IEG's Work, by Organization, Office Location, and HR Grade Level, WBG Staff, 2015



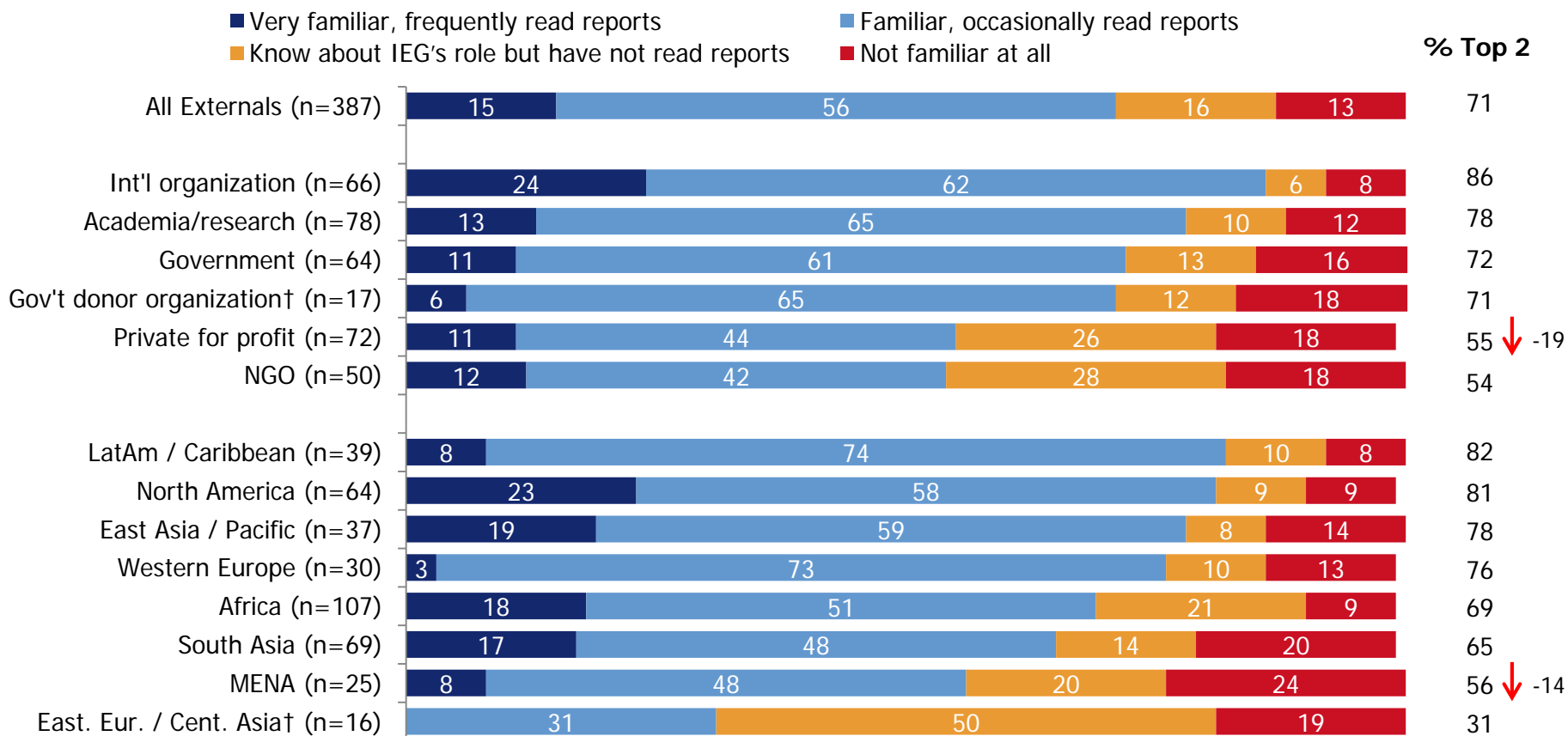
### Additional insights

- The gap in familiarity (Top 2 figures) has widened between Task Team Leaders (TTL) and those who are not, from 73% vs 50% respectively in 2014 to 79% vs 41% in 2015.
- Similarly, the gap in familiarity has increased between Staff who have been evaluated by IEG and those who have not, from 81% vs 51% respectively in 2014 to 88% vs 44% in 2015.

Note: Arrows represent change between 2014 and 2015. †Caution: very small sample size Q1t. To what extent are you familiar with IEG's work and reports?

# Overall, familiarity with IEG's work among Externals has remained fairly stable across organization types and regions

## Familiarity with IEG's Work, by Stakeholder Category, Externals, 2015



### Additional insights

- Senior stakeholders are most familiar with IEG's work (75% for top 2 figures), compared with 58 percent for mid-level and 38 percent for junior level.

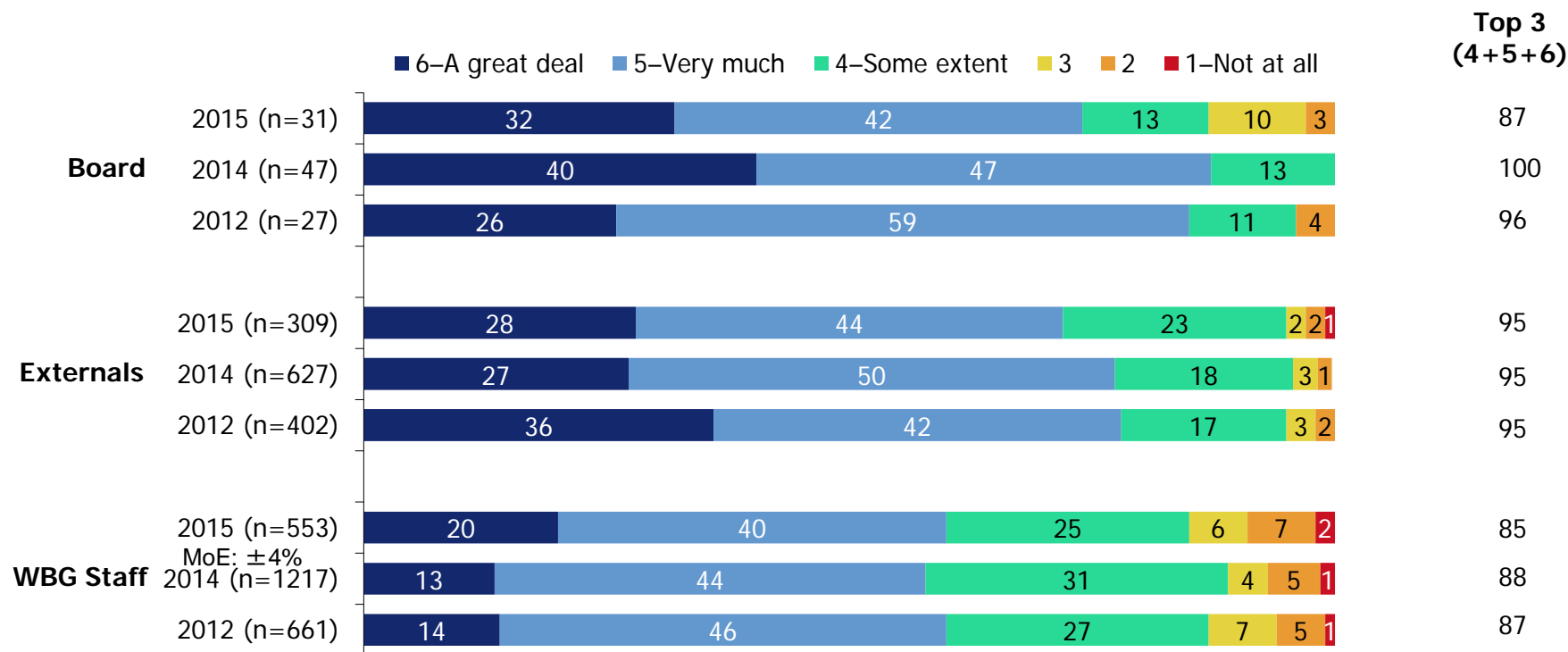
†Caution: very small sample size; Note: Arrows represent change between 2014 and 2015.  
Q1t. To what extent are you familiar with IEG's work and reports?

# **Relevance of IEG's Work to World Bank Group's Overall Mission, Strategic Alignment and Independence**



# IEG's work is still seen as very relevant to WBG's Mission across all three audiences; but positive feedback from Board has ebbed a little

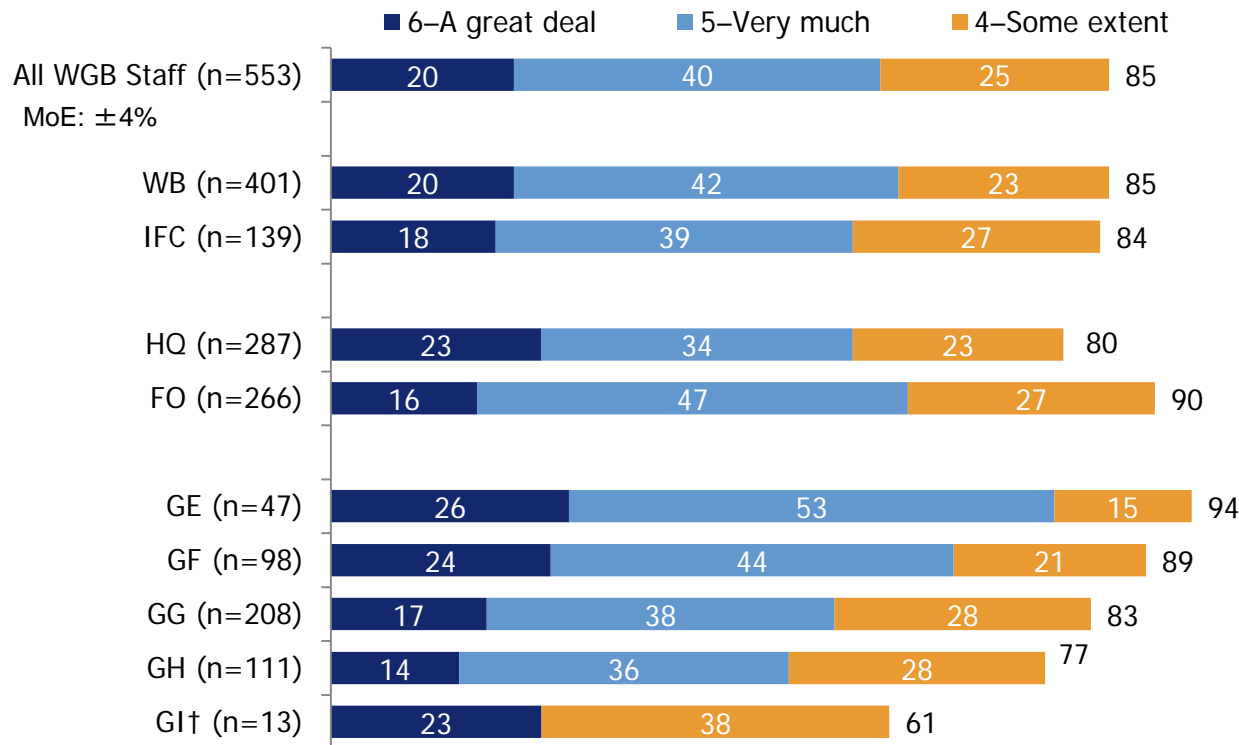
Relevance of IEG's Work to WBG's Overall Mission, by Sample Group, 2012–2015



Q4t. How relevant do you think is IEG's work to the World Bank Group's overall mission?

# Perceived relevance of IEG's work among Staff is lower in HQ and CO, and lowest among senior level staff.

Relevance of IEG's Work to WBG's Overall Mission, by Organization, Office Location, and HR Grade Level, WBG Staff, 2015



## Additional insights

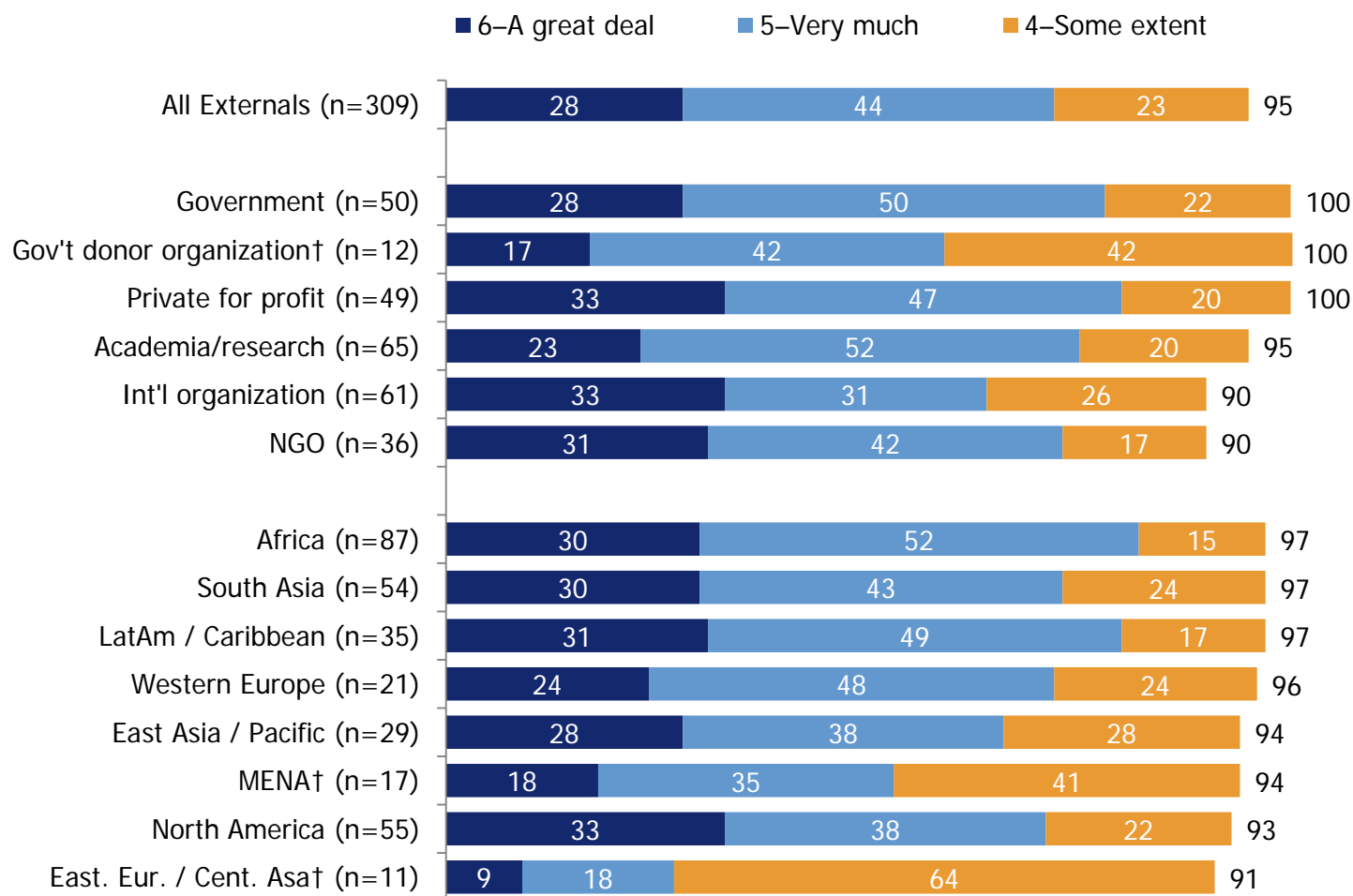
- Staff who have been evaluated by IEG and are TTL continue to be less likely than their counterparts to think that IEG's work is highly relevant (respectively 48% vs 65%, and 49% vs 68% for the Top 2 (5+6) measure).
- Among Staff who are highly satisfied with IEG's products almost 9 in 10 (87%) think that the IEG's work is relevant to the WBG's mission, compared with less than 50% for less-satisfied Staff.

†Caution: very small sample size.

Q4t. How relevant do you think is IEG's work to the World Bank Group's overall mission?

# Among Externals, perceived relevance of IEG's work has remained high and stable since 2014

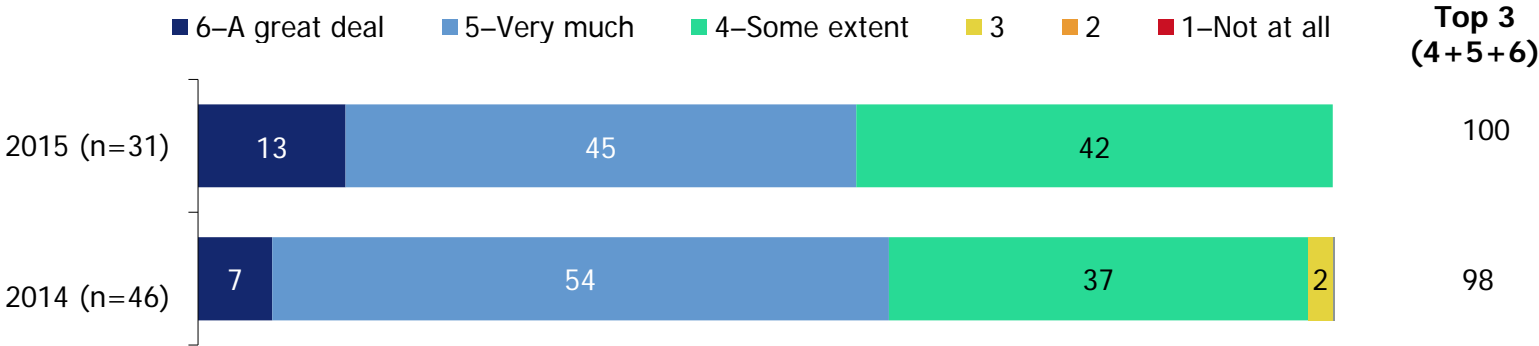
## Relevance of IEG's Work to WBG's Overall Mission, by Stakeholder Category, Externals, 2015



Note: Arrows represent change between 2014 and 2015. †Caution: very small sample size.  
Q4t. How relevant do you think is IEG's work to the World Bank Group's overall mission?

# Perceived alignment with WBG's goals is very high and stable

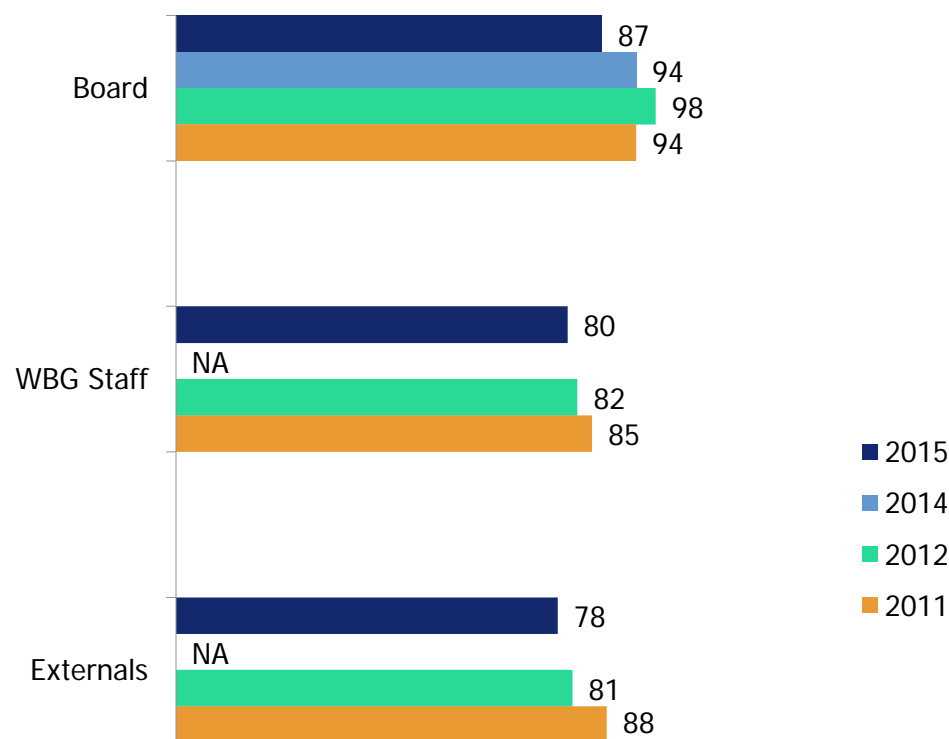
## Alignment of IEG's Evaluations with WBG's Goals, Board, 2014–2015



Q4t. How relevant do you think IEG's work is to the World Bank Group's overall mission?  
 Q7tBoard. In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?

# Perceived independence continues to be rated very high across all audiences but a little less so with the Board

Overall Perceived Independence,\* Top Three Boxes,\*\* by Sample Group, 2011–2015



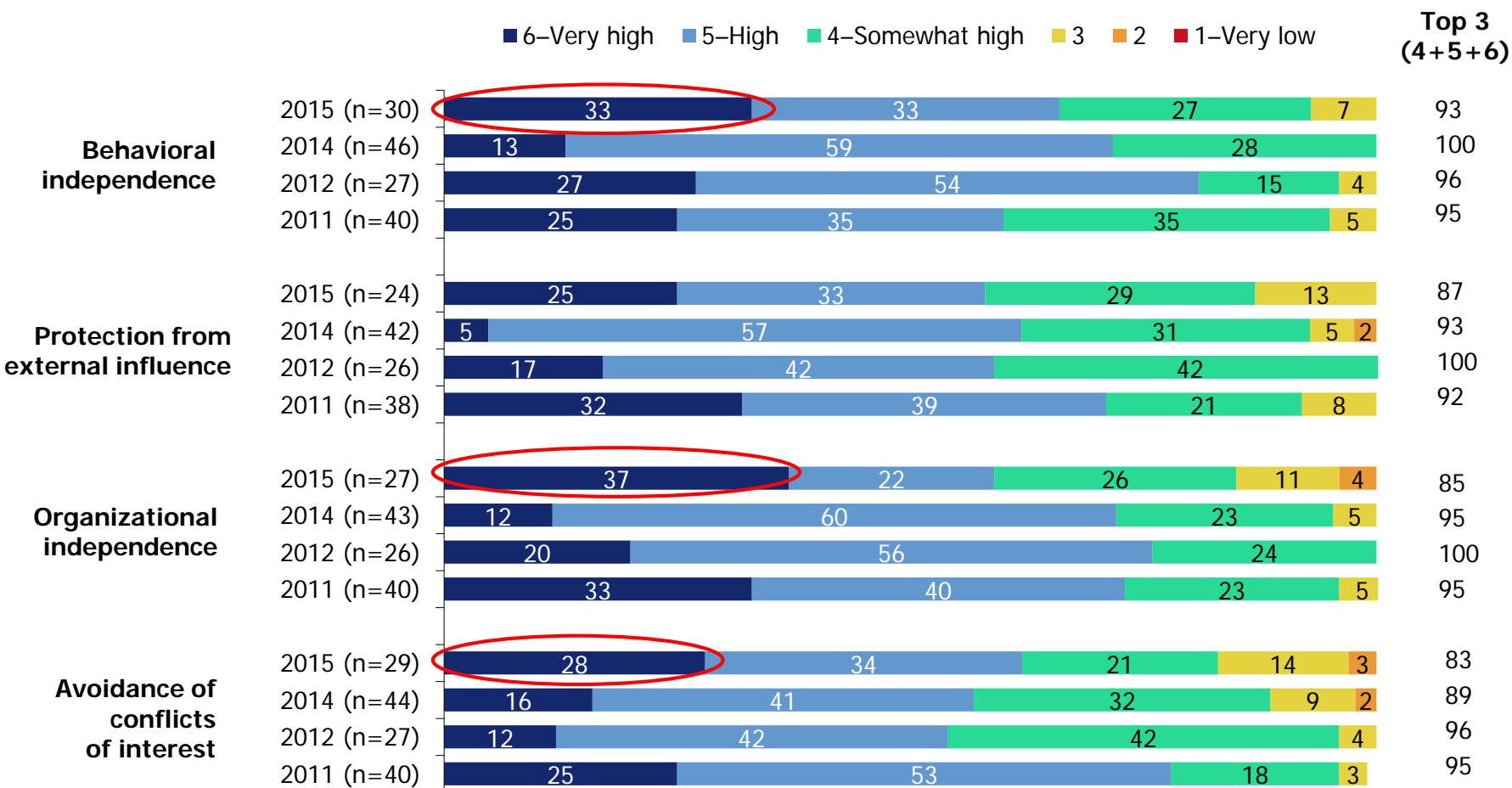
\*Average frequencies of four independence attributes. \*\*(4+5+6) on a scale from 1 to 6 where 1 means “very low” and 6 means “very high”

Note: Question not asked to Externals and Staff in 2014. Slight wording change (the concept of independence was precisely explained, and IEG’s definition of each attribute was also more detailed) and sample size variations since 2011. As a result, tracking results should be treated cautiously.

Q6t. How would you rate IEG’s independence based on the following criteria?

# Among Board members, the proportion rating IEG's independence "very high" is back to its highest levels

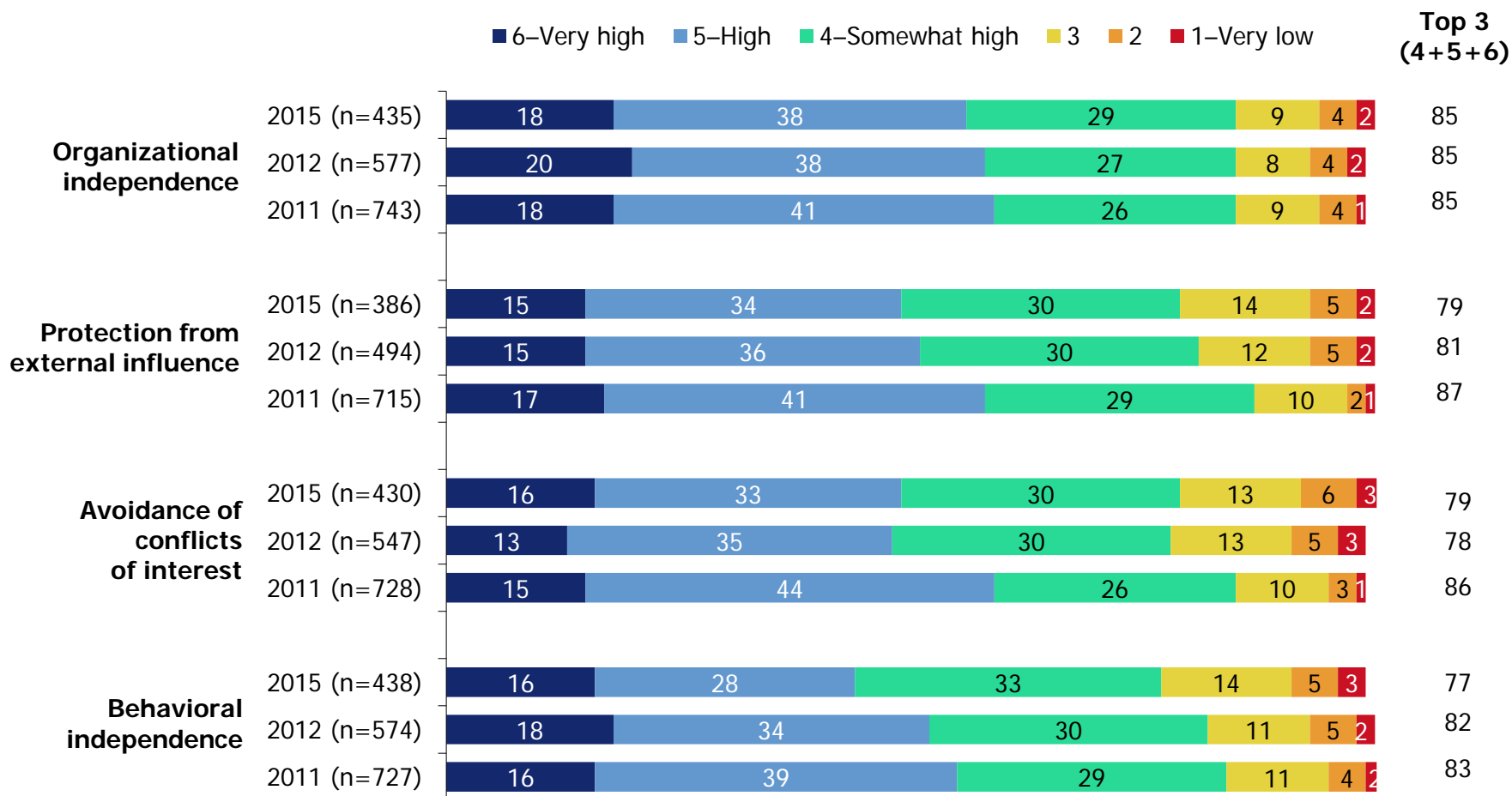
## IEG's Perceived Independence, Board, 2012–2015



Q6t. How would you rate IEG's independence based on the following criteria?

# WBG Staff generally see IEG as very independent, especially organizationally

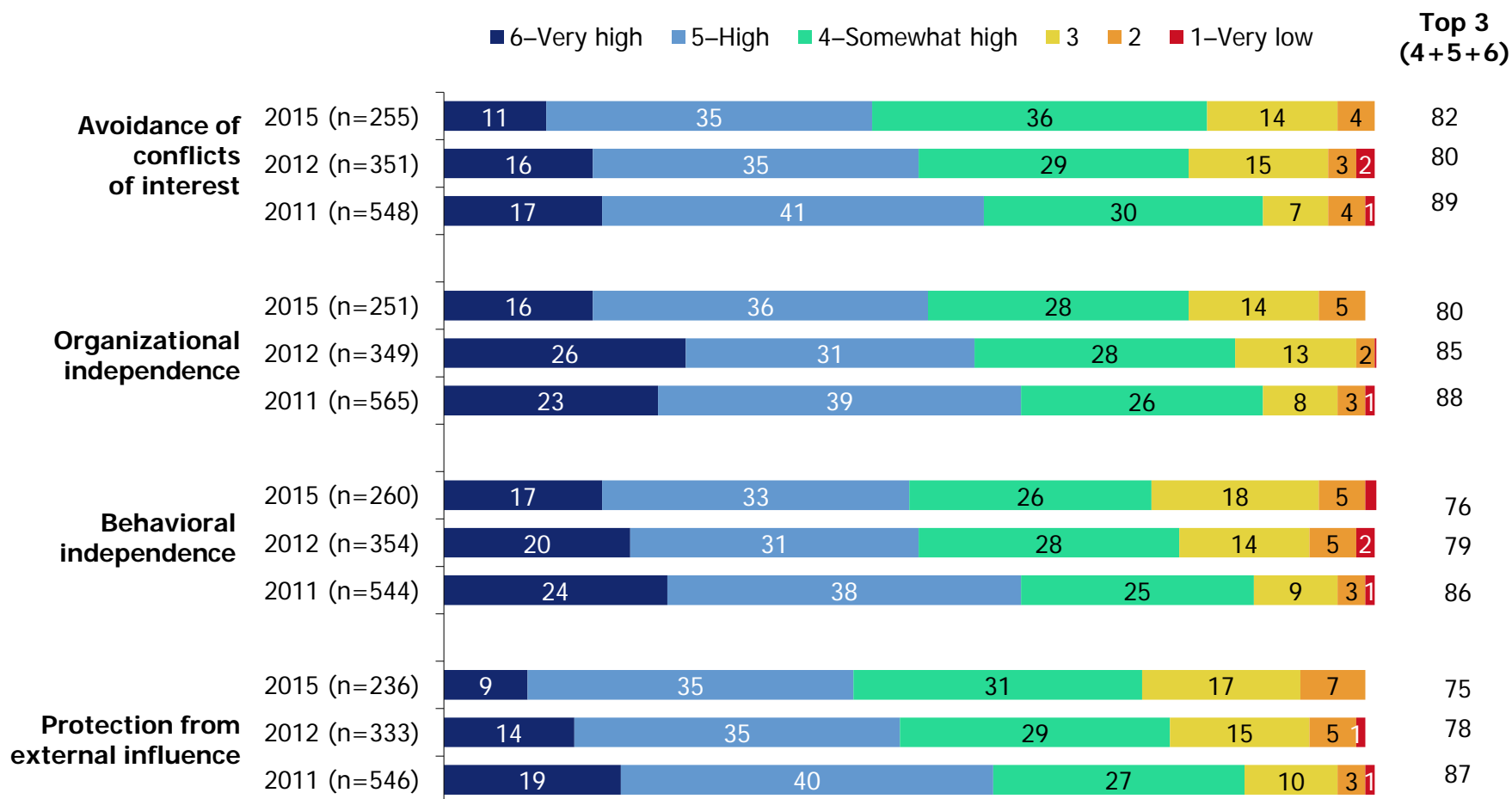
## IEG's Perceived Independence, WBG Staff, 2012–2015



Q6t. How would you rate IEG's independence based on the following criteria?

# Among Externals, IEG's independence is considered fairly high and stable across attributes

## IEG's Perceived Independence, Externals, 2012–2015



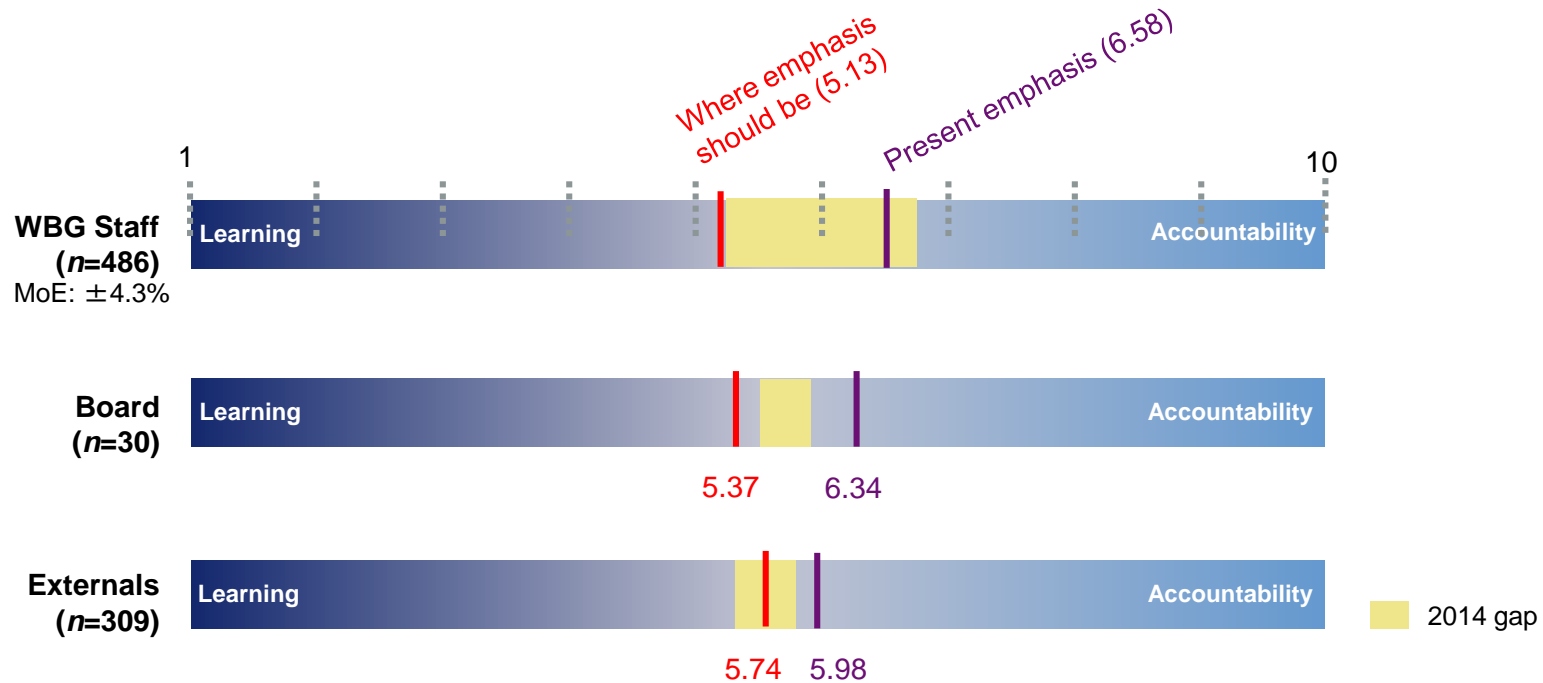
Q6t. How would you rate IEG's independence based on the following criteria?



# **IEG's Work Emphasis: Learning vs Accountability**

# The learning-vs-accountability gap remains high for staff but more significant, it has more than doubled for Board

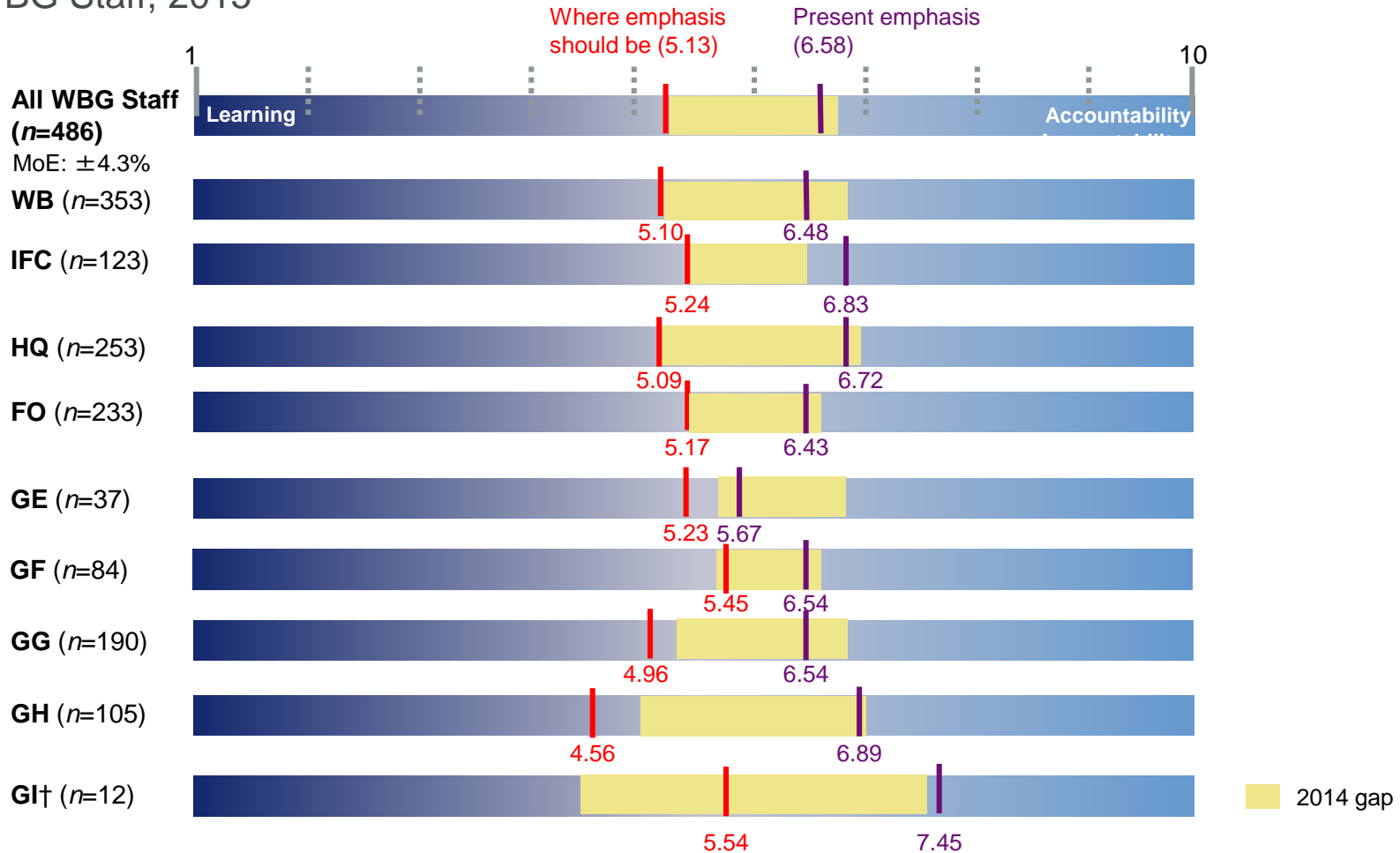
IEG's Work Emphasis: Learning vs Accountability, by Sample Group, 2015



Note: The sample sizes reported are the average of the sample sizes for each of the two sub-questions.  
 Q3at. Where would you put IEG's present emphasis between learning and accountability? In answering, please use the scale where "Emphasis exclusively on learning" would mean to focus on evaluations that can help program design, and "Emphasis exclusively on accountability" would mean to focus on evaluations that report on success and failure.  
 Q3bt. And where do you believe the emphasis should be?

# The perceived gap in emphasis between accountability and learning has shrunk among WB and junior Staff, but has widened for IFC and GH grade level employees

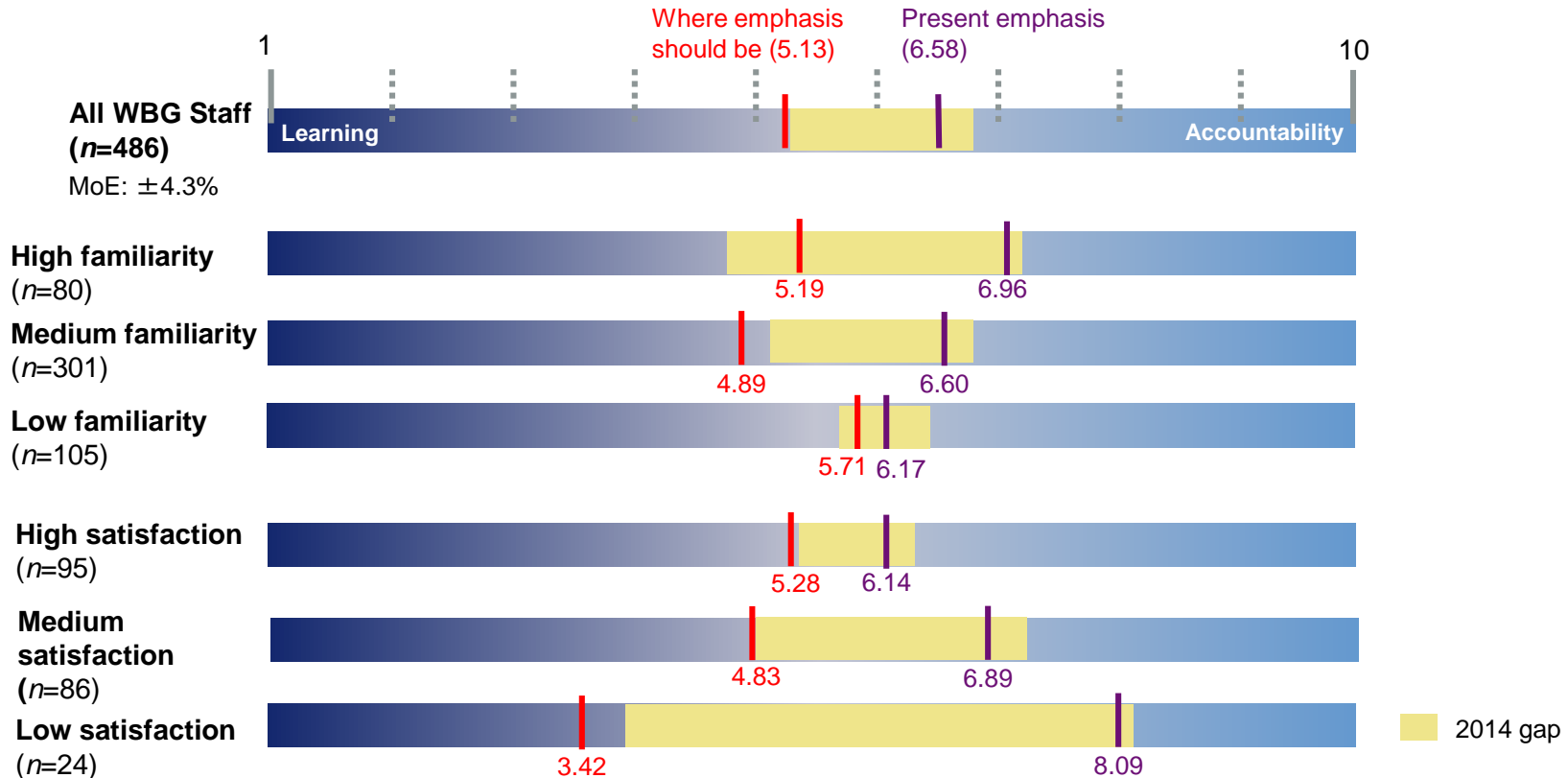
Learning vs Accountability, by Organization, Office Location, and HR Grade Level  
WBG Staff, 2015



†Caution: very small sample size Q3at. Where would you put IEG's present emphasis between learning and accountability? In answering, please use the scale where "Emphasis exclusively on learning" would mean to focus on evaluations that can help program design, and "Emphasis exclusively on accountability" would mean to focus on evaluations that report on success and failure. Q3bt. And where do you believe the emphasis should be?

# Staff who are least satisfied or most familiar with IEG tend to see the largest learning-vs-accountability gap

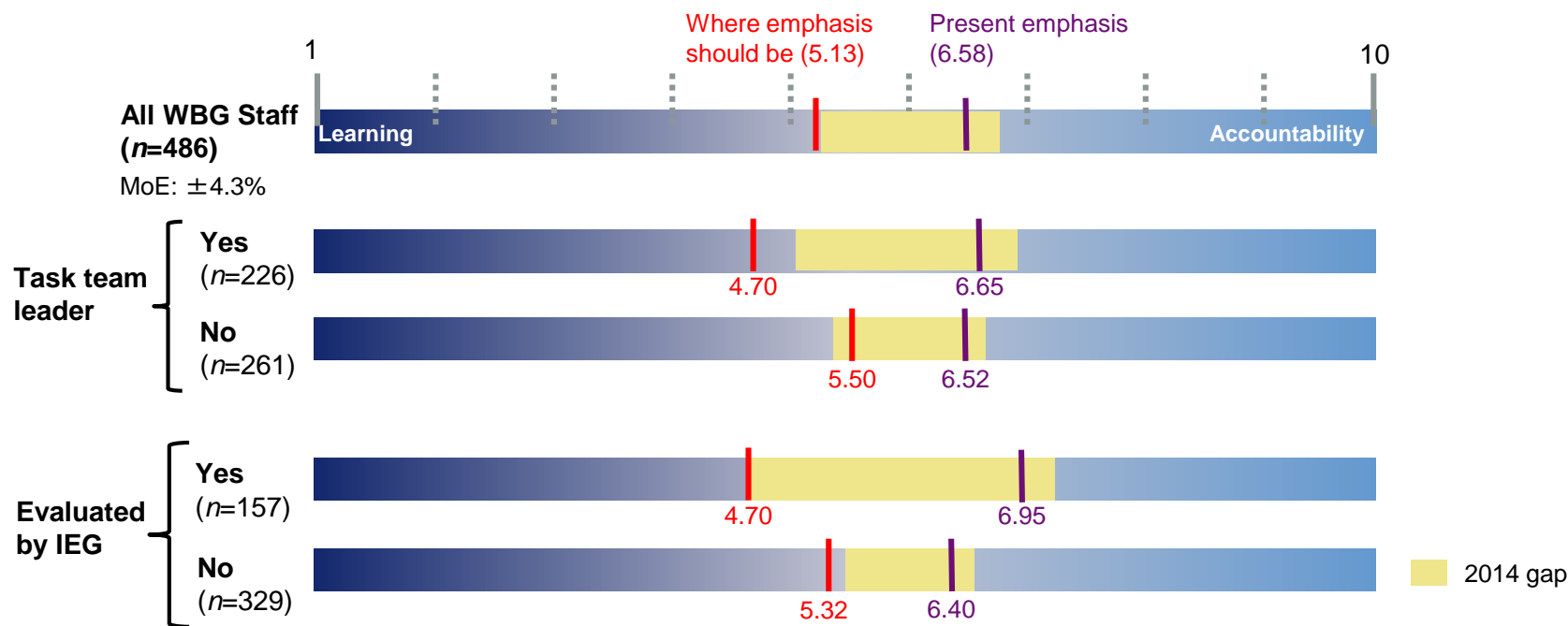
Learning vs Accountability, by Level of Familiarity and Satisfaction with IEG's Role/Products, WBG Staff, 2015



- Q3a. Where would you put IEG's present emphasis between learning and accountability?
- Q3b. And where do you believe the emphasis should be?
- Q1. To what extent are you familiar with IEG's work and reports?
- Q9t. How satisfied are you with the overall quality of the IEG products that you read?

# The learning vs accountability emphasis gap remains wider among WBG Staff who are TTLs and who have been evaluated by IEG

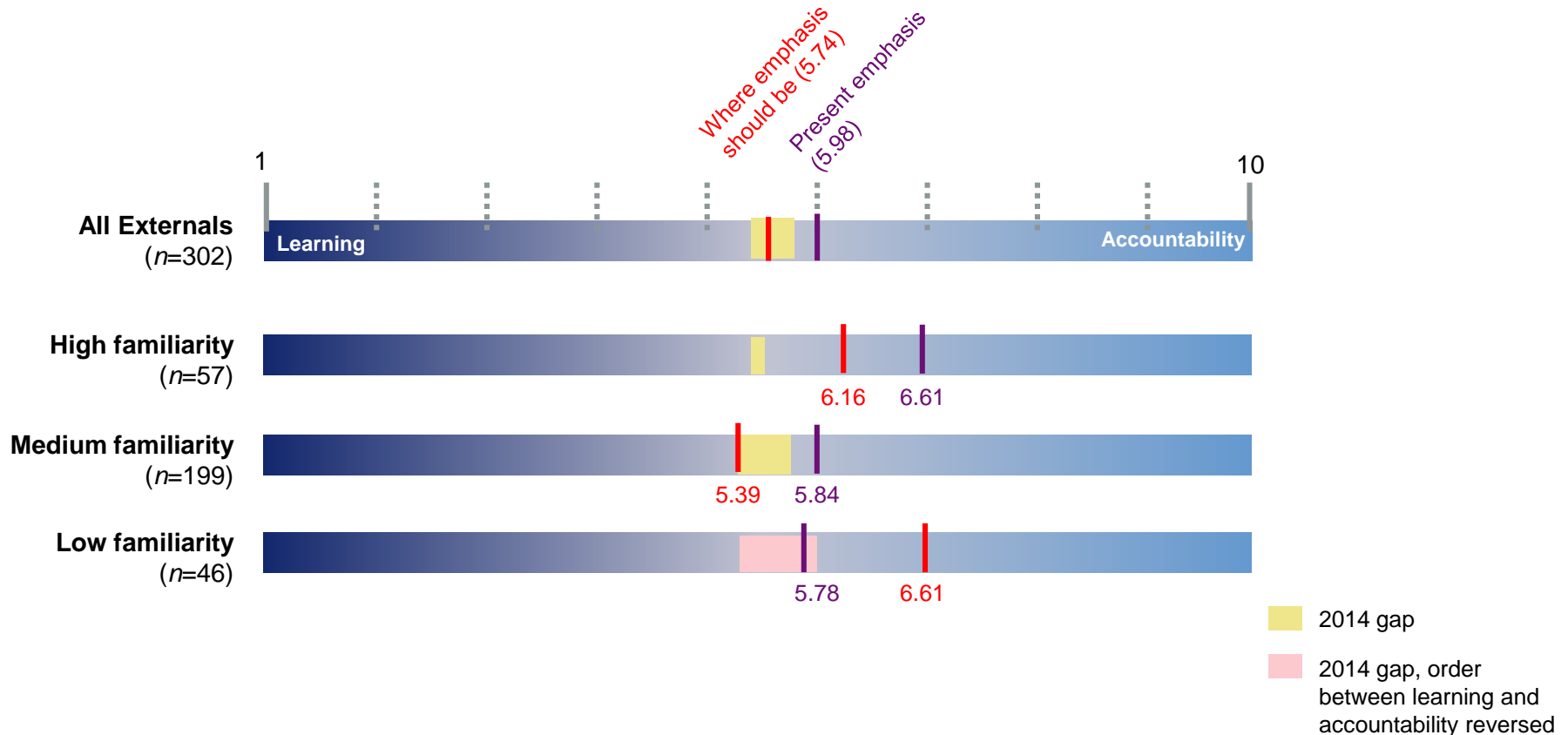
Learning vs Accountability, by Level of Project Management Experience and Evaluation Profile  
WBG Staff, 2015



- Q3a. Where would you put IEG's present emphasis between learning and accountability?
- Q3b. And where do you believe the emphasis should be?
- dd3. Have you been a task team leader (TTL) for a project within the past 12 months?
- dd4. In the past 12 months, have any of your projects/programs/activities been evaluated by IEG?

# Among Externals, those most familiar with IEG think emphasis should be more equally split than it is now, while those with lower familiarity believe it should be more on accountability

Learning vs Accountability, by Level of Familiarity with IEG's Products, Externals, 2015

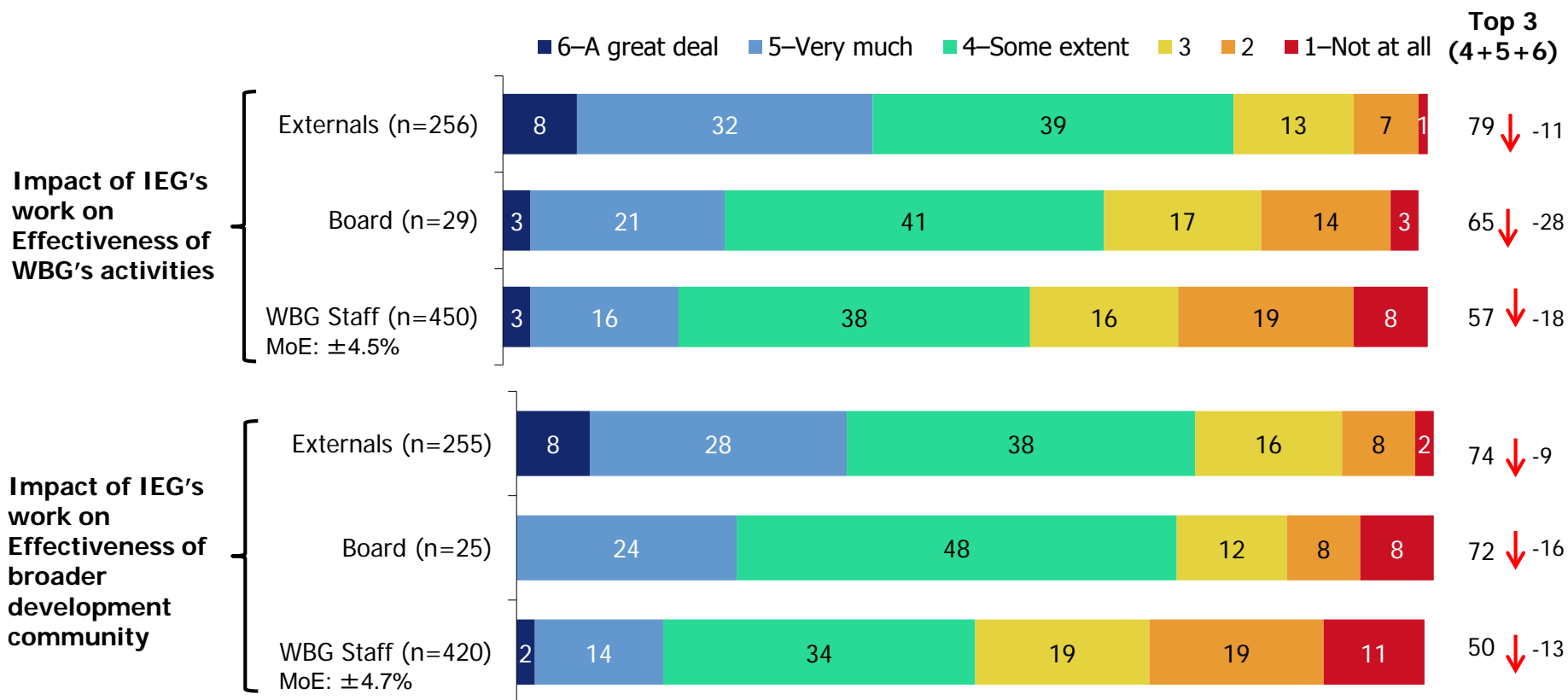


Q3a. Where would you put IEG's present emphasis between learning and accountability?  
 Q3b. And where do you believe the emphasis should be?  
 Q1t. To what extent are you familiar with IEG's work and reports?

# Impact of IEG's Work

# Perceived impact of IEG's work on effectiveness of WBG's activities and broader development community has declined across all three audiences, and is lowest among Staff

## Impact of IEG's Work on Effectiveness, by Sample Group, 2015



Note: Slight wording change since 2014. Arrows represent change between 2012 and 2014.

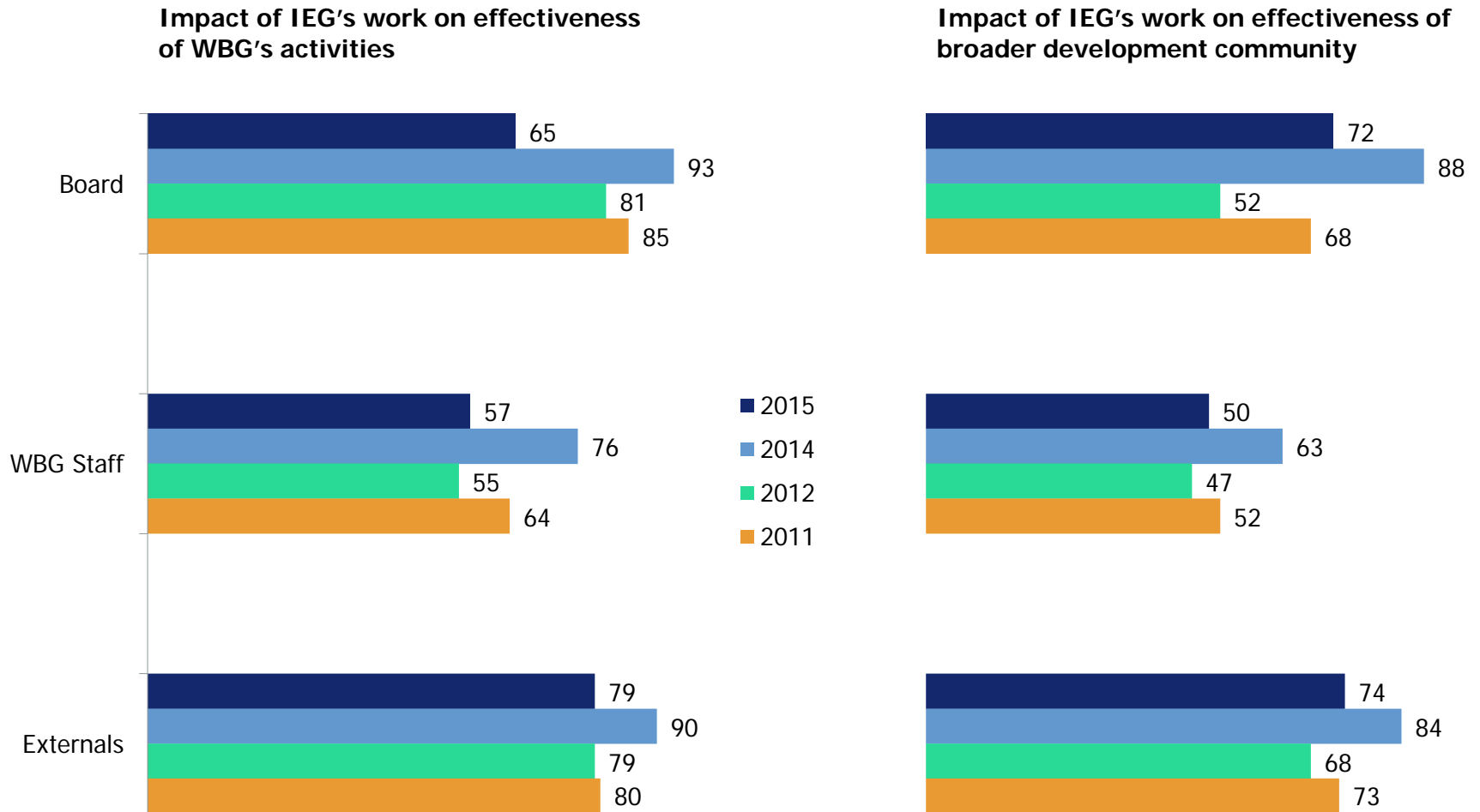
Q5t. To what extent do you think that IEG's work in the past 12 months has impacted on the following?

a. The effectiveness of the World Bank Group's activities; b. The broader development community's effectiveness



# Ratings on perceived impact of IEG's work fell significantly in 2015, especially among Board

Impact of IEG's Work on Effectiveness, Top Three Boxes\*, by Sample Group, 2011–2015



\*(4+5+6) on a scale of 1 to 6 where 1 means "not at all" and 6 means "a great deal"

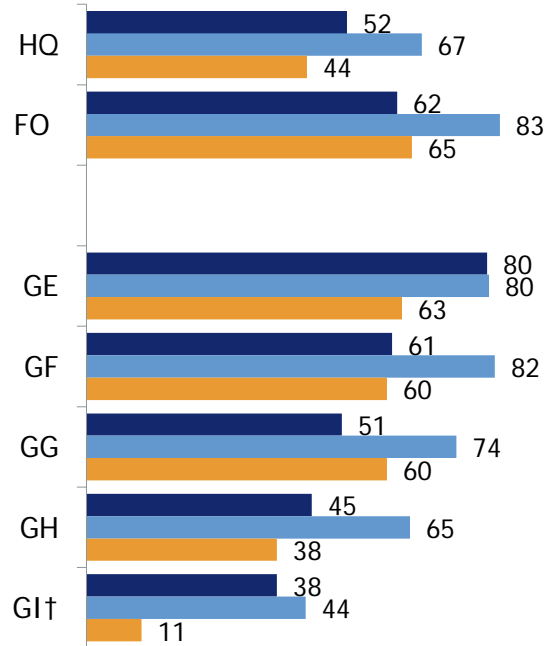
Q5t. To what extent do you think that IEG's work in the past 12 months has impacted on the following?

a. The effectiveness of the World Bank Group's activities; b. The broader development community's effectiveness

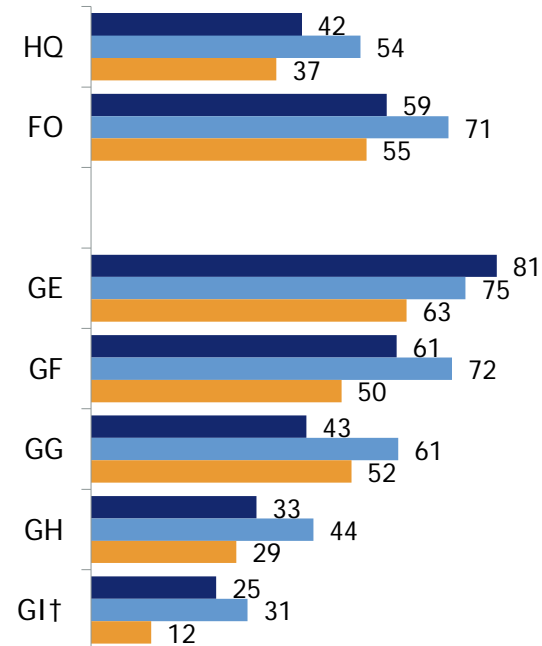
# Ratings on perceived impact of IEG's work have fallen back in 2015 across both office locations and most HR grades

Impact of IEG's Work on Effectiveness, by Office Location and HR Grade Level, Top Three Boxes\*, WBG Staff, 2012–2015

## Impact of IEG's work on Effectiveness of WBG's activities



## Impact of IEG's work on Effectiveness of broader development community



### Additional insights

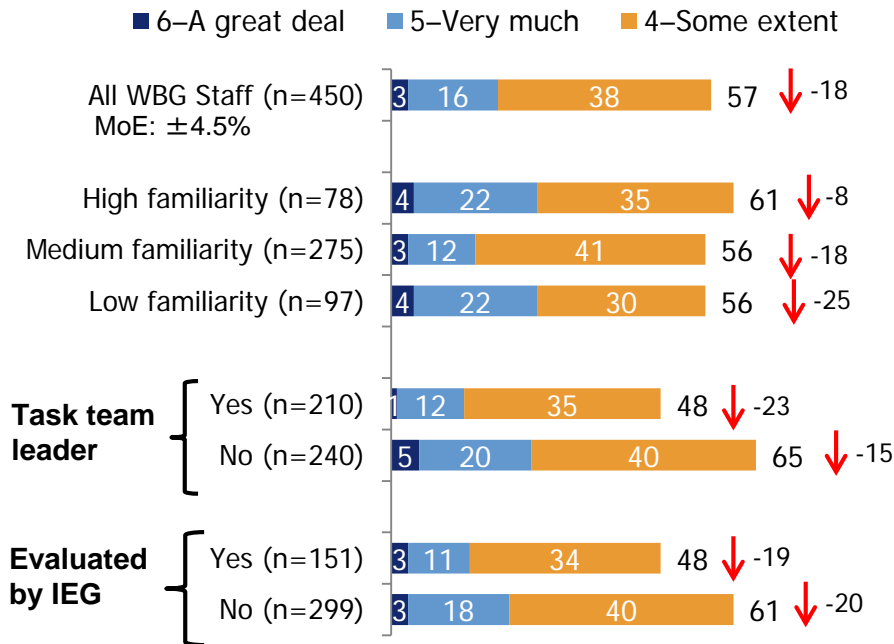
- WB Staff are more positive about the impact of IEG's work than IFC Staff (61% vs 45% on effectiveness of WBG's activities, and 55% vs 40% on effectiveness of broader development community).
- Perceived impact of IEG's work has fallen back to 2012 levels among Staff who are highly satisfied with the quality of the organization's products.
- Ratings among stakeholders with medium satisfaction have also declined but are higher than in 2012.

\* (4+5+6) on a scale of 1 to 6 where 1 means "not at all" and 6 means "a great deal"; † Caution: traditionally very small sample size. Q5t. To what extent do you think that IEG's work in the past 12 months has impacted on the following? a. The effectiveness of the World Bank Group's activities; b. The broader development community's effectiveness

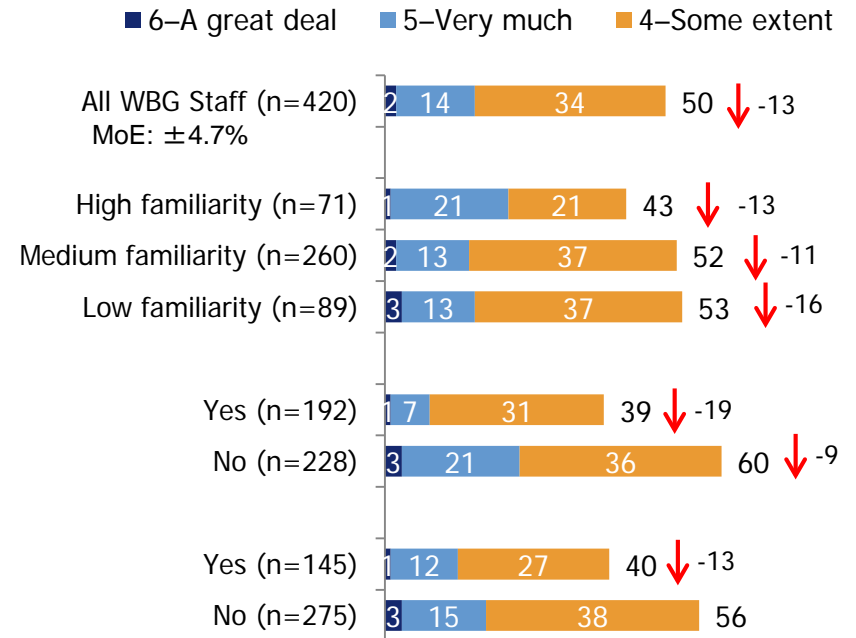
# Significant drop on perceived impact of IEG's work on effectiveness among Staff with lower familiarity with IEG's products, Task Team Leaders, and evaluated Staff

Impact of IEG's Work on Effectiveness, WBG Staff, 2015, by Level of Familiarity with IEG's Role, Project Management Experience and Evaluation Profile

## Impact of IEG's work on Effectiveness of WBG's activities



## Impact of IEG's work on Effectiveness of broader development community



Arrows represent change between 2014 and 2015.

Q5t. To what extent do you think that IEG's work in the past 12 months has impacted on the following?

a. The effectiveness of the World Bank Group's activities; b. The broader development community's effectiveness Q1. To what extent are you familiar with IEG's work and reports?

dd3. Have you been a task team leader (TTL) for a project within the past 12 months?

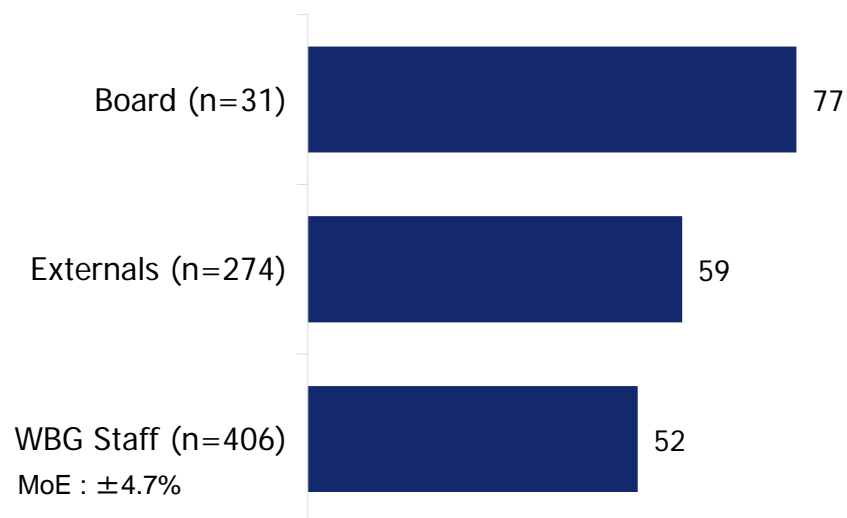
dd4. In the past 12 months, have any of your projects/programs/activities been evaluated by IEG?

***PART 2:***  
**Detailed Assessment of  
IEG's Products & Services**

# Readership and Use of Products

# Board members are more likely to use IEG reports. Over three quarters have used an IEG report in the past year, compared with just over half of Externals and WBG Staff.

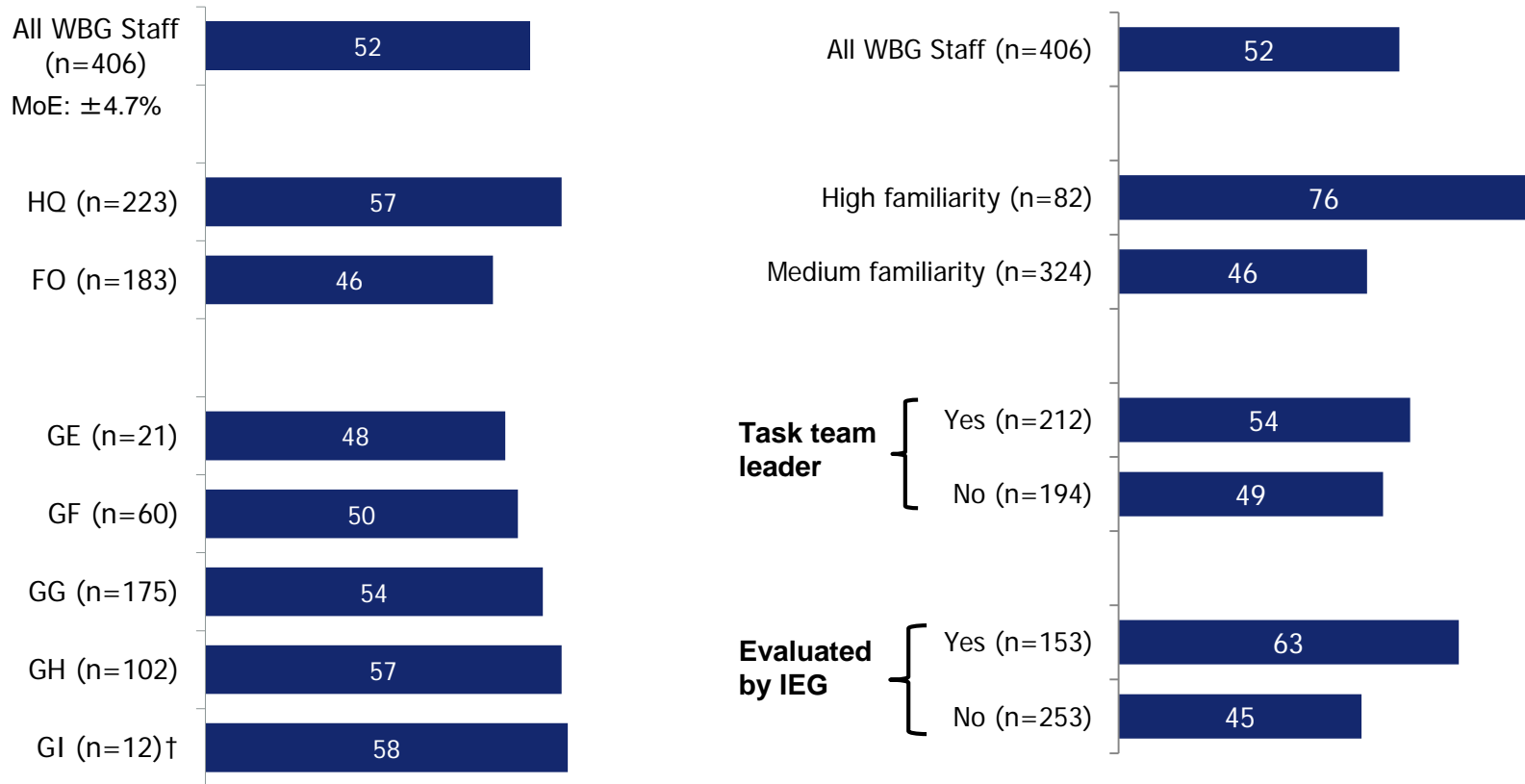
Professional Use of IEG's Products in Past 12 Months, "Yes," by Sample Group, 2015



Q7new. Have you used an IEG report in the course of your work in the past 12 months?

# Professional use of IEG products is greater among employees most familiar with the organization; it is also highest at HQ level, and among Staff who have been evaluated by IEG

Professional Use of IEG Products, “Yes,” by “Demographics”, WBG Staff, 2015



### Additional insights

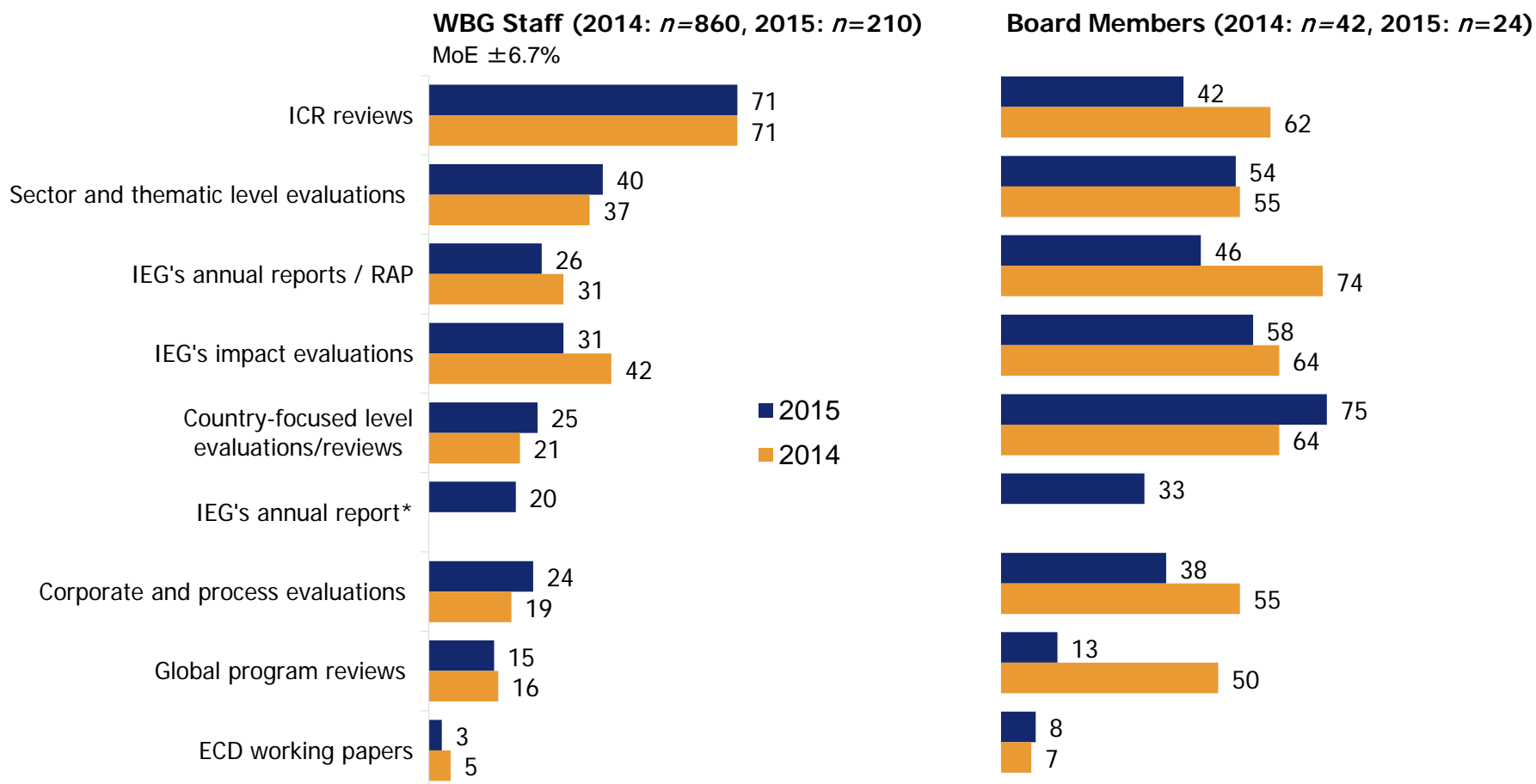
- Usage of IEG products is higher among GH managerial Staff (72%) than with GH non-managerial employees (48%).

†Caution: very small sample size

Q7new. Have you used an IEG report in the course of your work in in the past 12 months?

# ICR Reviews are again the most read product among Staff; readership of a few products has decreased among Board

Readership of IEG's Products, Report Types Read in Past 12 Months, by Sample Group, 2014–2015



\*Not asked in 2014.

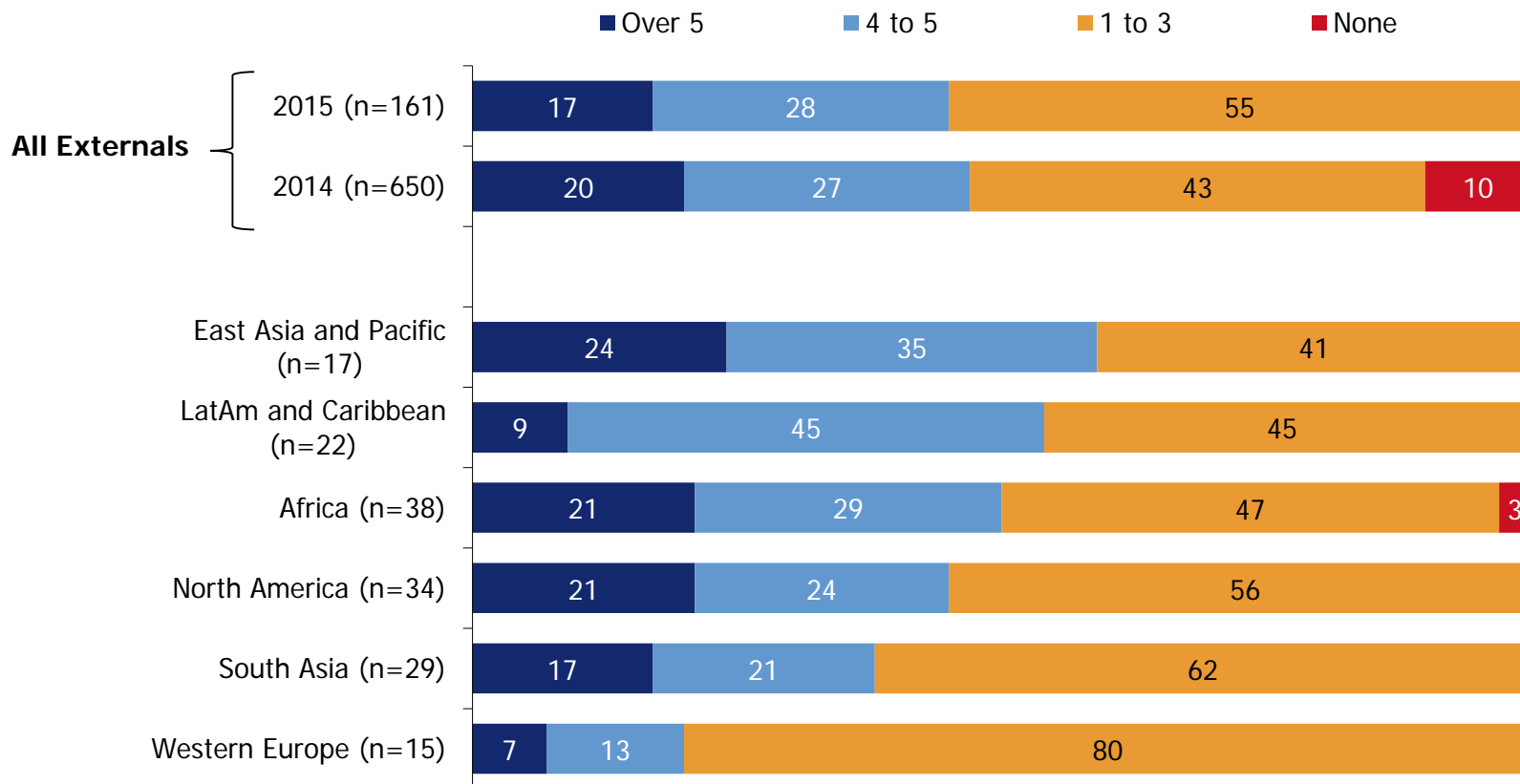
Note: Slight wording change since 2014

Q7t. Which of the following IEG products have you read over the past 12 months?



# Significant increase in number of Externals who have read 1-3 IEG reports

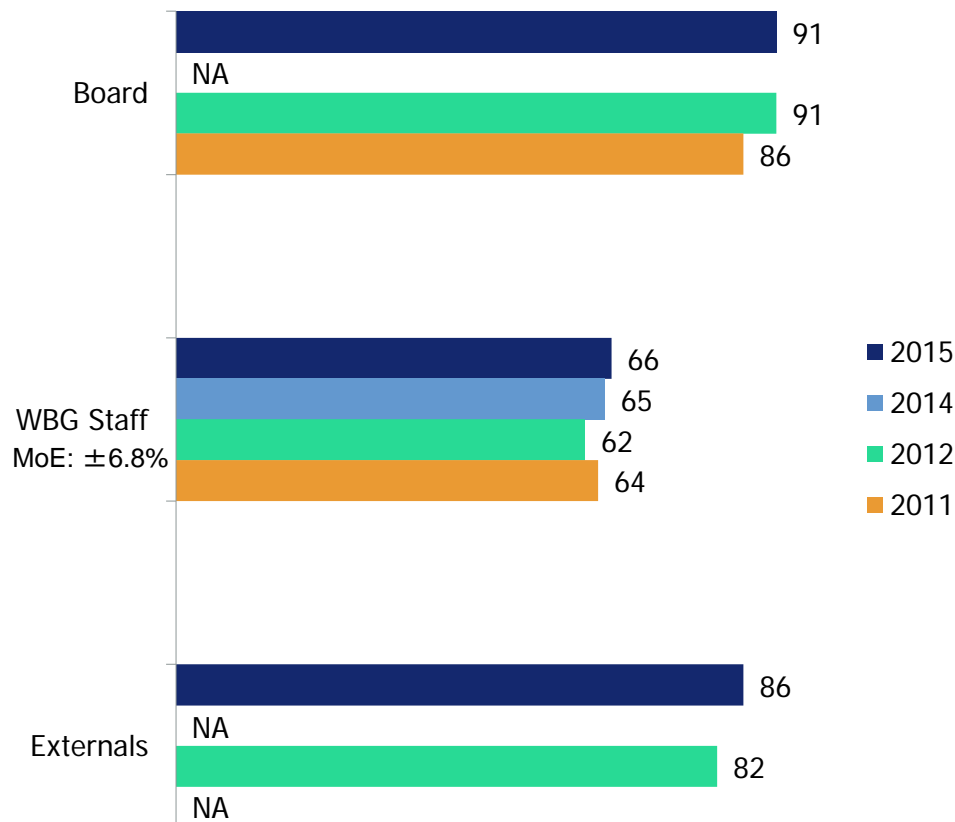
Readership of IEG's Products, Number of Reports Read in Past 12 Months, by Region, Externals, 2015



Note: Slight wording change to Q6 since 2014; †Caution: very small sample size  
 Q6tExt. How many IEG reports have you read, at least in part, in the past 12 months? (worded as "over the past two years" in 2014)

# Overall use of IEG's products is high and stable across all audiences, although lower among Staff than among Board and Externals

Overall Use of IEG's Products, Top Three\*, by Sample Group, 2015



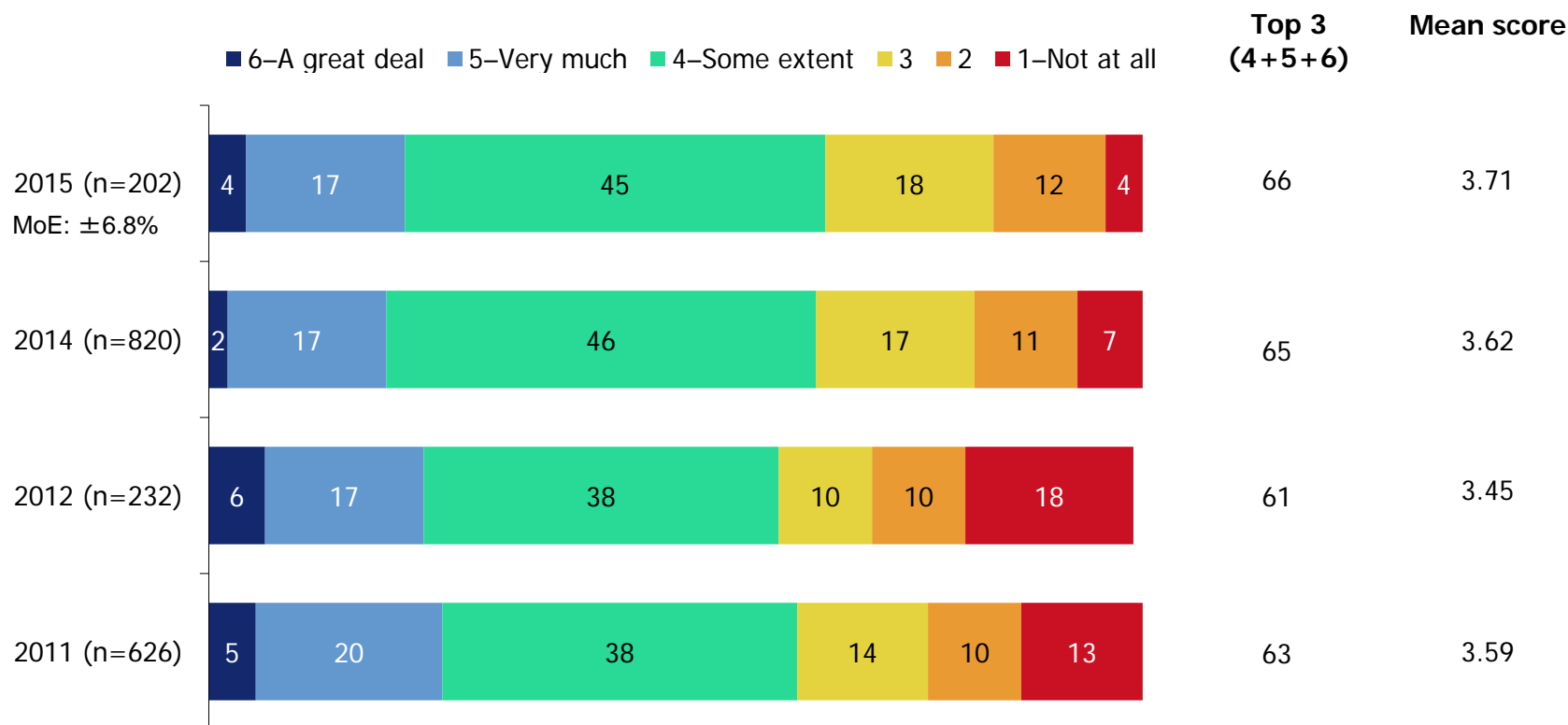
\* (4+5+6) on a scale of 1 to 6 where 1 means "not at all" and 6 means "a great deal"

Note: Slight wording change since 2014 for Staff

Q13at. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use

# Overall use of IEG's products by WBG Staff has been fairly stable since 2011, but could be more systematic when considering the very high proportion rating "some extent"

## Overall Use of IEG's Products, WBG Staff, 2011–2015

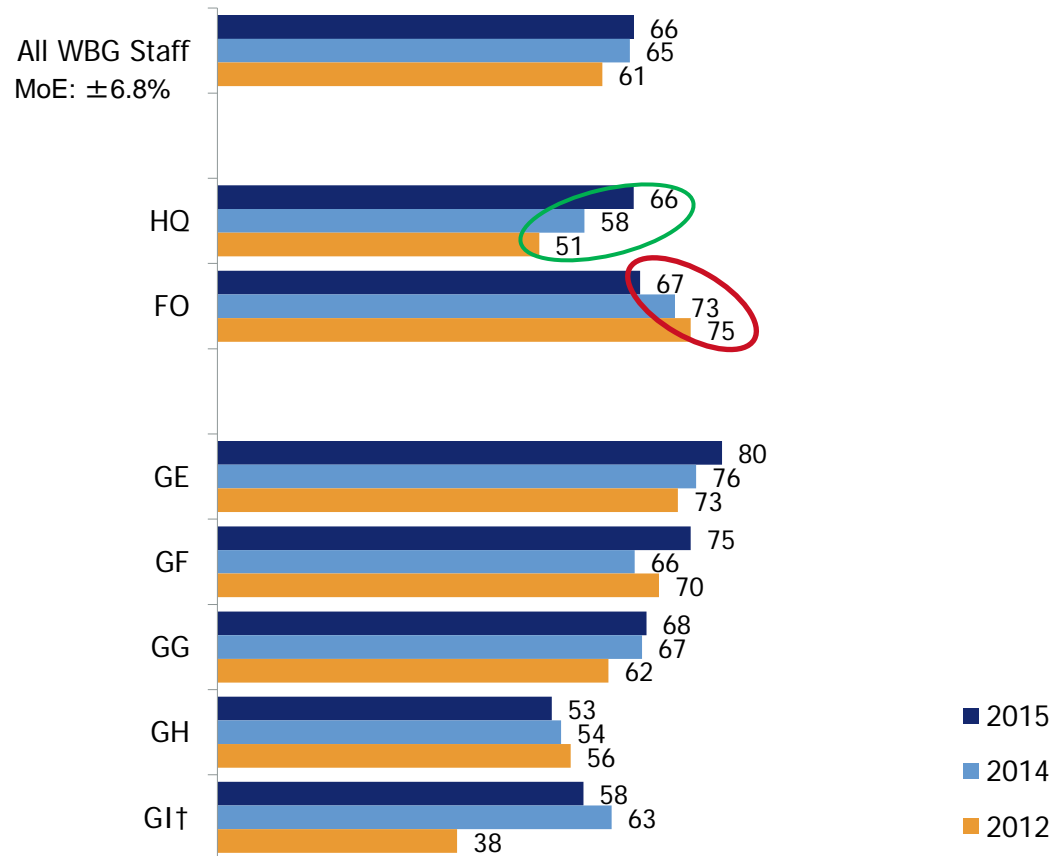


Note: Slight wording change since 2014.

Q13at. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use

# Overall use of IEG's products has continued to increase at HQ and decrease among FO; use is now nearly equal between HQ and FO

Overall Use of IEG's Products, by Office Location and HR Grade Level, Top Three Boxes\*  
WBG Staff, 2012–2015



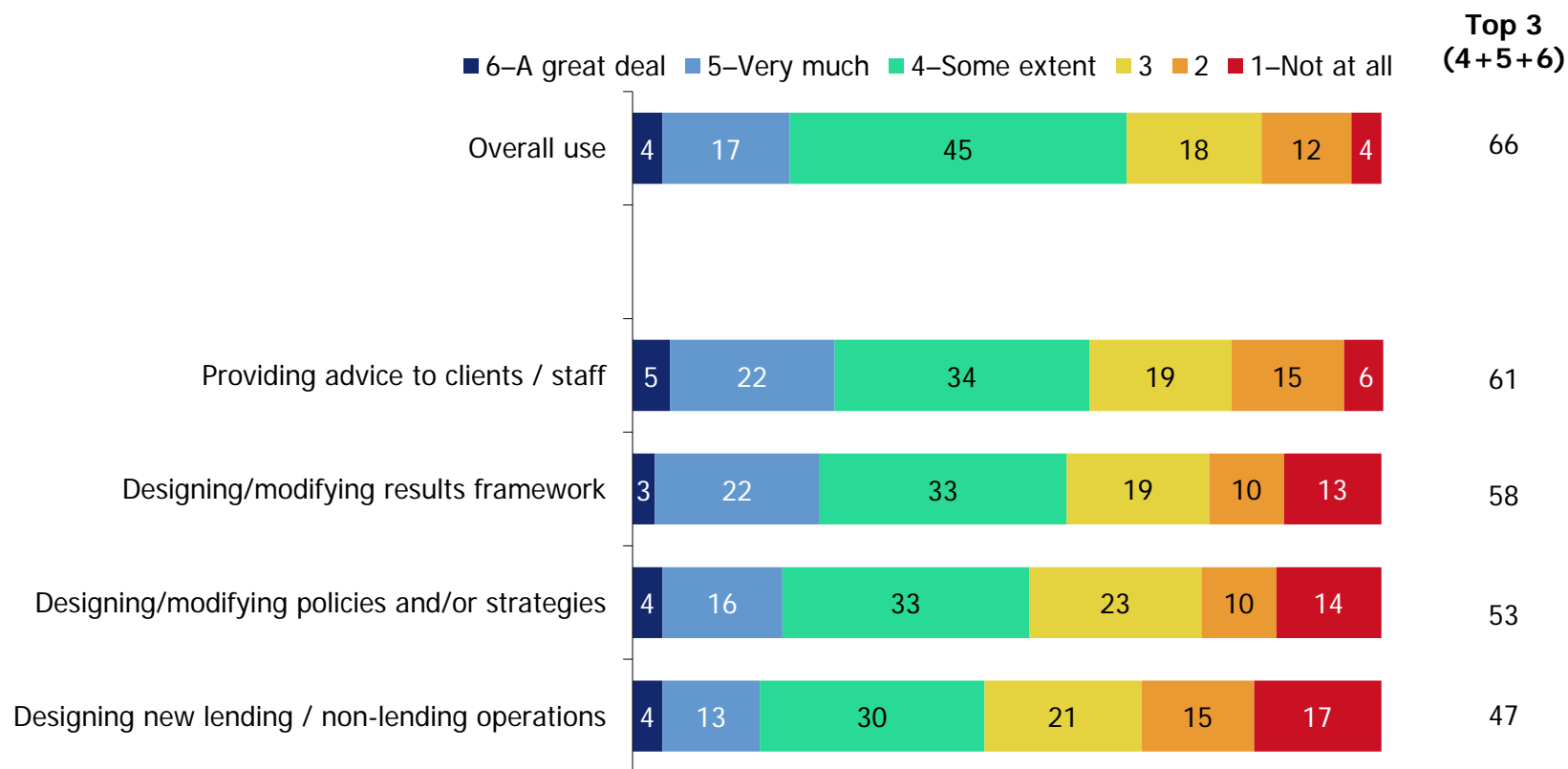
\*(4+5+6) on a scale of 1 to 6 where 1 means "not at all" and 6 means "a great deal"

Note: Slight wording change since 2014. †Caution: very small sample sizes in all years

Q13at. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use

# Extent of various uses of IEG products has remained stable since 2014, and providing advice to clients and staff continues to be the most common use

## Detailed use of IEG's Products, WBG Staff, 2015



### Additional insights

- Overall use of IEG's products is greater among Staff who have not been evaluated by the organization (77% vs 53% for those who have been evaluated).

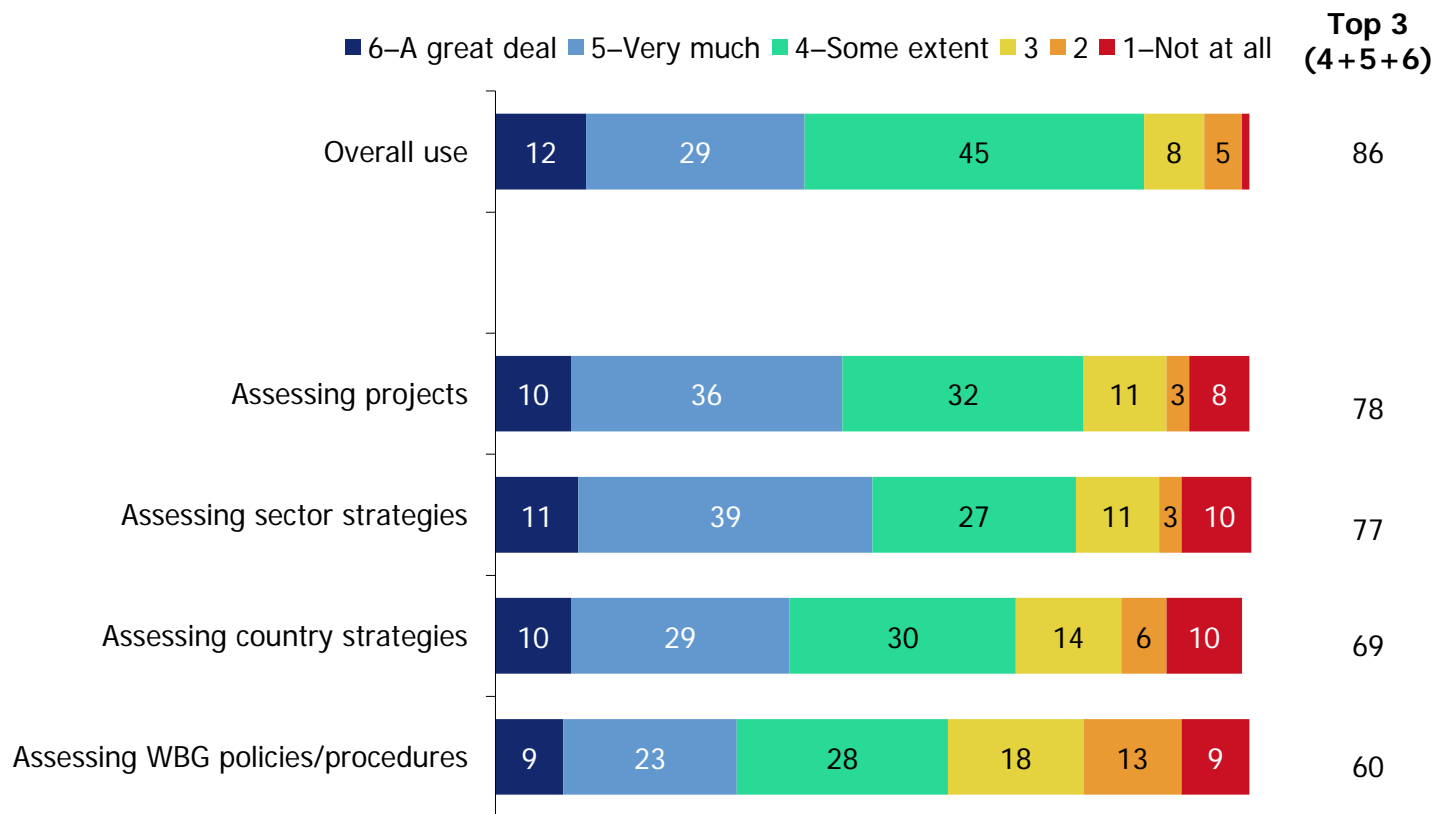
Note: Slight wording change since 2014.

Sample sizes between  $n=179$  and  $n=202$ ; MoE ranges from  $\pm 6.8\%$  to  $7.2\%$ .

Q13t. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following?

# Overall use of IEG's products is high among Externals and nearly all find them useful for their work; use for assessing projects and sector strategies are most common

## Detailed use of IEG's Products, Externals, 2015

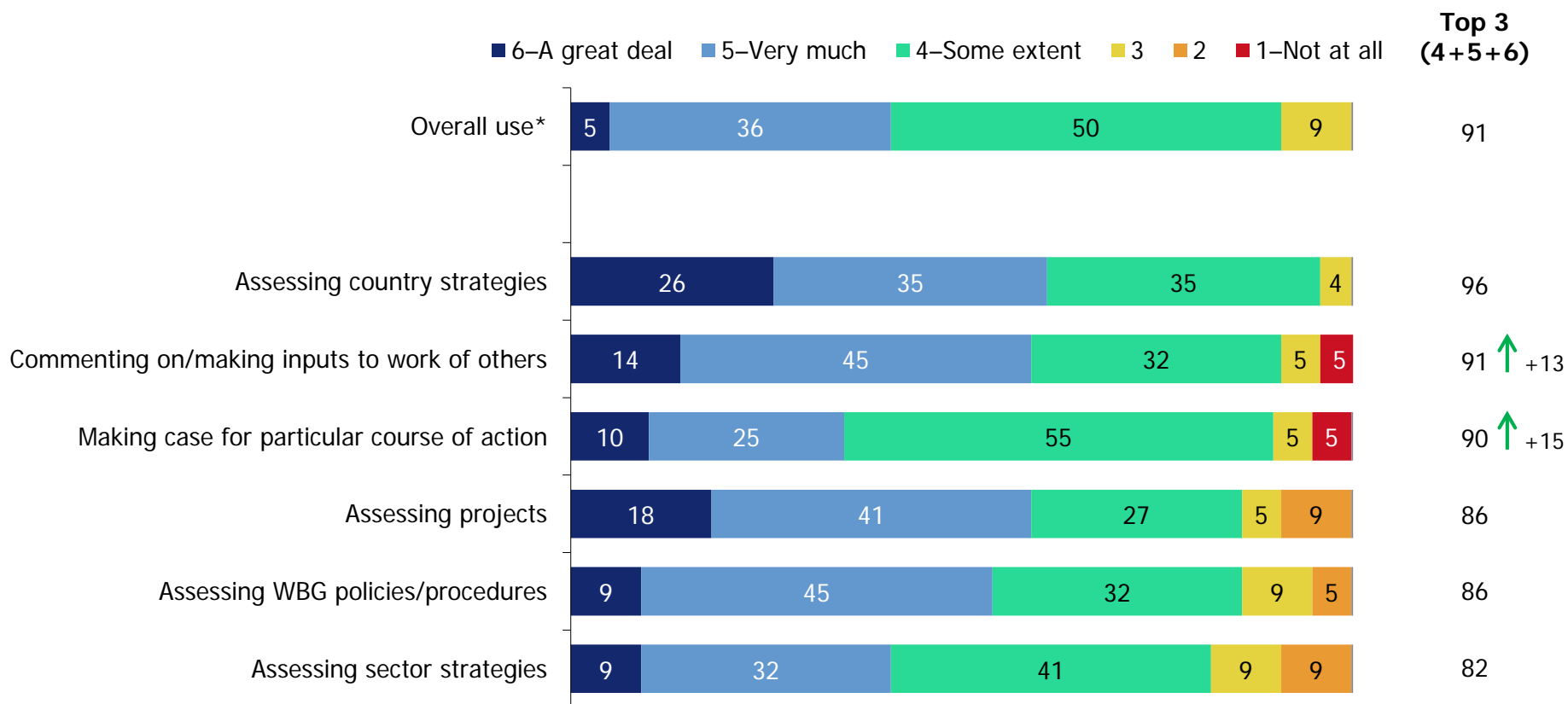


**94%** found the products they have read in the past year useful for their work

Note: Q13 not asked to Externals in 2014. Slight change in question wording for Q18t since 2014. Sample sizes between  $n=142$  and  $n=152$   
 Q13. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? Q18t. Did you find the IEG evaluation products you have read in the past 12 months useful for your work?

# Among Board, IEG's products are increasingly used to comment on other people's work and make the case for a particular course of action

## Detailed use of IEG's Products, Board, 2015



Sample sizes between  $n=20$  and  $n=23$

Note: Slight wording change since 2014. Arrows represent change between 2014 and 2015.

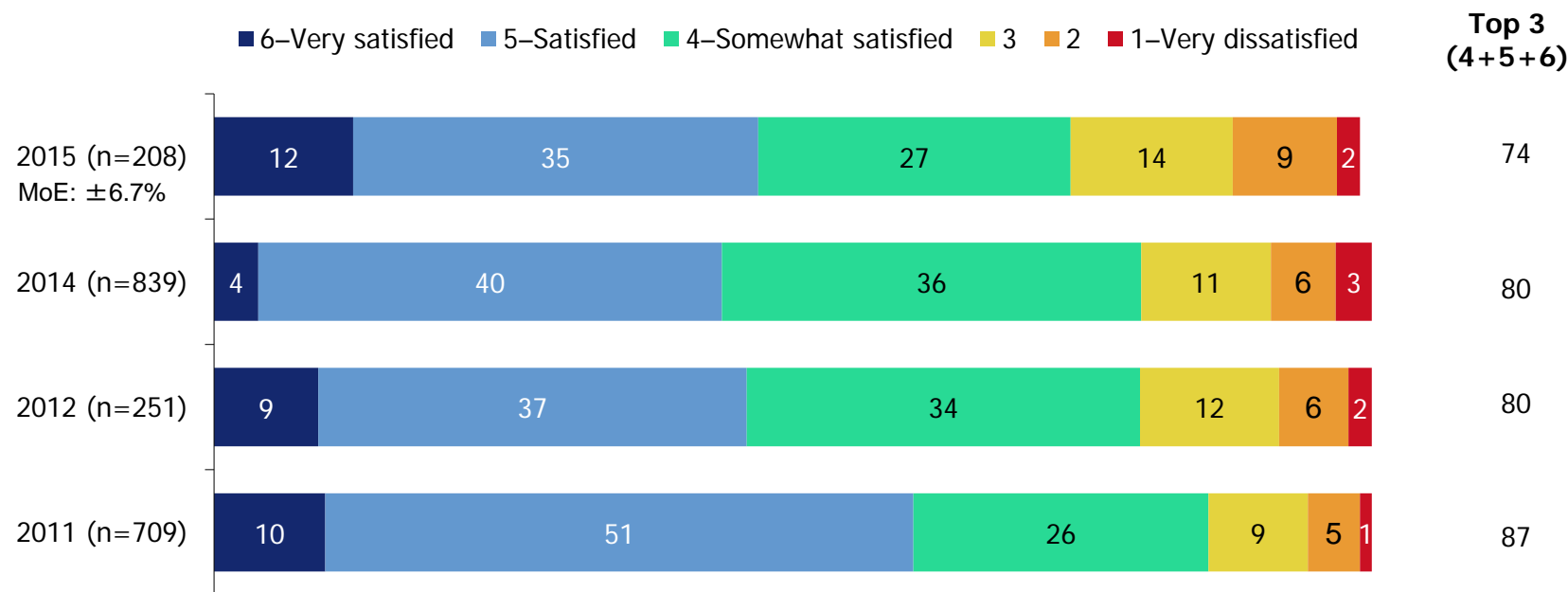
Q13t. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following?

# **Satisfaction with IEG's Recent Evaluation Products**



# Topline satisfaction with IEG's products quality remains very high and seems fairly stable over time

Satisfaction with Overall Quality of IEG's Evaluation Products, WBG Staff, 2011–2015\*



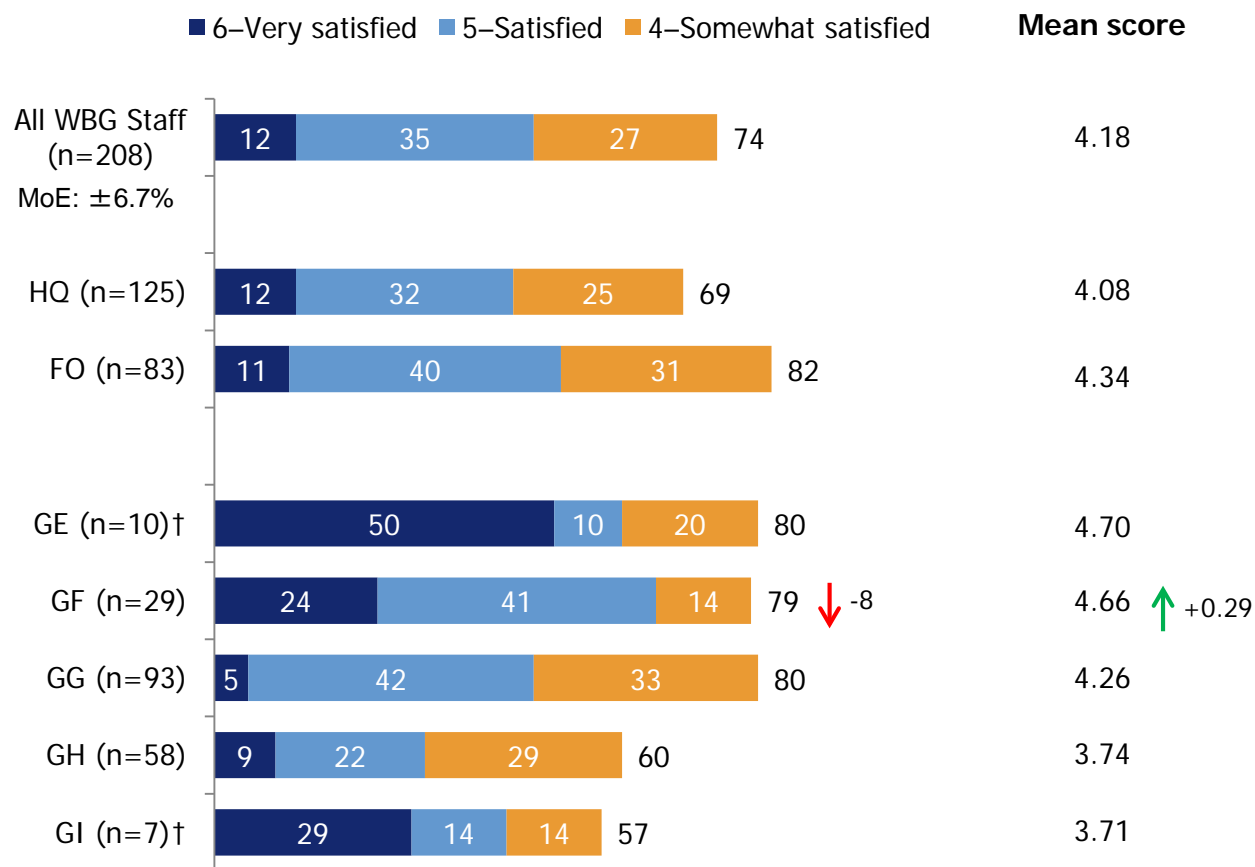
Note: Slight wording change since 2014.

\*In 2011 and 2012, the question was asked by product. The overall satisfaction measure reported above was calculated using the average rating of all products rated by each respondent. The structure of the question, number of products available for ratings in 2011 and 2012, and variations in sample sizes from a year to another mean tracking results should be treated cautiously.

Q9t. How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?

# Overall satisfaction with products quality remains higher among FO and junior staff. Significant drop among GF staff.

Satisfaction with Overall Quality of IEG's Evaluation Products, by HR Grade Level and Office Location, WBG Staff, 2015



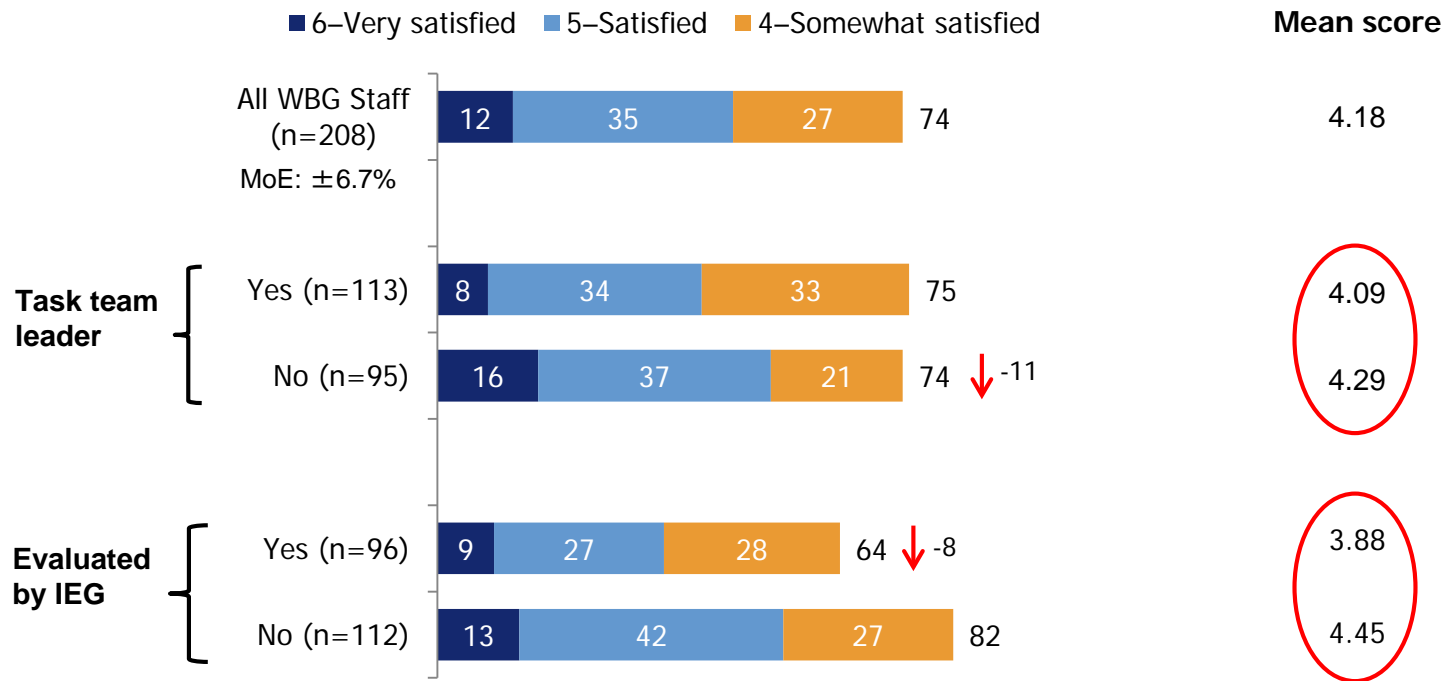
Note: Slight wording change since 2014. Arrows represent change between 2014 and 2015.

†Caution: very small sample size

Q9t. How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?

# Staff who are Task Team Leaders and who have been evaluated are least satisfied with the overall quality of IEG's evaluation products

Satisfaction with Overall Quality of IEG's Evaluation Products, by Project Management Experience and Evaluation Profile, WBG Staff, 2015



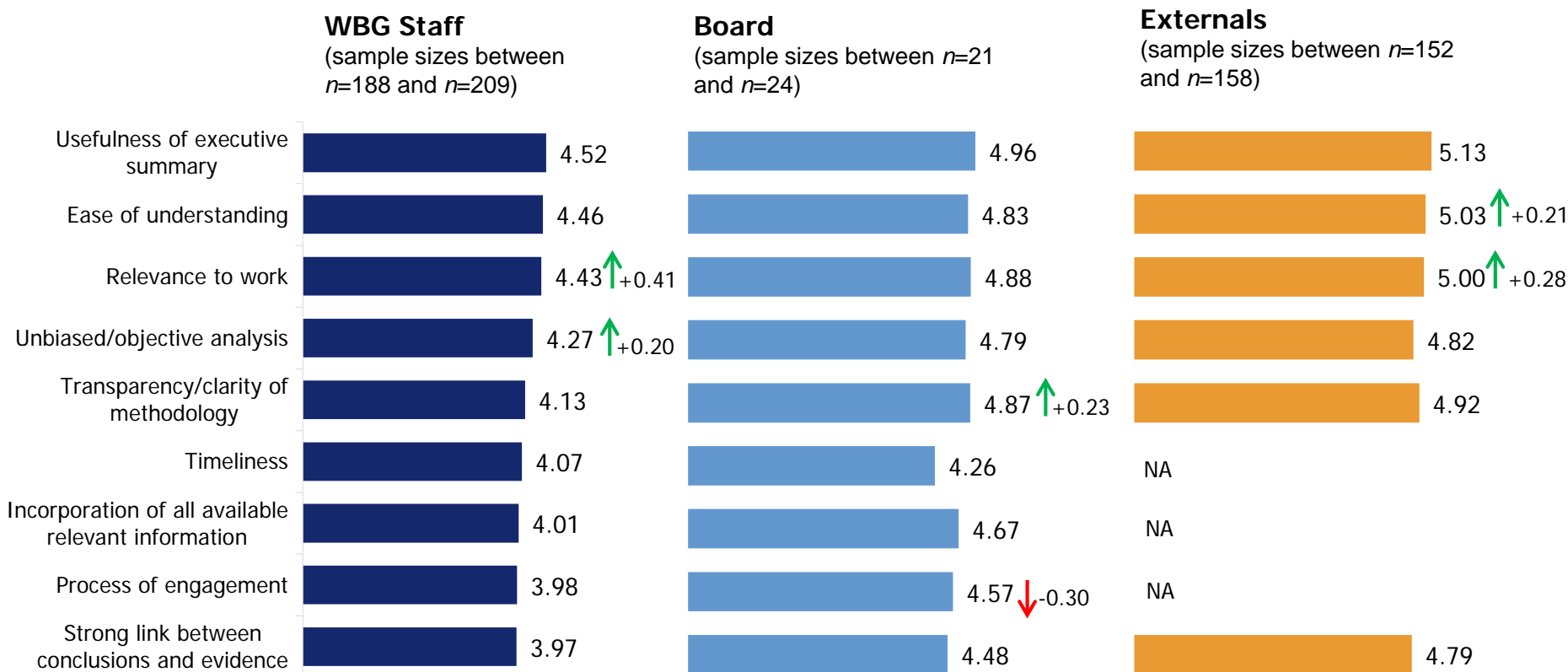
### Additional insights

- The gap in satisfaction has increased among Staff respondents who consider IEG's work emphasis is on learning rather than on accountability (respectively 88% vs 73% in 2014 and 91% vs 65% in 2015).

Note: Slight wording change since 2014  
 Q9t. How satisfied are you with the overall quality of the IEG products that you read in the last 12 months?

# Satisfaction with IEG's evaluation products is highest among Externals and lowest among Staff on all attributes

Detailed Satisfaction with IEG's Evaluation Products, by Attribute of Satisfaction, by Sample Group, Mean Scores (1–6), 2015



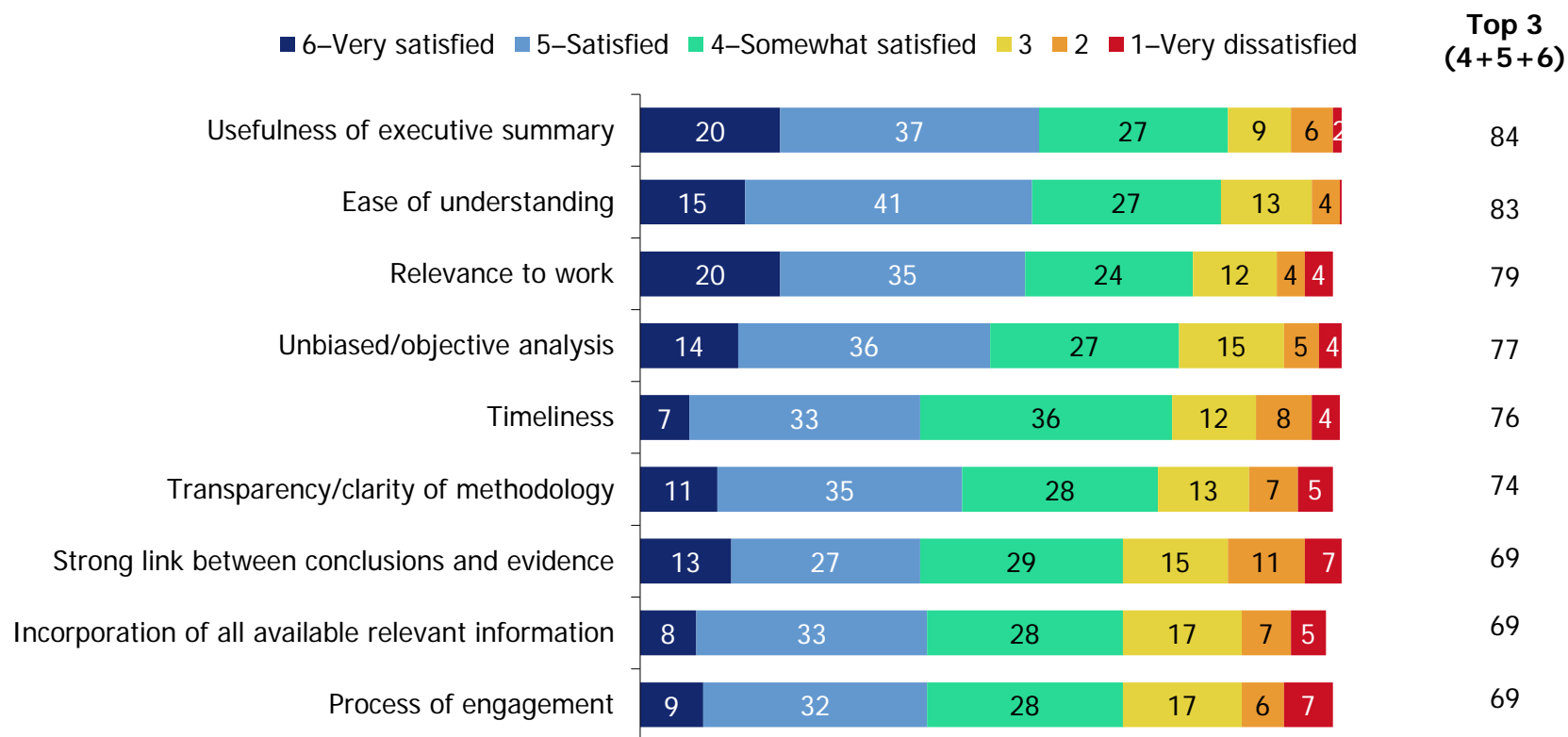
Note: Slight wording change since 2014.

Arrows represent change between 2014 and 2015.

Q11t. Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the following aspects of the evaluation reports?

# Staff satisfaction with IEG products has remained high and stable since 2014; usefulness of executive summary and ease of understanding are aspects with highest satisfaction

Detailed Satisfaction with IEG's Evaluation Products, by Attribute of Satisfaction, WBG Staff, 2015



## Additional insights

- For all attributes, satisfaction is usually higher among employees who have not been evaluated by IEG.

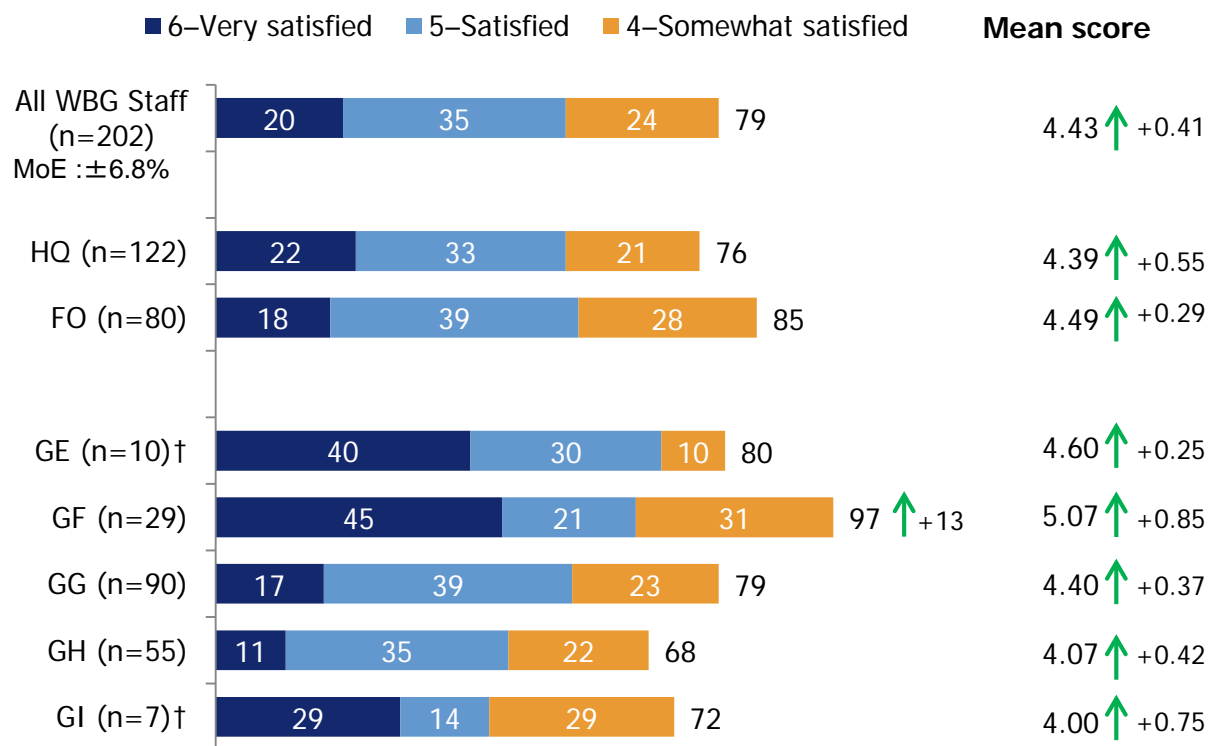
Note: Slight change of wording since 2014

Sample sizes between  $n=188$  and  $n=209$ ; MoE ranges from  $\pm 6.7\%$  to  $7.1\%$

Q11t. Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the following aspects of the evaluation reports?

# Overall satisfaction with the relevance of IEG's products is stable among Staff, but increase in mean score indicates more staff rating on the higher end of the scale

Relevance of IEG's Products to Respondents' Work, by HR Grade Level and Office Location, WBG Staff, 2015



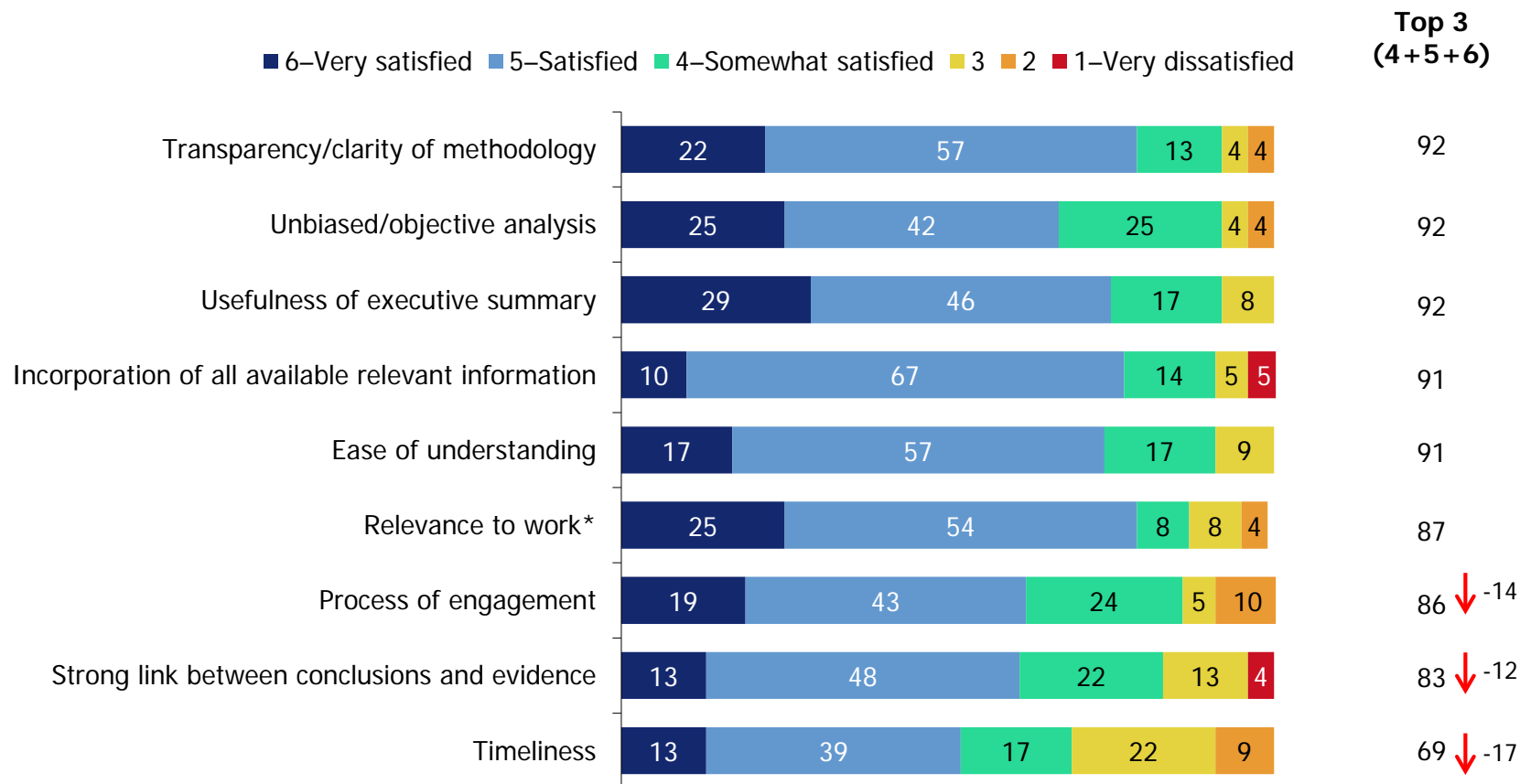
Note: slight change of wording since 2014

†Caution: very small sample size. Arrows represent change between 2014 and 2015.

Q11tb. Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the following aspects of the evaluation reports? – Relevance to your work

# Satisfaction levels among Board remain excellent across all attributes except on timeliness

## Detailed Satisfaction with IEG's Evaluation Products, by Attribute of Satisfaction, Board, 2015



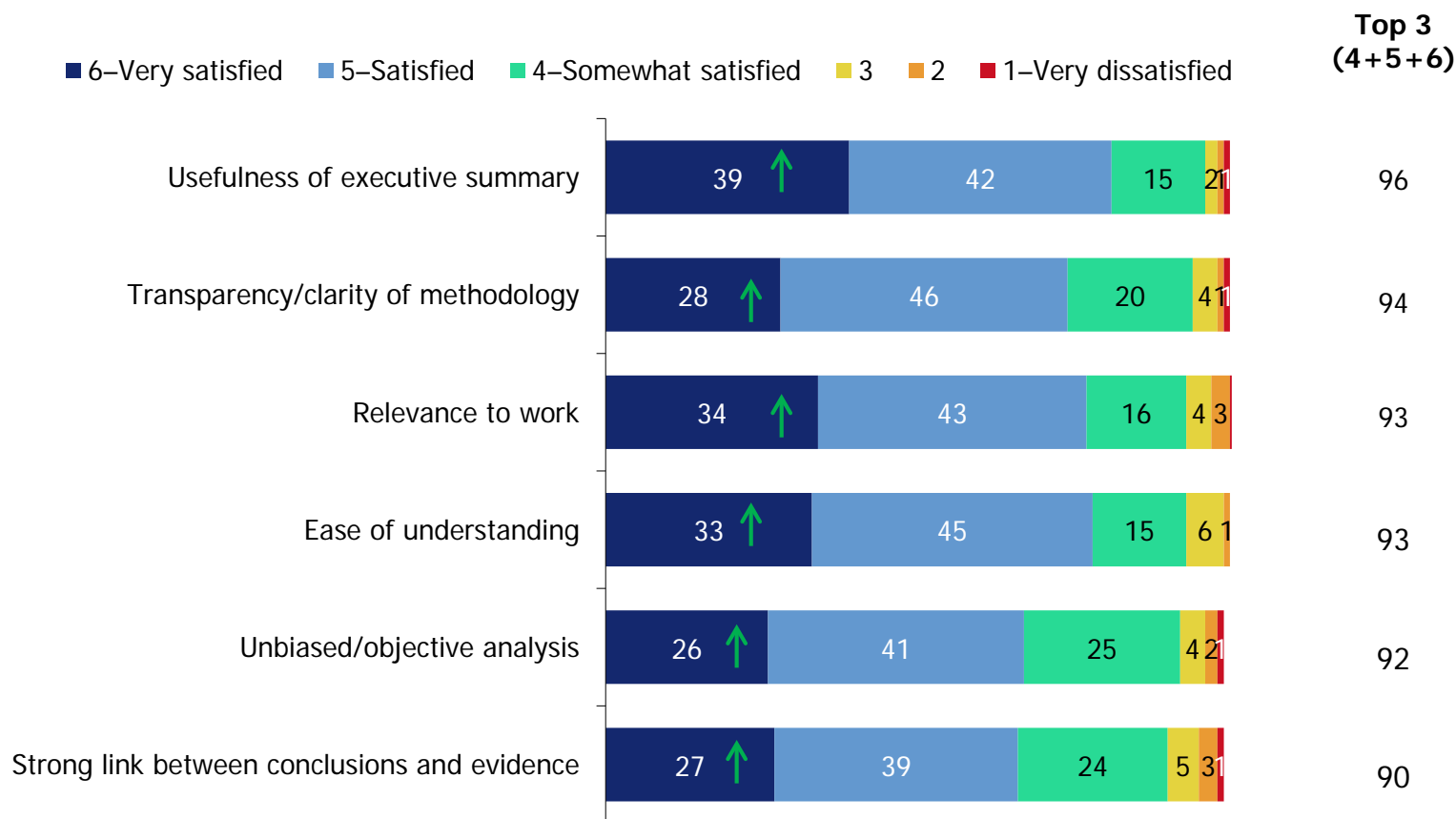
Note: Slight change of wording since 2014; \*Not asked in 2014

Sample sizes between  $n=21$  and  $n=24$ . Arrows represent change between 2014 and 2015.

Q11t. Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the following aspects of the evaluation reports?

# Excellent ratings are also posted by Externals, and on all attributes higher proportions are “very satisfied” with IEG’s evaluation products

## Detailed Satisfaction with IEG’s Evaluation Products, by Attribute of Satisfaction, Externals, 2015



Note: Slight change of wording since 2014

Sample sizes between  $n=152$  and  $n=155$ . Arrows represent change between 2014 and 2015.

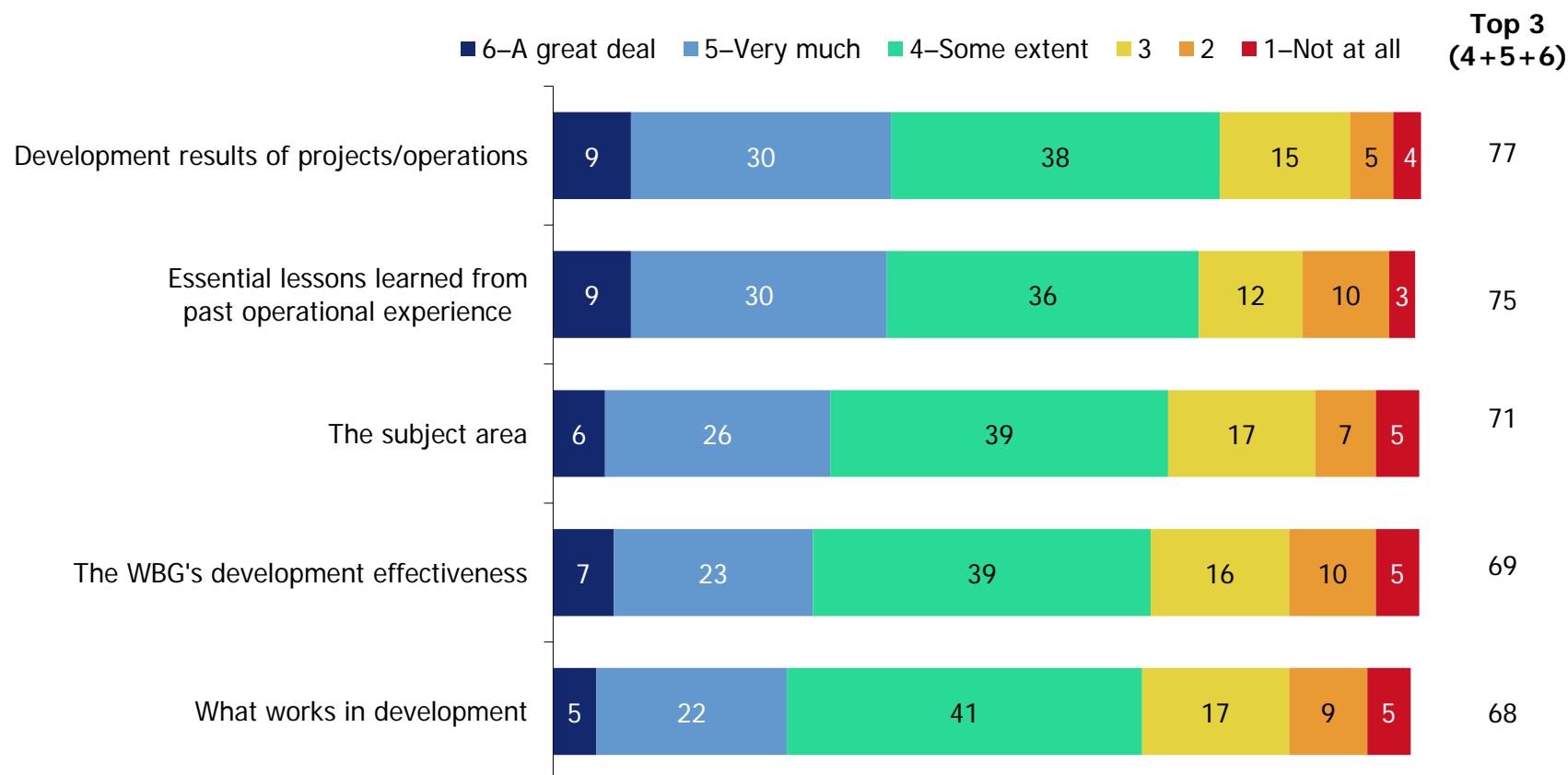
Q11t. Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the following aspects of the evaluation reports?



# **Influence of IEG's Evaluation Products**

# Perceived influence of IEG's products is high and stable among Staff; influence is greater for understanding of development results and operational learning experience

Influence of IEG's Evaluation Products, by Attribute of Influence, WBG Staff, 2015



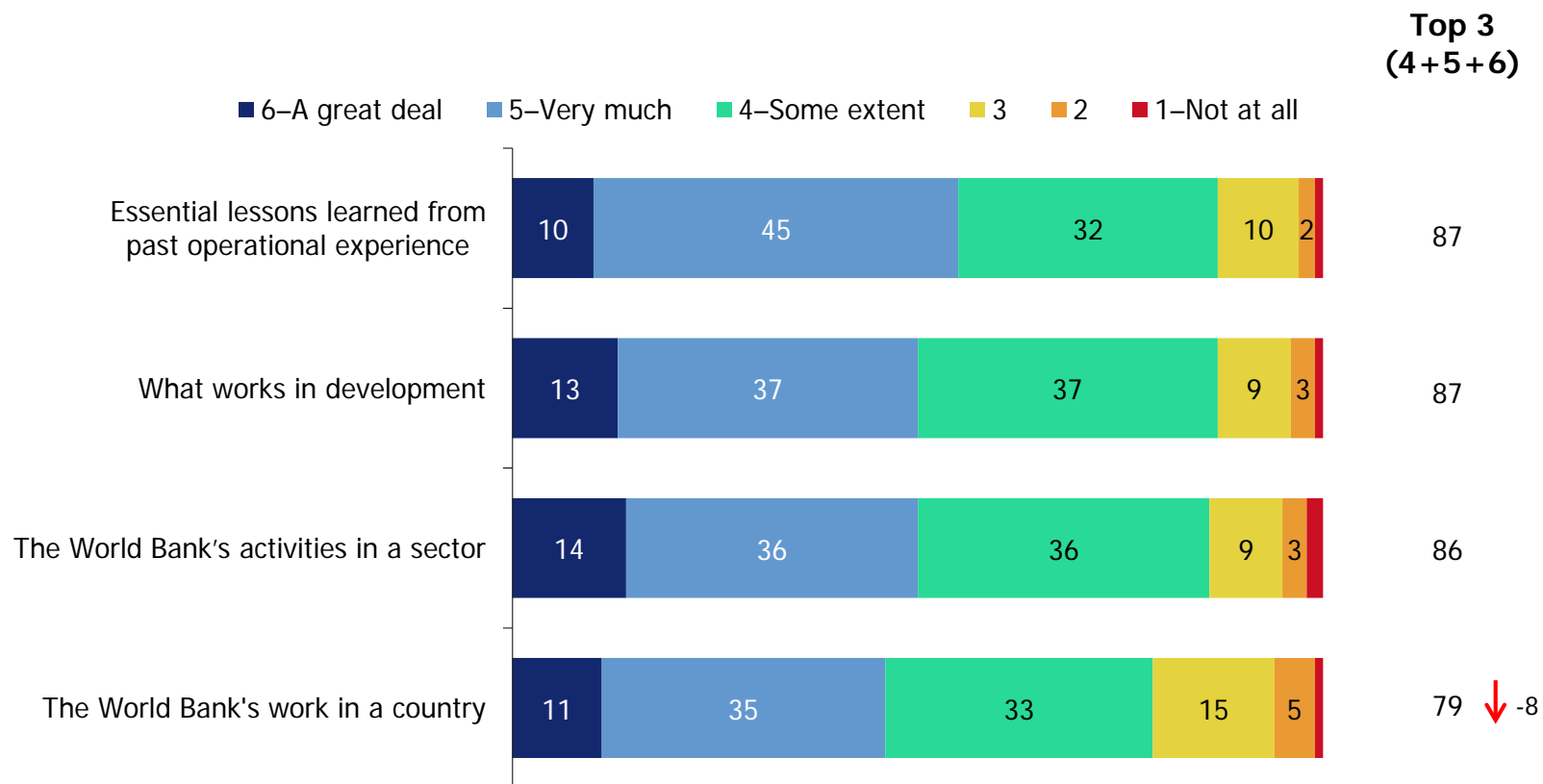
Note: Slight wording change since 2014.

Sample sizes between  $n=197$  and  $n=206$ , MoE:  $\pm 6.7\%$  and  $6.9\%$ ; Arrows represent change between 2014 and 2015.

Q12t. Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the following?

# IEG's products remain very influential for Externals across all aspects, but ratings are a bit lagging for influence in helping to understand the World Bank's work in a country

Influence of IEG's Evaluation Products, by Attribute of Influence, Externals, 2015



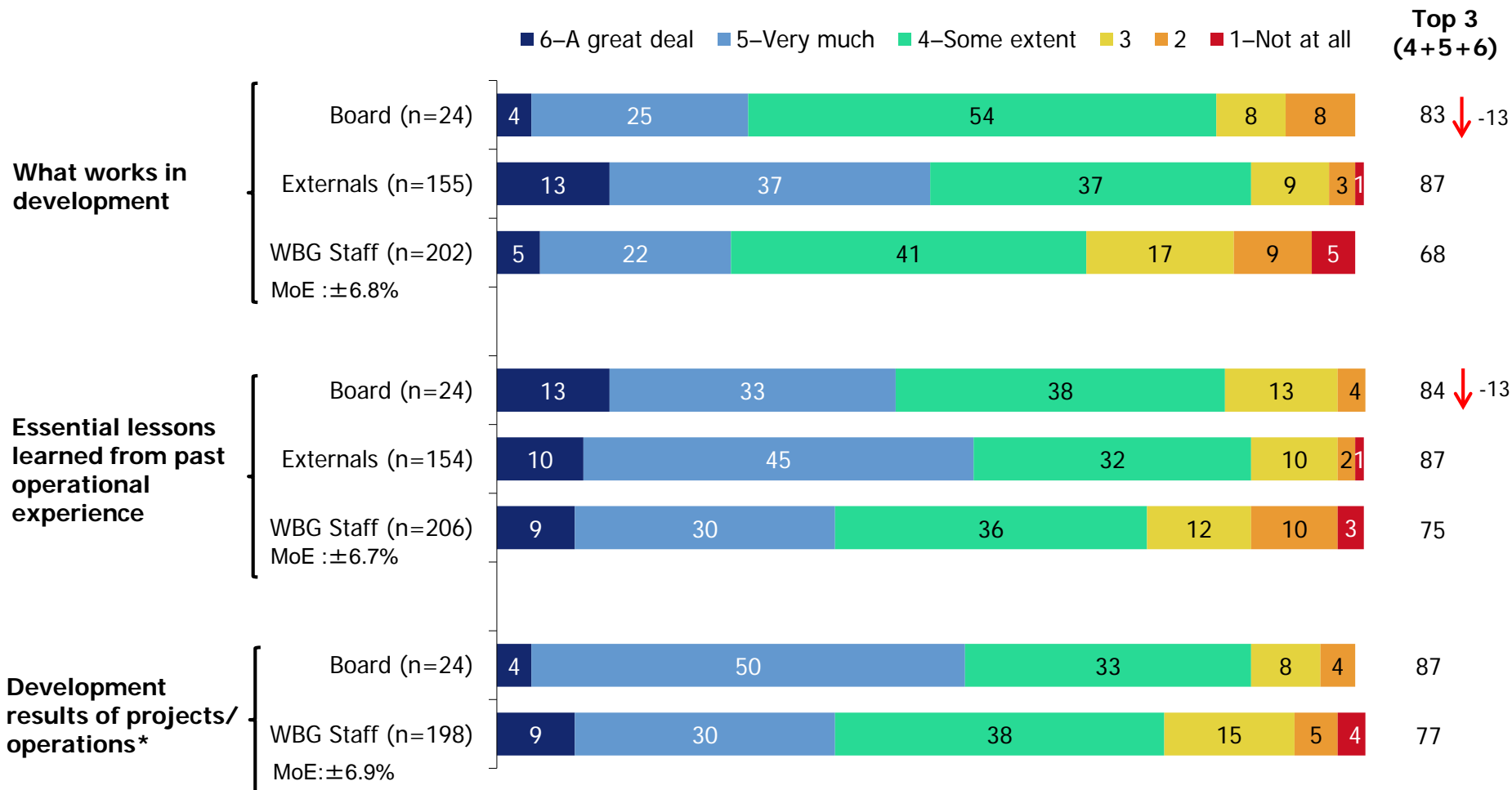
Note: Slight wording change since 2014.

Sample sizes between  $n=148$  and  $n=155$ ; Arrows represent change between 2014 and 2015.

Q12t. Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the following?

# Influence of IEG's products continue to be more important among Externals and Board—though it is less prominent in a couple of areas among Board

## Influence of IEG's Evaluation Products, by Sample Group, 2015

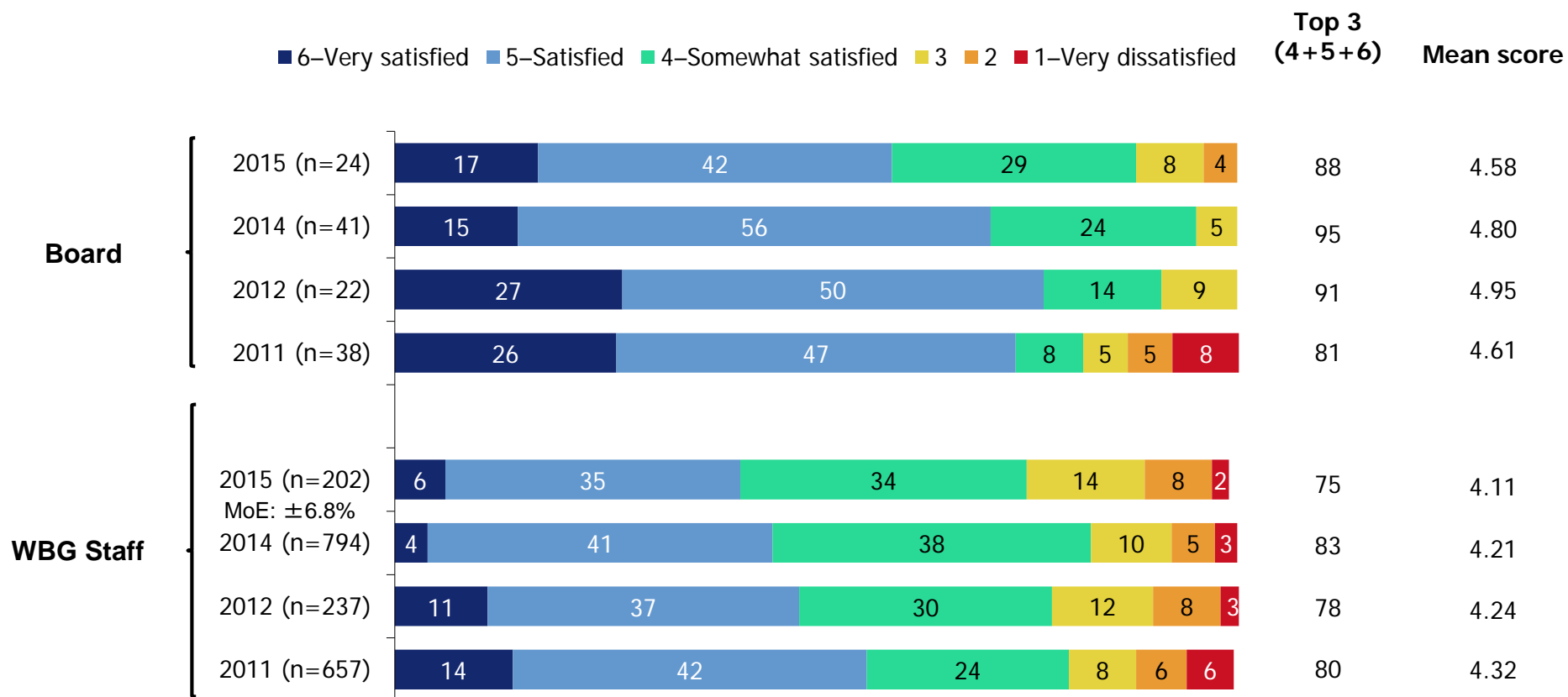


Note: Slight wording change since 2014. \*Not asked to Externals in 2015; Arrows represent change between 2014 and 2015. Q12t. Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the following?

# Satisfaction with IEG's Recommendations

# Topline satisfaction with overall quality of IEG's recommendations is rated very high, but the positive momentum seen in 2012–14 among Board seems to have stopped

## Satisfaction with IEG's Recommendations, Overall Quality, Board vs WBG Staff, 2011–2015

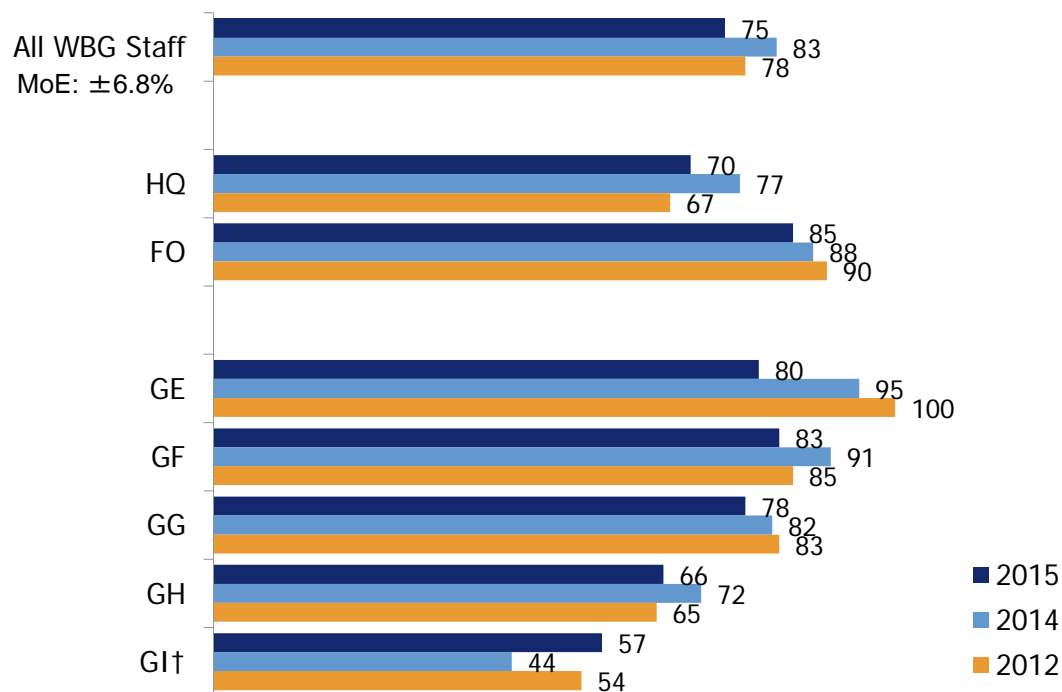


Note: Slight wording change since 2014

Q14t. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria? a) Overall quality

# FO Staff remain more satisfied with the quality of IEG's recommendations compared with HQ staff

Satisfaction with IEG's Recommendations, Overall Quality, by Office Location, and HR Grade Level, Top Three Boxes\*, WBG Staff, 2012–2015



## Additional insights

- Similarly to 2014, respondents who consider IEG's products as very relevant to their work are much more likely to be satisfied with IEG's quality of recommendations than those who find them moderately relevant (66% vs 16% for the Top 2 (5+6) measure).

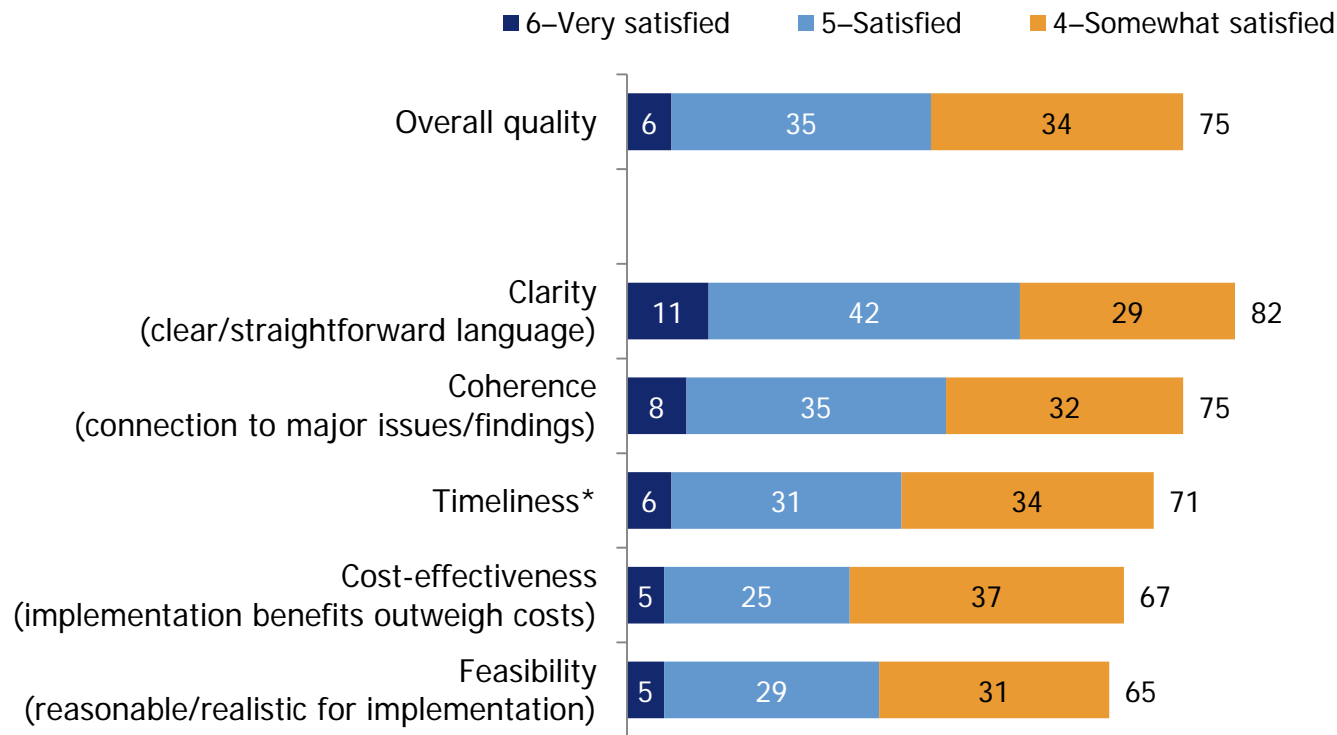
\* (4+5+6) on a scale of 1 to 6 where 1 means "very dissatisfied" and 6 means "very satisfied"

† Caution: very small sample size. Note: Slight wording change since 2014

Q14t. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria?

# Satisfaction with IEG's specific recommendations remains high, especially around clarity and coherence

Satisfaction with IEG's Recommendations, by Type of Recommendation, WBG Staff, 2015



Note: Slight wording change since 2014; \*Not asked in 2014

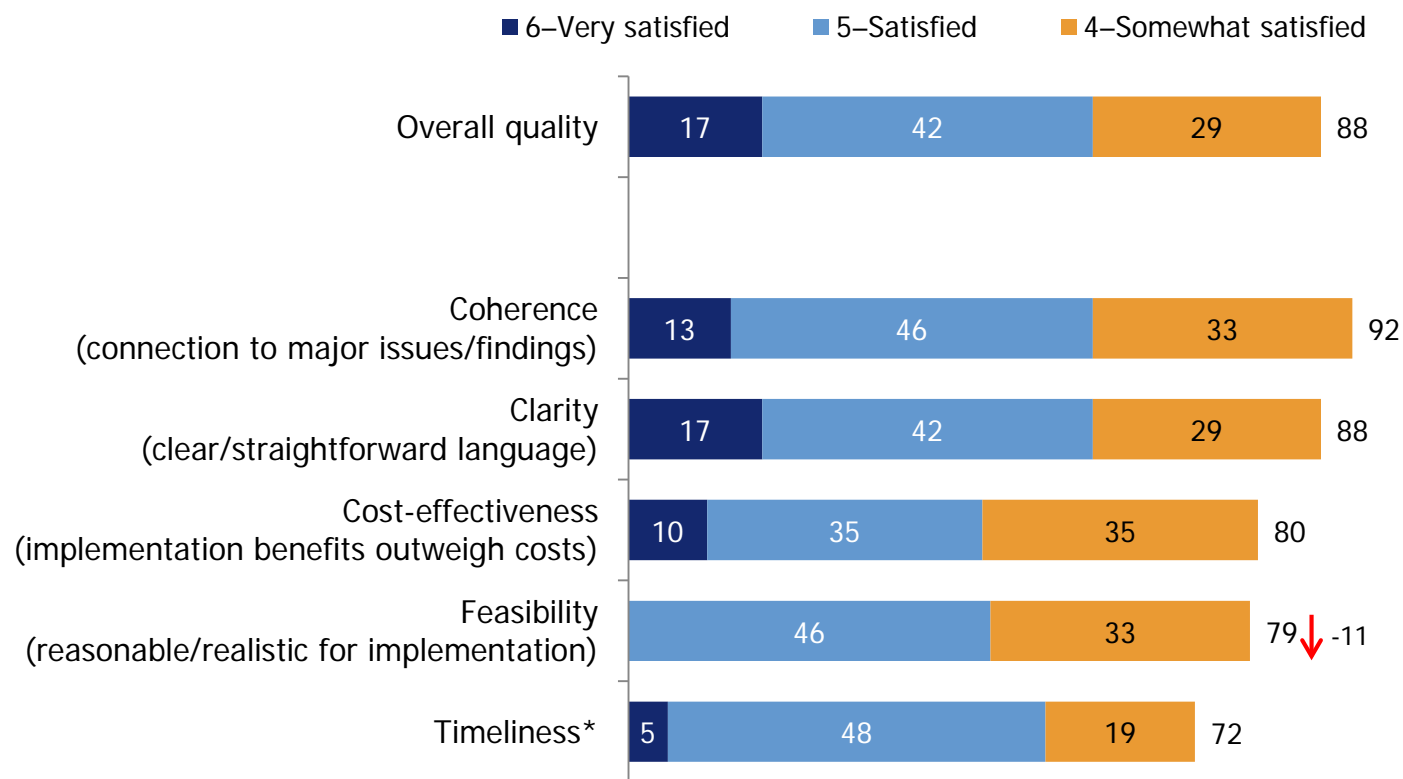
Sample sizes between  $n=174$  and  $n=202$ ; MoE ranges from  $\pm 6.8\%$  to  $7.3\%$

Q14t. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria?



# Among Board members, satisfaction with IEG's recommendations remains high and stable, though a modest decrease is apparent on feasibility

Satisfaction with IEG's Recommendations, by Type of Recommendation, Board, 2015



Sample sizes between  $n=20$  and  $n=24$

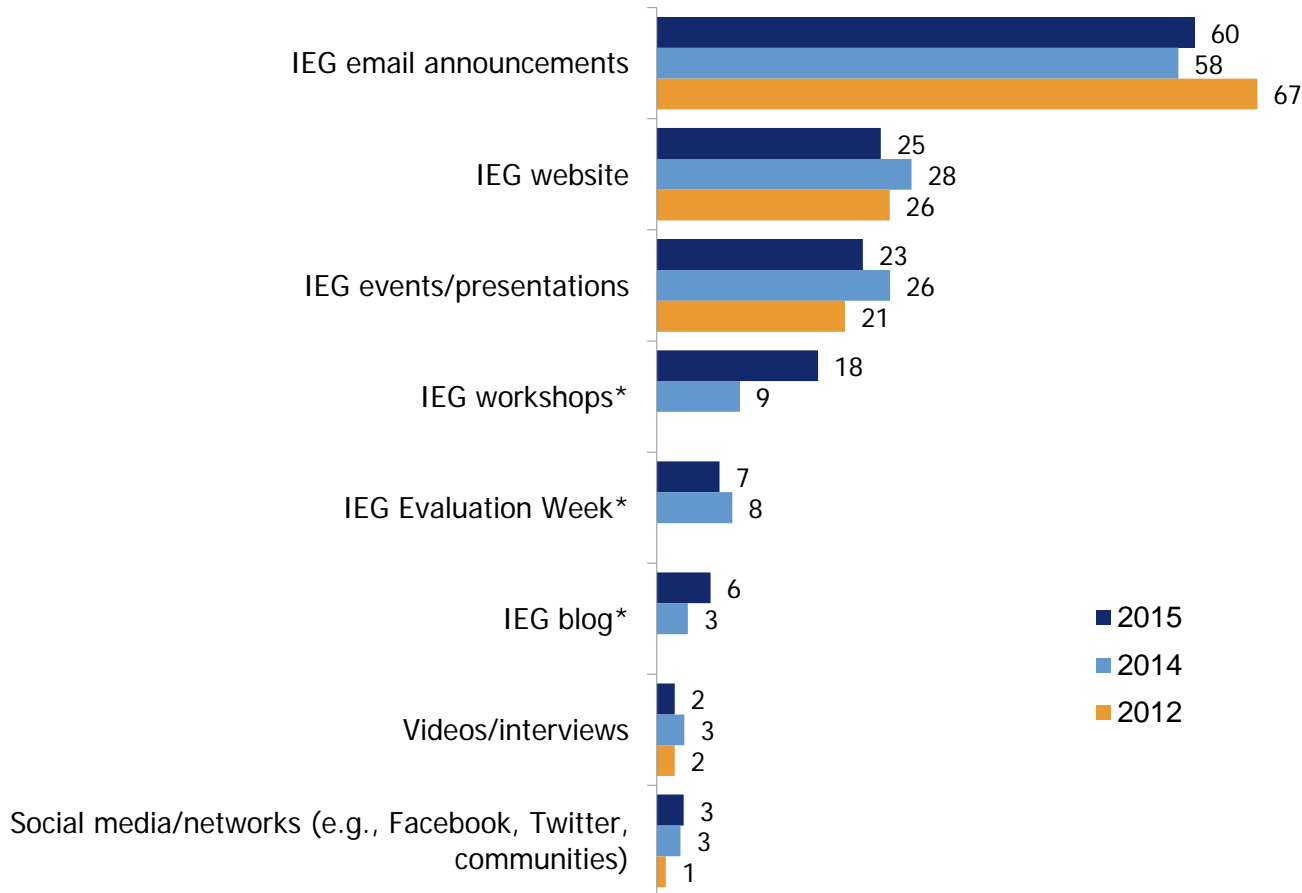
Note: Slight wording change since 2014; \*Not asked in 2014

Q14t. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria?

# **Access to IEG's Products / Ratings of IEG's Outreach**

# Email announcements remain the main access to IEG's products among WBG Staff

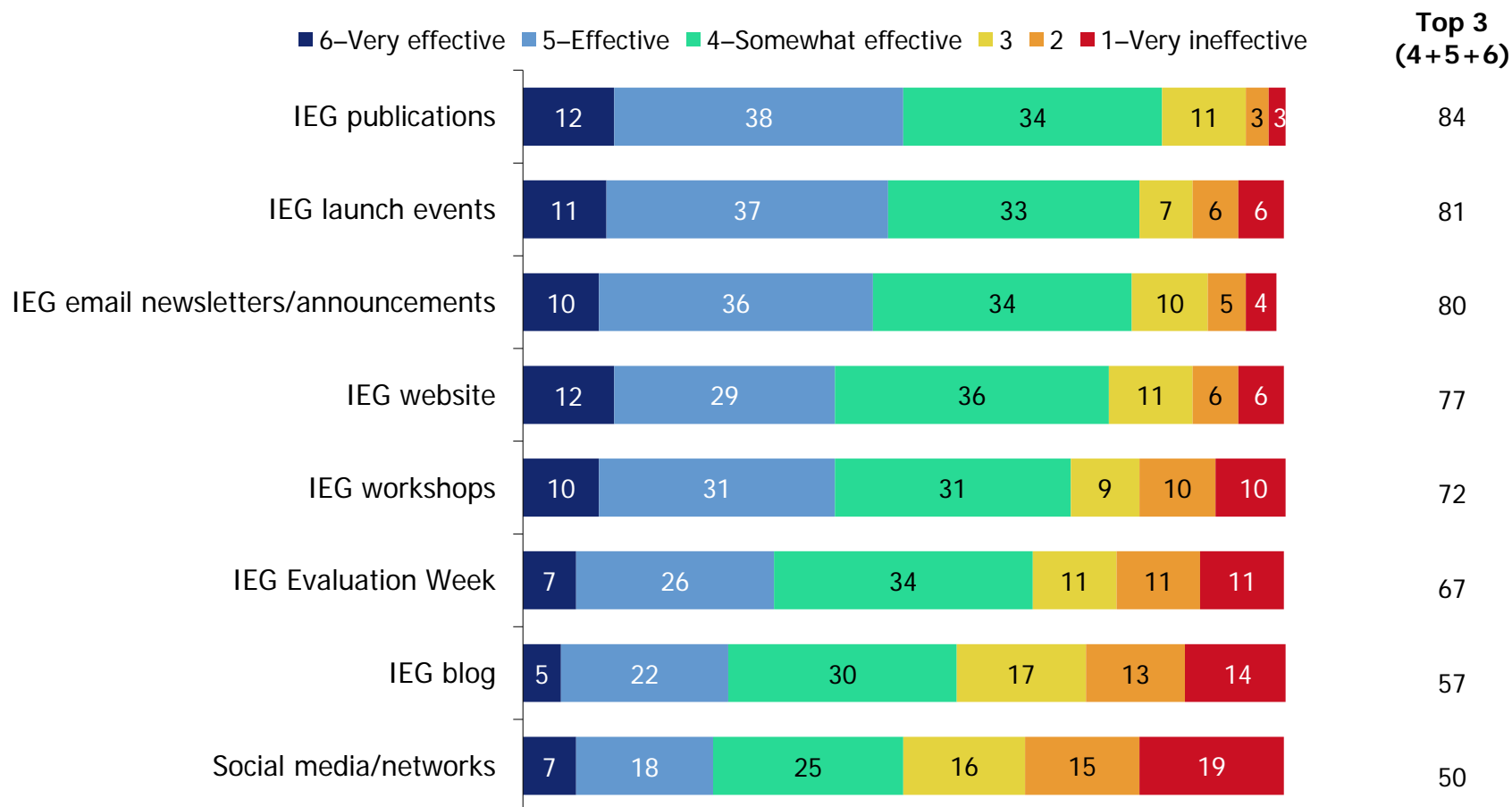
Access to IEG's Products in Past 12 Months, Total Mentions, WBG Staff, 2012–2015



Note: Slight wording change since 2014 \*Not asked in 2012  
 Sample size:  $n=576$ ; MoE  $\pm 3.9\%$   
 Q15t. How did you become aware of IEG products in the past 12 months?

# WBG Staff rate IEG's outreach effectiveness highest for publications, launch events and emails; few employees see any communication channel as "very effective"

IEG's Communications and Outreach Efforts, by Type of Outreach, WBG Staff, 2015



Sample sizes between  $n=198$  and  $n=428$

MoE ranges from  $\pm 4.6\%$  to  $6.9\%$

Q16t. How would you rate IEG's communications and outreach efforts in the following areas?

# Perception of outreach efforts are similar between WBG and IFC staff across most channels; Slight differences in ratings are visible between HQ and FO staff on most mediums

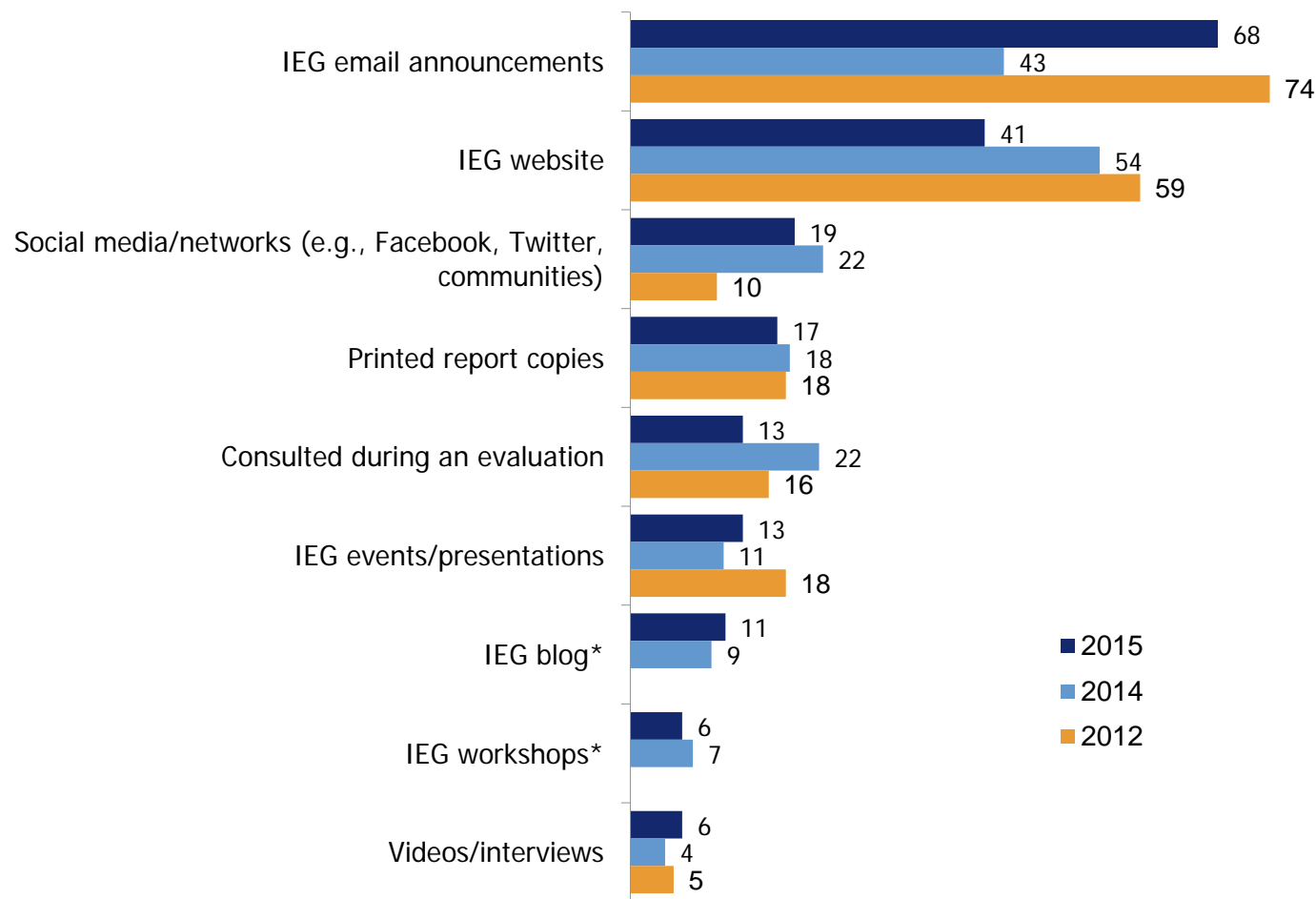
IEG's Communications and Outreach Efforts, Type of Outreach, Top 3, WBG Staff, by Organization and Office Location, 2015

	WBG Staff (n=between 198 and 428)	WBG (n=between 156 and 311)	IFC (n=between 39 and 108)	HQ (n=between 106 and 217)	FO (n=between 92 and 211)
<b>IEG publications</b>	83%	83%	84%	80%	87%
<b>IEG launch events</b>	81%	81%	81%	81%	81%
<b>IEG email</b>	80%	80%	81%	75%	85%
<b>IEG website</b>	77%	78%	76%	71%	84%
<b>IEG workshops</b>	72%	72%	74%	73%	70%
<b>IEG evaluation week</b>	66%	66%	68%	65%	68%
<b>IEG blog</b>	57%	59%	45%	54%	60%
<b>Social media / networks</b>	50%	52%	44%	44%	57%

Q16t. How would you rate IEG's communications and outreach efforts in the following areas?

# After a decline in 2014, IEG emails are again decisive in raising awareness of products among Externals; access via IEG's website has dropped

Access to IEG's Products in Past 12 Months, Total Mentions, Externals, 2012–2015



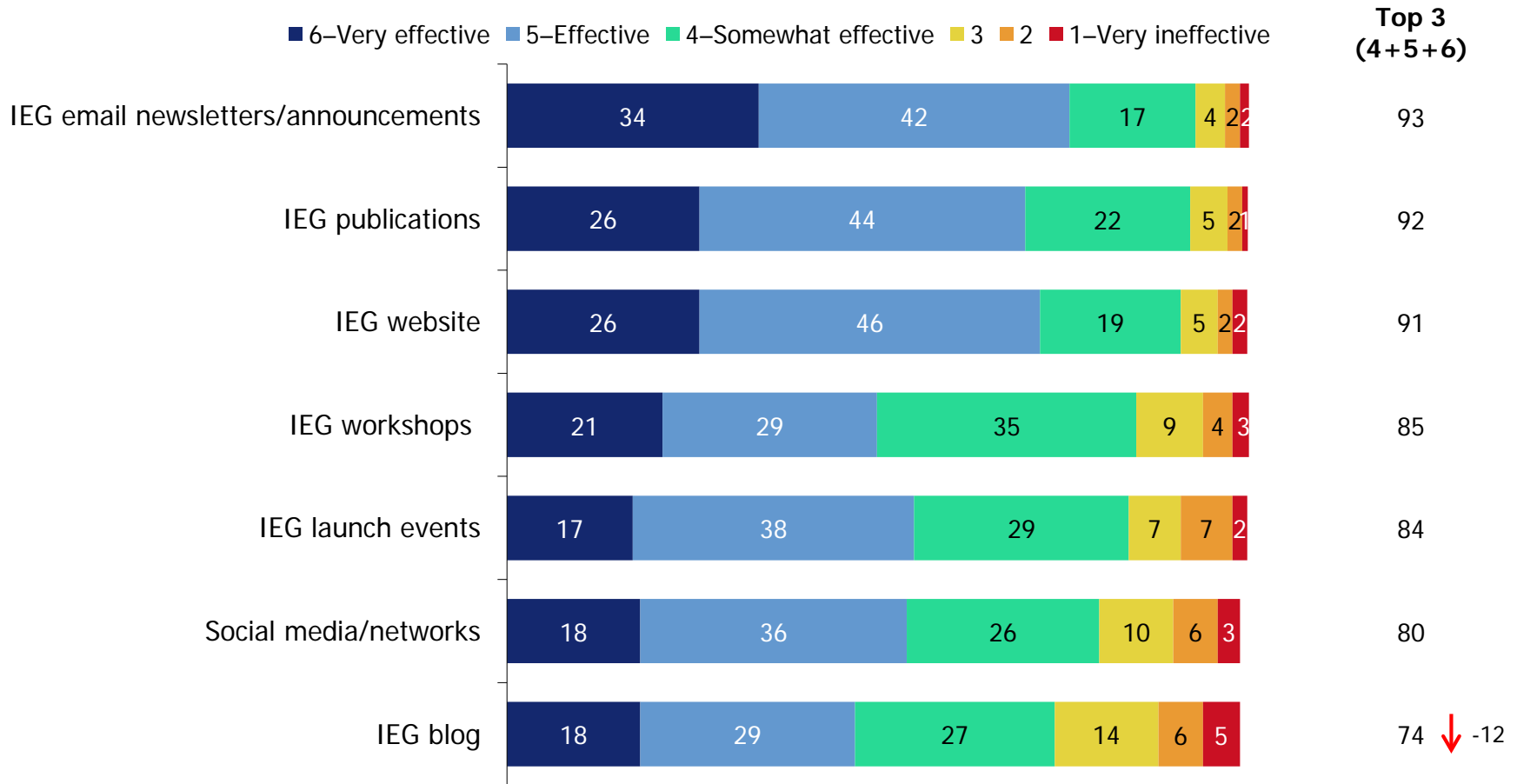
Note: Slight wording change since 2014

\*Not asked in 2012

Q15t. How did you become aware of IEG products in the past 12 months?

# Like in 2014, Externals rate IEG's outreach efforts most highly for email newsletters, publications, and IEG's website

## IEG's Communications and Outreach Efforts, by Type of Outreach, Externals, 2015

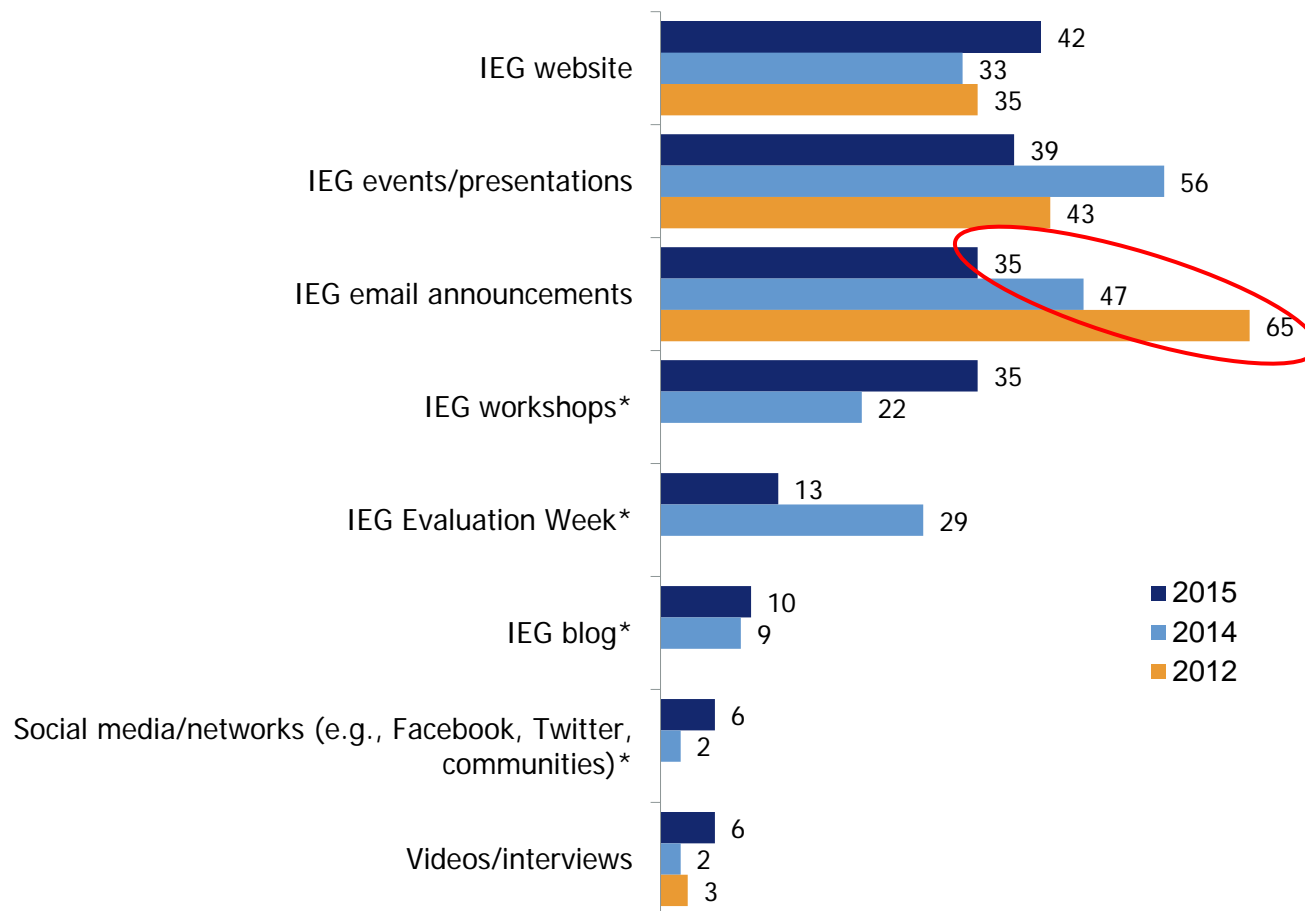


Sample sizes between  $n=160$  and  $n=286$

Q16t. How would you rate IEG's communications and outreach efforts in the following areas?

# IEG's website has become the main channel for raising awareness of the organization's products

Access to IEG's Products in the Past 12 Months, Total Mentions, Board, 2012–2015



Note: Slight wording change since 2014

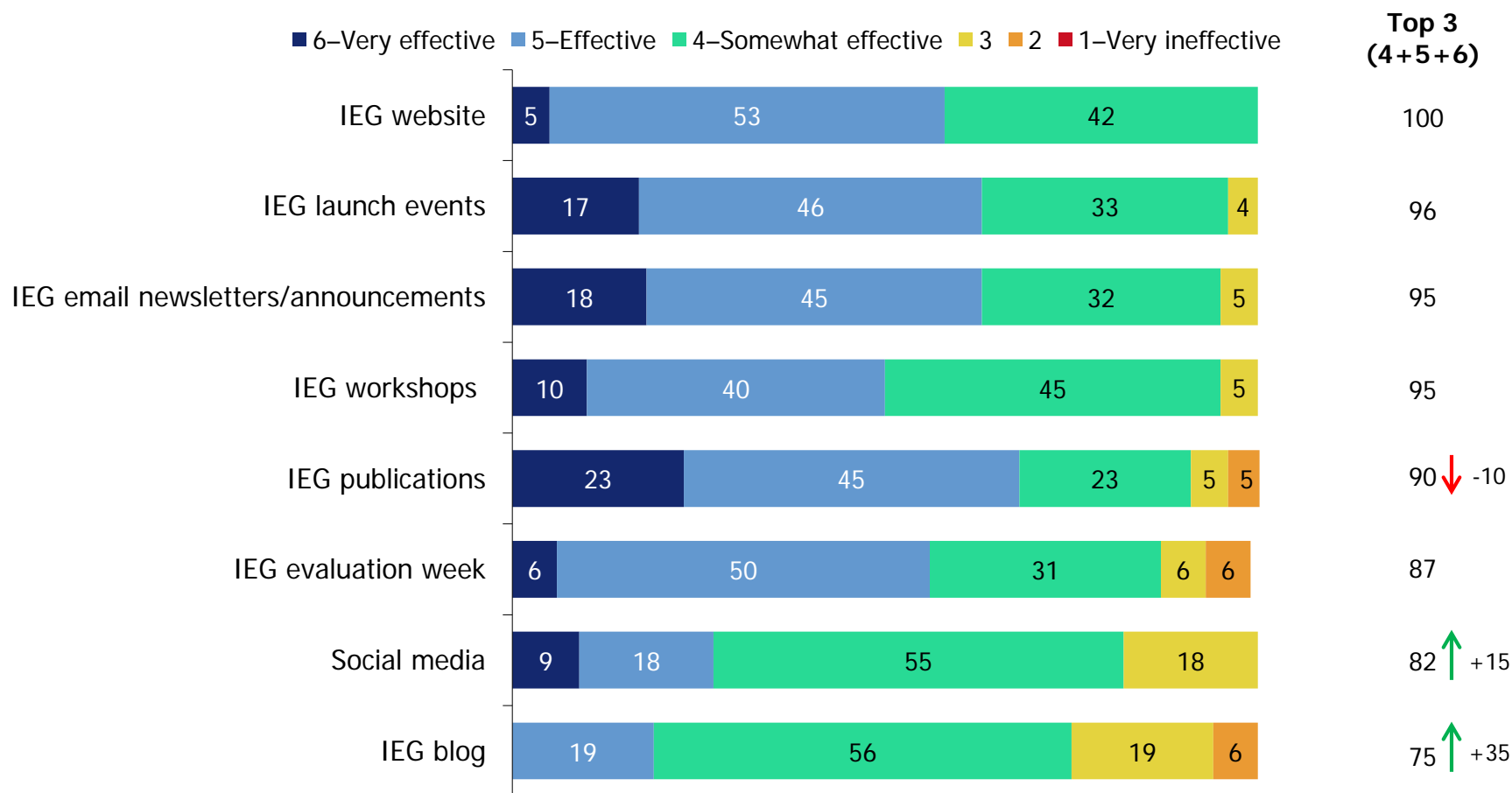
\*Not asked in 2012

Q15t. How did you become aware of IEG products in the past 12 months?



# IEG's website is considered as most effective in terms of outreach by Board members; increase in outreach from social media and blog.

## IEG's Communications and Outreach Efforts, by Type of Outreach, Board, 2015



Caution: very small sample size; Sample sizes between  $n=11$  and  $n=24$

Q16t. How would you rate IEG's communications and outreach efforts in the following areas?

- **Topline results are overall very favorable for IEG across most metrics**, particularly with Board and Externals. A lesser degree of enthusiasm is seen among WBG Staff, a core feature since year #1.
- **Some trends look oriented a bit downward, though at a very slow pace.** Starting from a very high point, IEG should not feel very concerned. Strategic KPIs such as **relevance to the WBG’s mission, or perceived independence remain very positive** underlying **strong favorable bias on the ethos of IEG.**
- **Impact is the only core KPI where a significant drop is noticed across audiences.** Among both Staff and Board, it might be a **result of a growing learning-vs-accountability gap**; a visible re-balancing of IEG’s emphasis towards learning could help to be seen as more impactful. For Staff, the pick up in overall use of IEG’s reports among HQ could be another reason, given how attitudes towards IEG are typically less favorable among this sub-group.
- Looking at the products assessment done by respondents familiar enough with IEG, **topline satisfaction, perceived influence, and quality of recommendations are also generally well positioned.**
- However, **process of engagement and timeliness are areas where stronger focus might be needed.** Looking into adjusting its strategy of engagement towards **more inclusiveness could go a long to improve perceptions among Staff** respondents in particular.



evidence and ideas. **applied**

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