



# IEG CLIENT SURVEY 2025

## Key Findings



**IEG**  
INDEPENDENT  
EVALUATION GROUP

**WORLD BANK GROUP**  
World Bank • IFC • MIGA

# OUTLINE



Key Results



Sample Composition



IEG Familiarity, Alignment to & Influence on WBG



IEG Products Used



Quality & Utility of IEG Products



# KEY RESULTS

**1** Increase in Board perceptions of **strategic alignment**.

**2** Staff across IFC and WB, CO and HQ, all cite engagement and utility of recommendations and lessons as opportunities to **increase value of IEG products** for project design and supervision.

**3** Operational staff respondents reported **higher levels of satisfaction** across a range of evaluation qualities as compared with 2024 results.

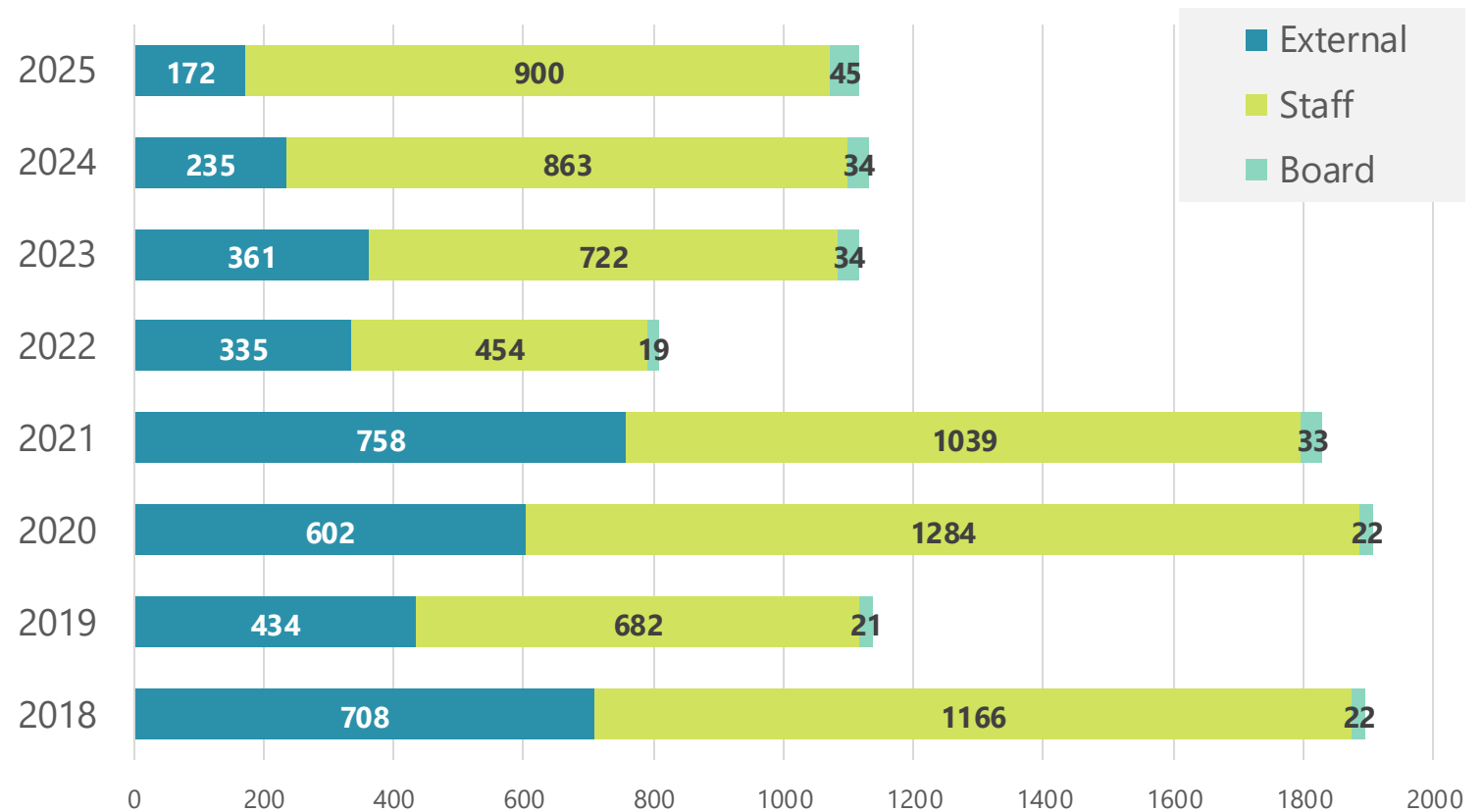
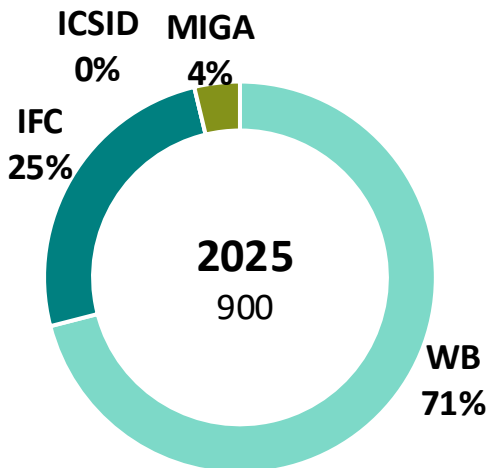
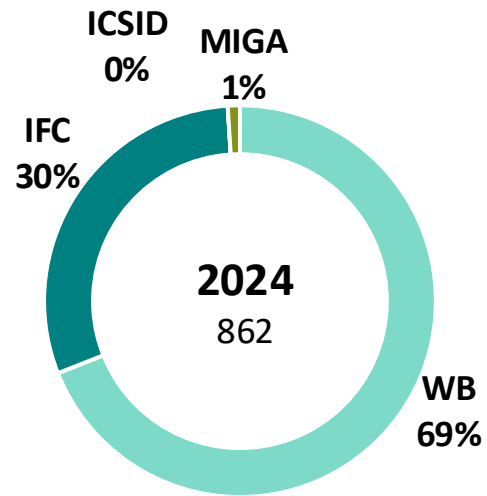
**4** Declining familiarity, engagement, and satisfaction among externals signal a growing **visibility challenge** which may affect perception.

**5** Perceptions of **IEG's objectivity and timeliness remain strong**, with an appreciation of factual and relevant data in the former and a forward-looking focus on emerging issues in the latter.



# SAMPLE COMPOSITION OVER TIME

Participation increased among staff and board, while externals declined further relating to privacy policies. MIGA participation rose notably as IFC decreased with slight uptick in WB.

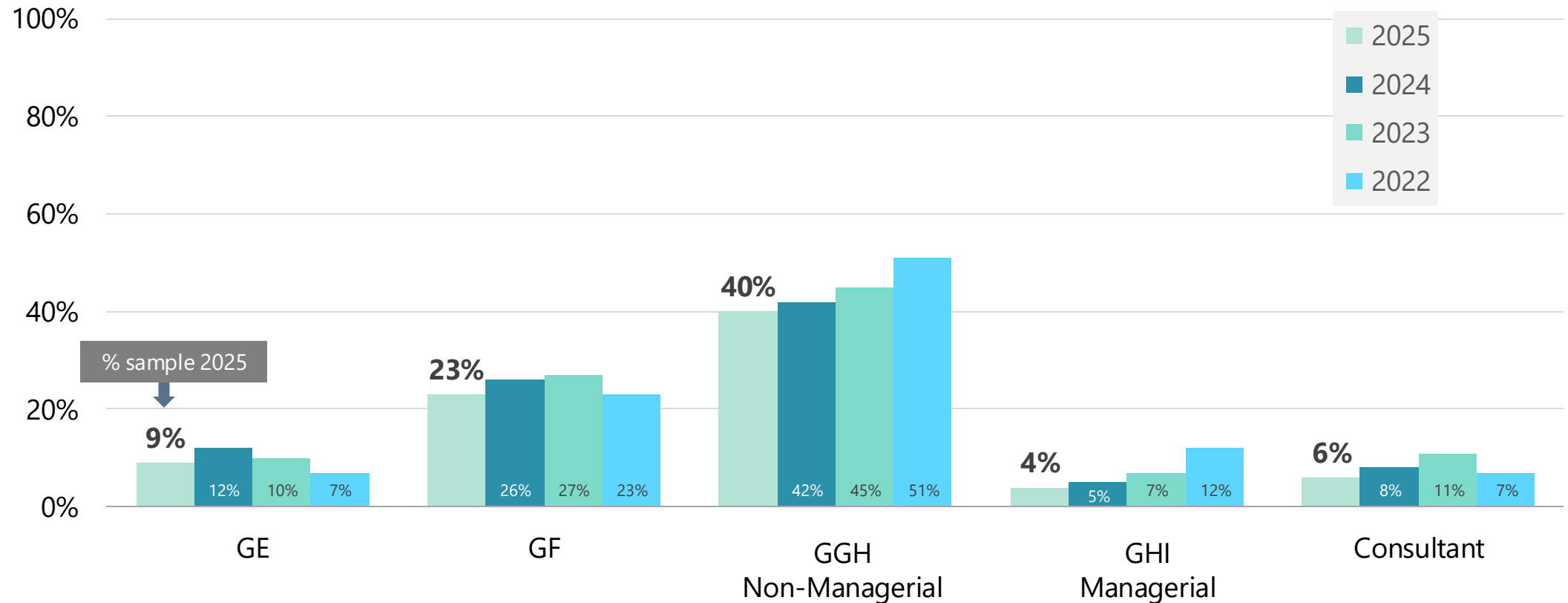


Base (2025): (n=1117) QA. Please check the box that best describes your relationship with the World Bank Group.  
Base (2025): (n=900) Q2. Which organization do you work for?



# SAMPLE COMPOSITION OVER TIME

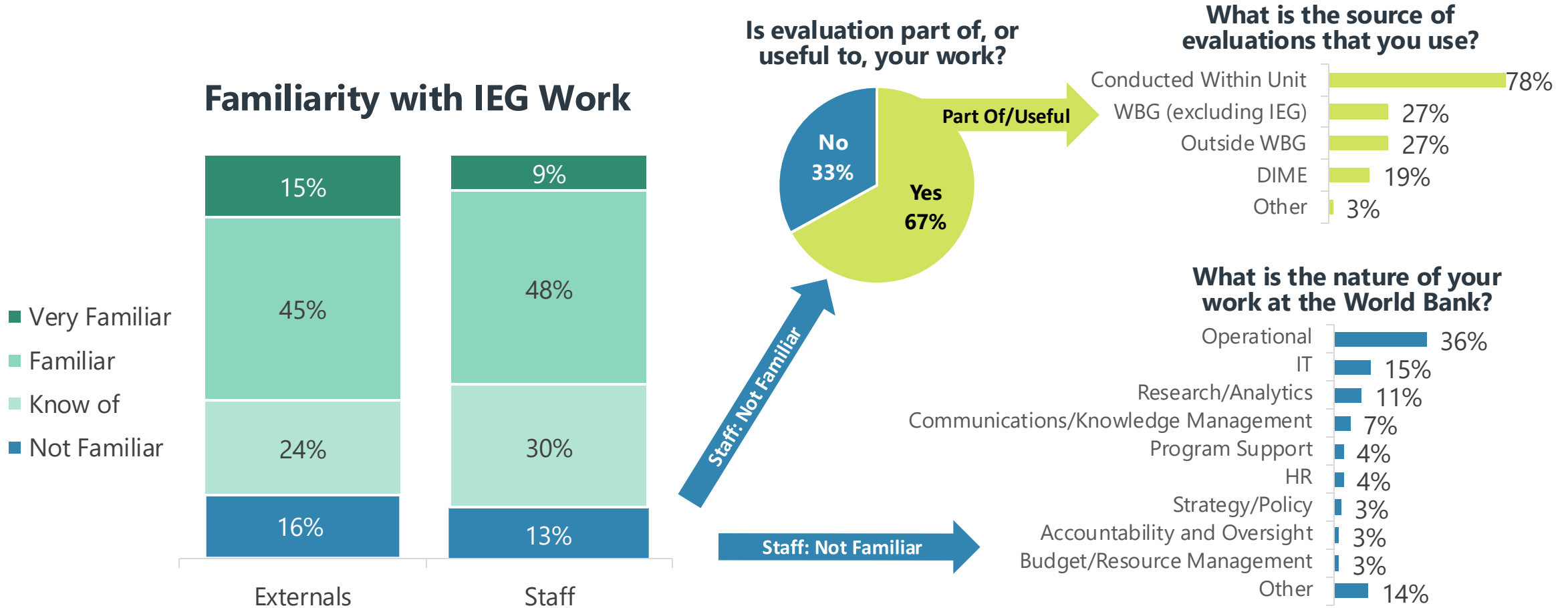
The distribution of internal respondents across professional grades remained consistent.





# KNOWLEDGE OF IEG / USE OF EVALUATION

Staff without knowledge of IEG frequently rely on evaluations generated internally within their own teams or units.



Base (2025): Externals (n=170), Staff (n=898) Q7. To what extent are you familiar with the mandate and work of IEG?.

Base (2025): (n=116) Q7A. What is the nature of your work at the World Bank Group? Base: (n=114) Q7B. Is evaluation part of, or useful to, your work?

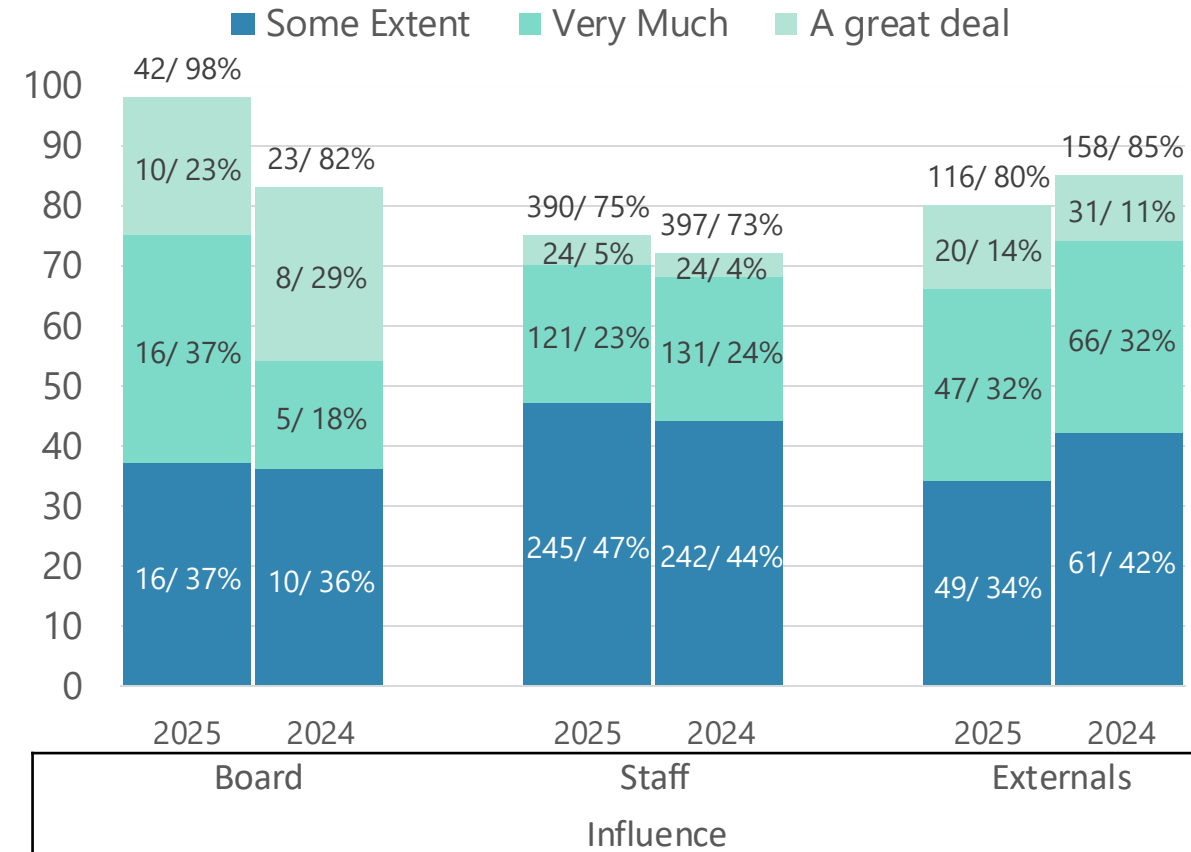
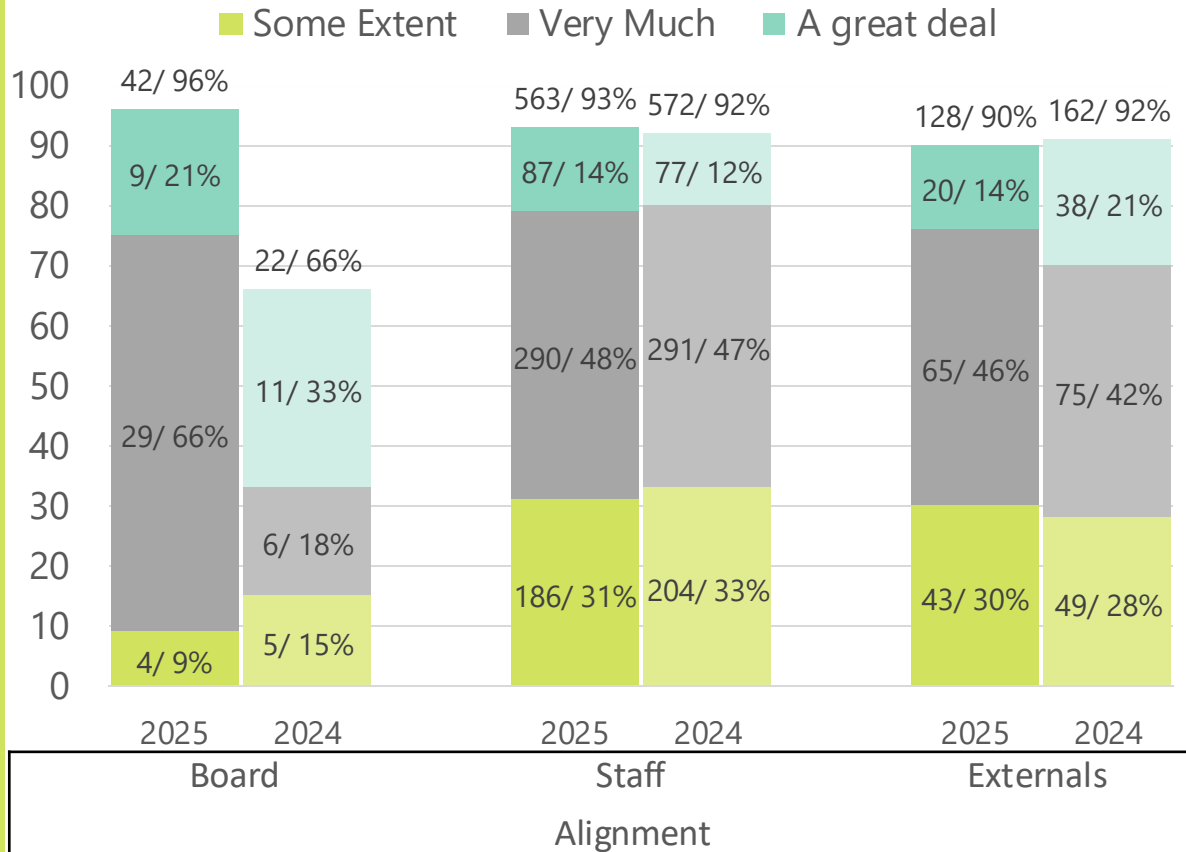
Base (2025): (n=74) Q7C. What is the source of the evaluations that you use in your work?



# ALIGNMENT WITH WBG GOALS & INFLUENCE ON WBG ACTIVITIES

Increase in positive perceptions of IEG's alignment and influence among Board respondents, while staff perceptions aligned with previous year's results, and external respondents showed slight declines across both measures.

## Number of Positive Responses in 2025 vs. 2024



Base (2025): Total minus DK: Alignment – Board (n=44), Staff (n=610), Externals (n=143); Influence - Board (n=43), Staff (n=521), Externals (n=145)

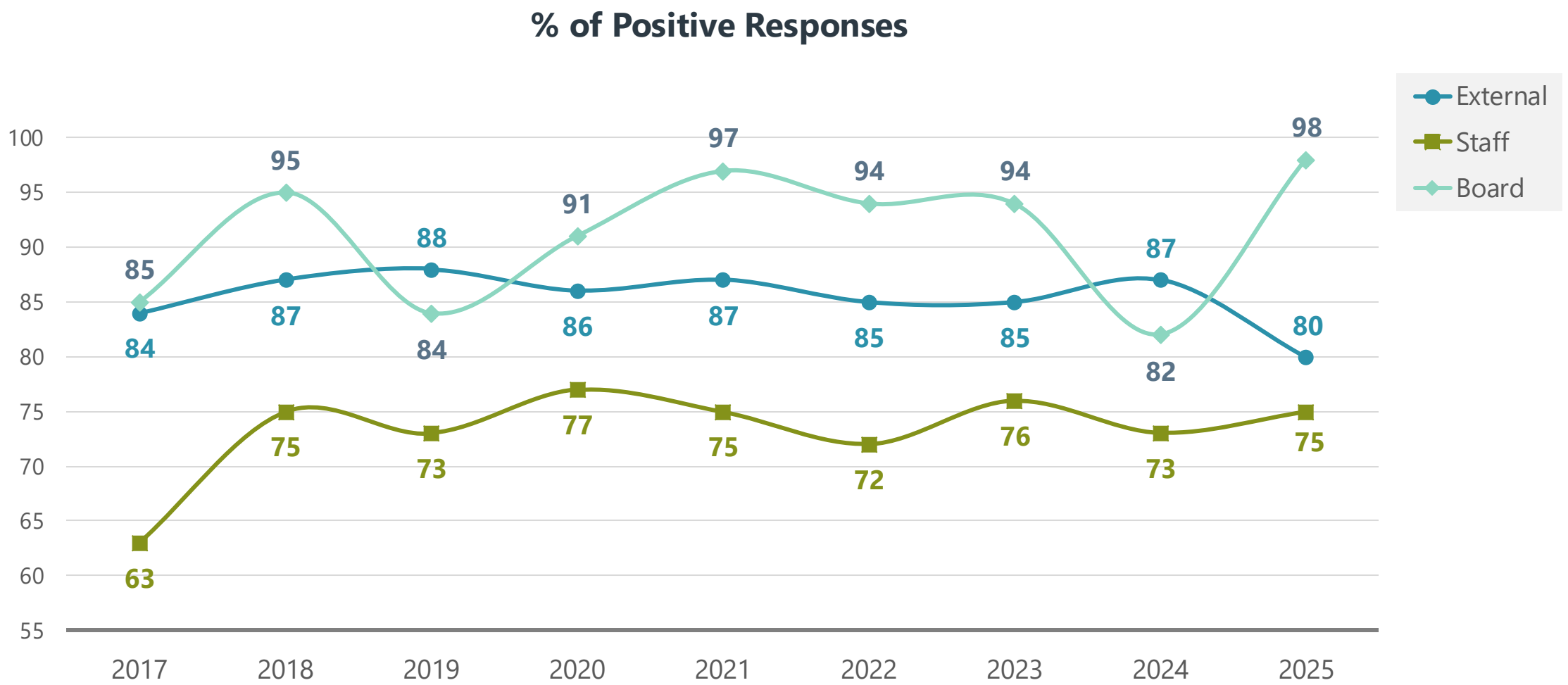
Q8. How aligned are IEG evaluations with the World Bank Group's strategic priorities?

Q9. To what extent do you think IEG's work in the past 12 months has improved your understanding of (Board) influenced (Staff/Externals) World Bank development effectiveness?



# INFLUENCE ON WBG ACTIVITIES OVER TIME

Board perceptions of IEG's contribution to development effectiveness rebounded significantly, staff showed a slight improvement, while external perceptions declined.



Base (2025): Total minus DK Board (n=43), Staff (n=521), Externals (n=145)

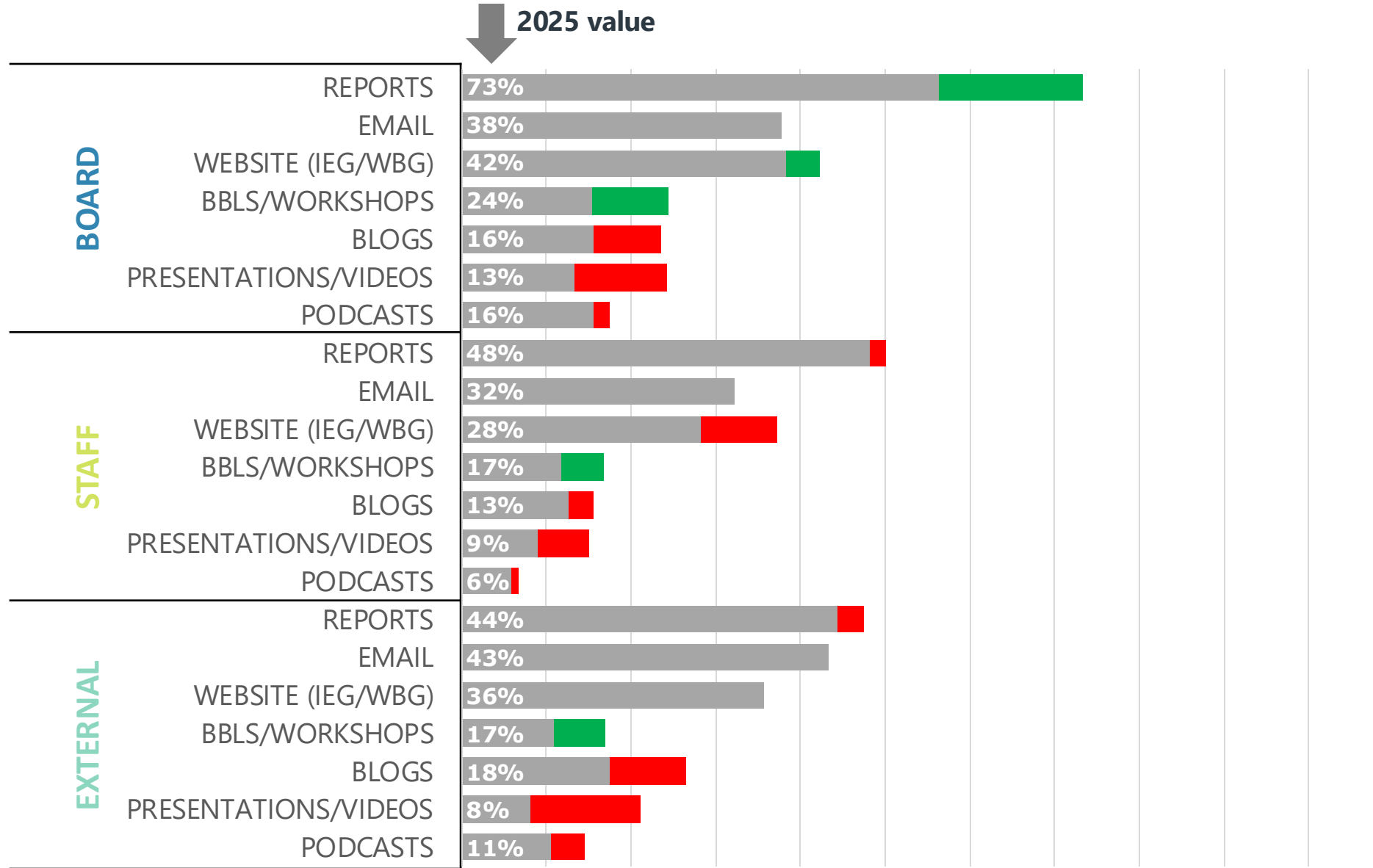
Q9. To what extent do you think IEG's work in the past 12 months has improved your understanding of (Board) influenced (Staff/Externals) World Bank development effectiveness?



# IEG PRODUCTS USED

## (2025 and change from 2024)

Reports remained the most cited form of engagement, while blogs, presentations, and podcasts declined across all groups; BBLs and workshops saw increased engagement among Board, staff, and externals.



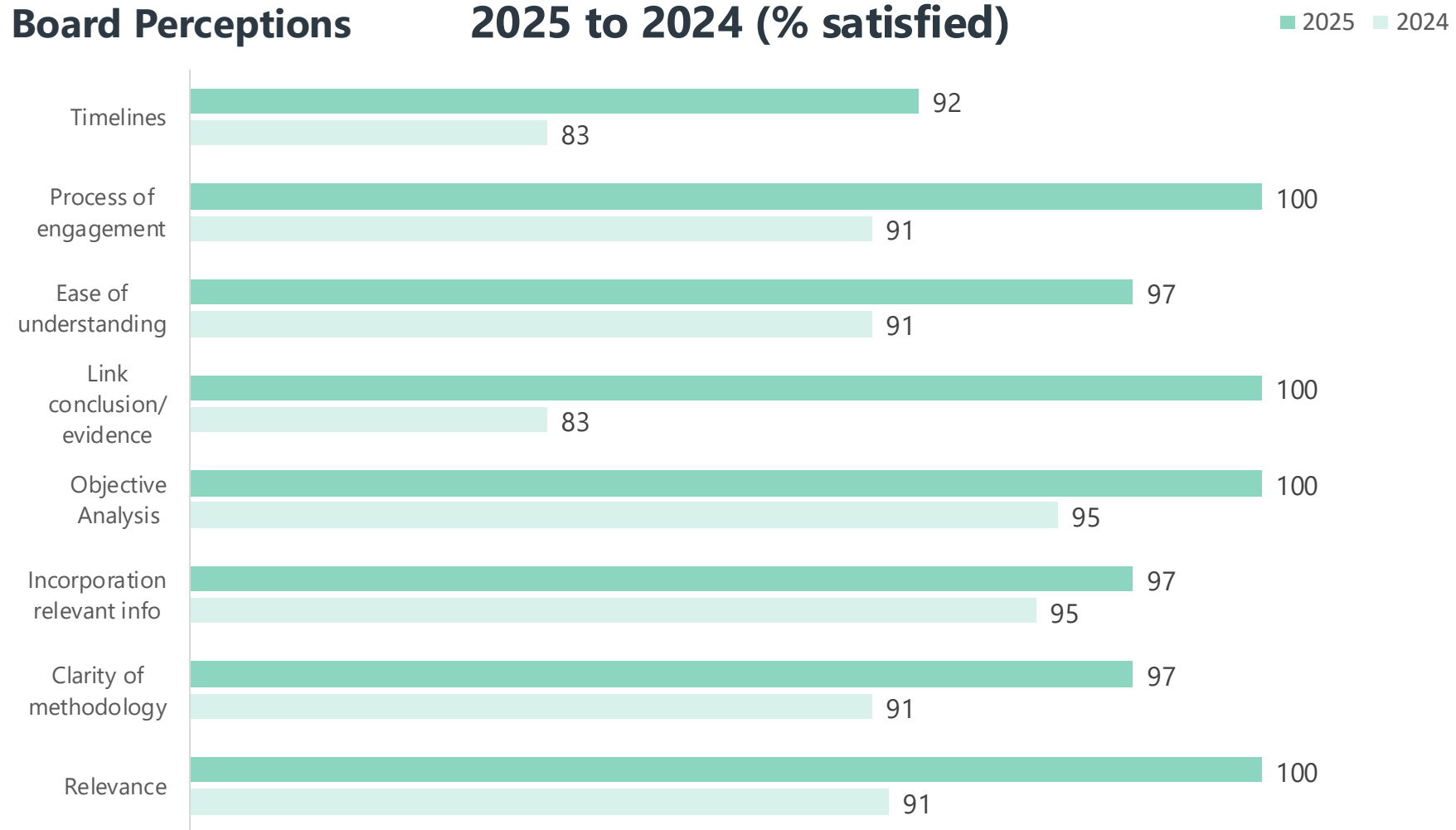
- 2025 value
- Positive change from 2024
- Negative change from 2024

Base (2025): Board (n=45), Staff (n=773), Externals (n=171)  
Q10. In the past 12 months, which specific IEG activities did you engage with?



# PERCEPTION OF EVALUATION QUALITY

Board satisfaction with IEG products rose across all dimension.

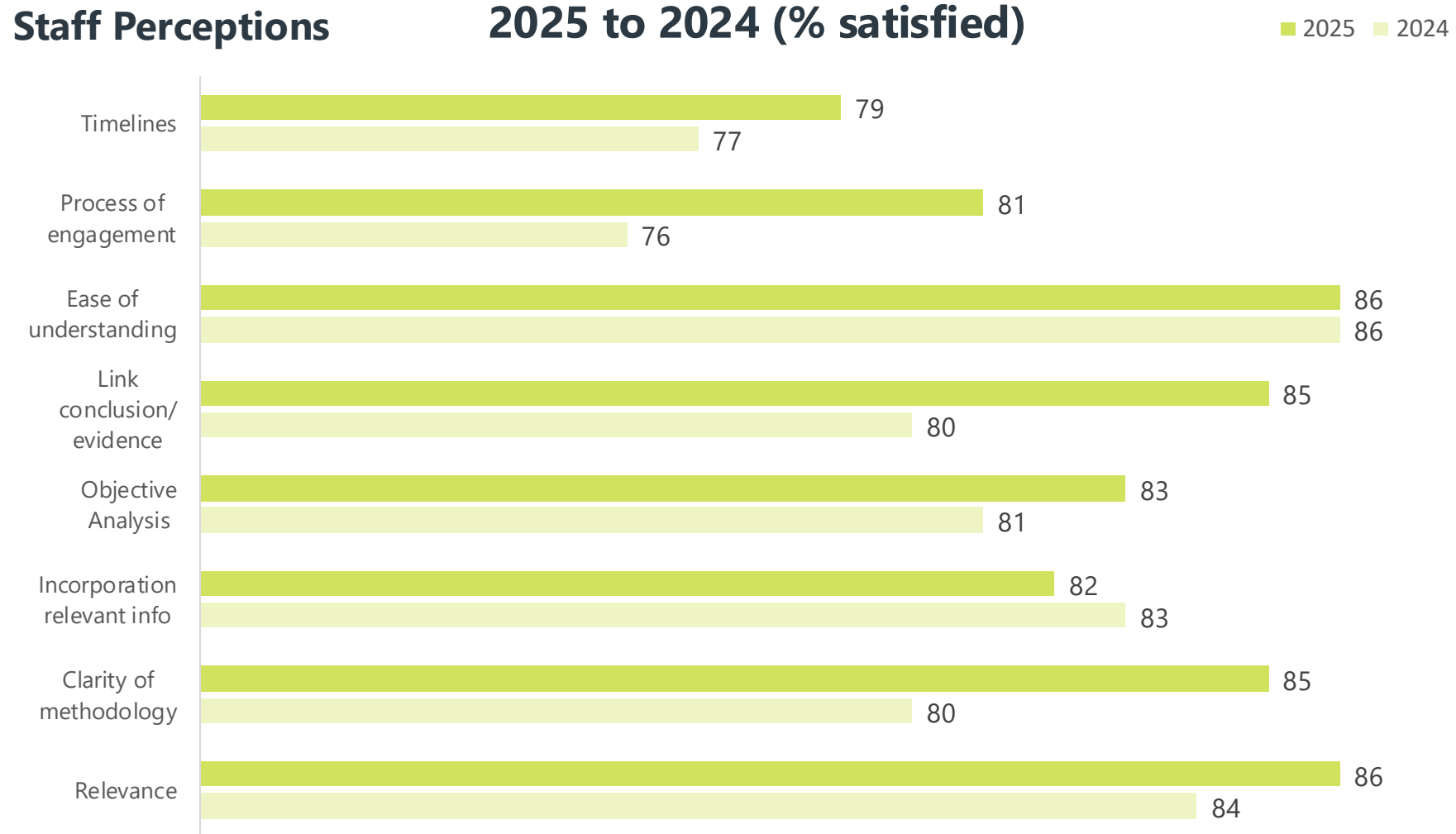


Base (2025): Total minus DK. Engaged in past 12 months (varies) Board (n=39-41), Q13A. Thinking of IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects?



# PERCEPTION OF EVALUATION QUALITY

Staff ratings improved modestly.



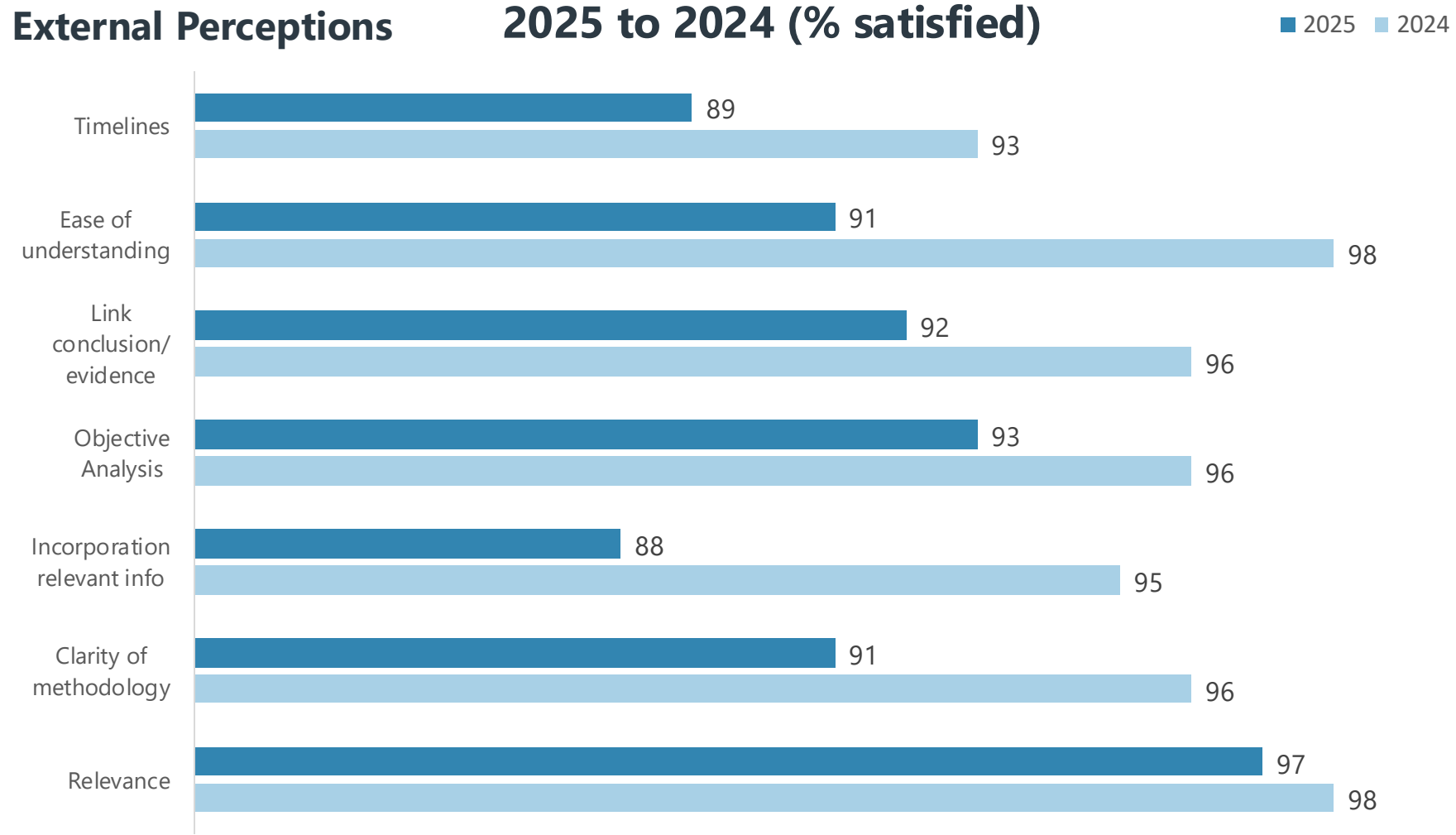
Base (2025): Total minus DK. Engaged in past 12 months (varies) Staff (n=311-317)

Q13A. Thinking of IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects?



# PERCEPTION OF EVALUATION QUALITY

External ratings declined notably on clarity of methodology, relevant information, and process of engagement.



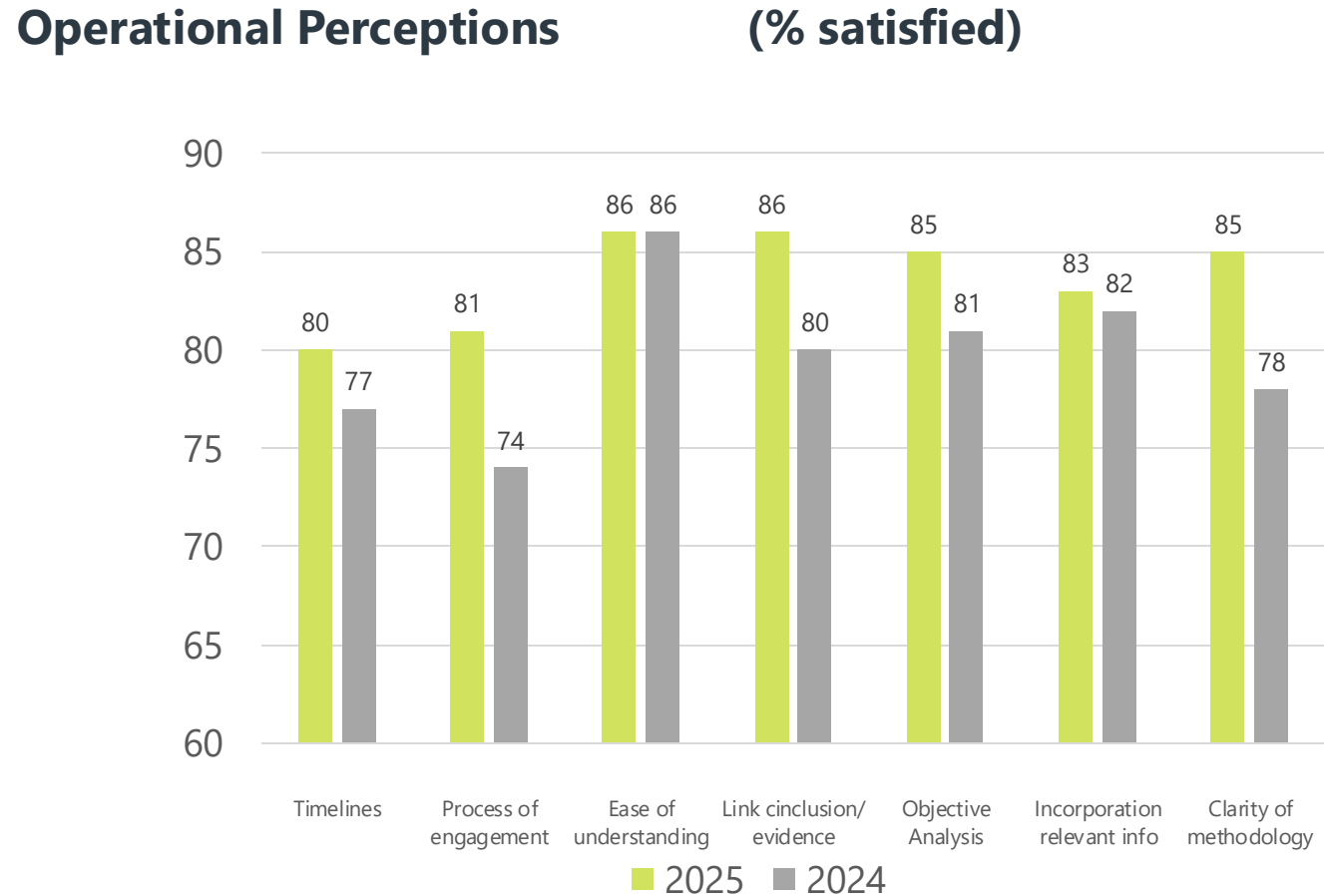
Base (2025): Total minus DK. Engaged in past 12 months (varies) Externals (n=72-75)

Q13A. Thinking of IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects?



# PERCEPTION OF EVALUATION QUALITY BY OPERATIONAL STAFF

Along with similarly high levels of satisfaction with 'ease of understanding,' operational staff respondents reported higher levels of satisfaction across all other evaluation qualities as compared to 2024 results.

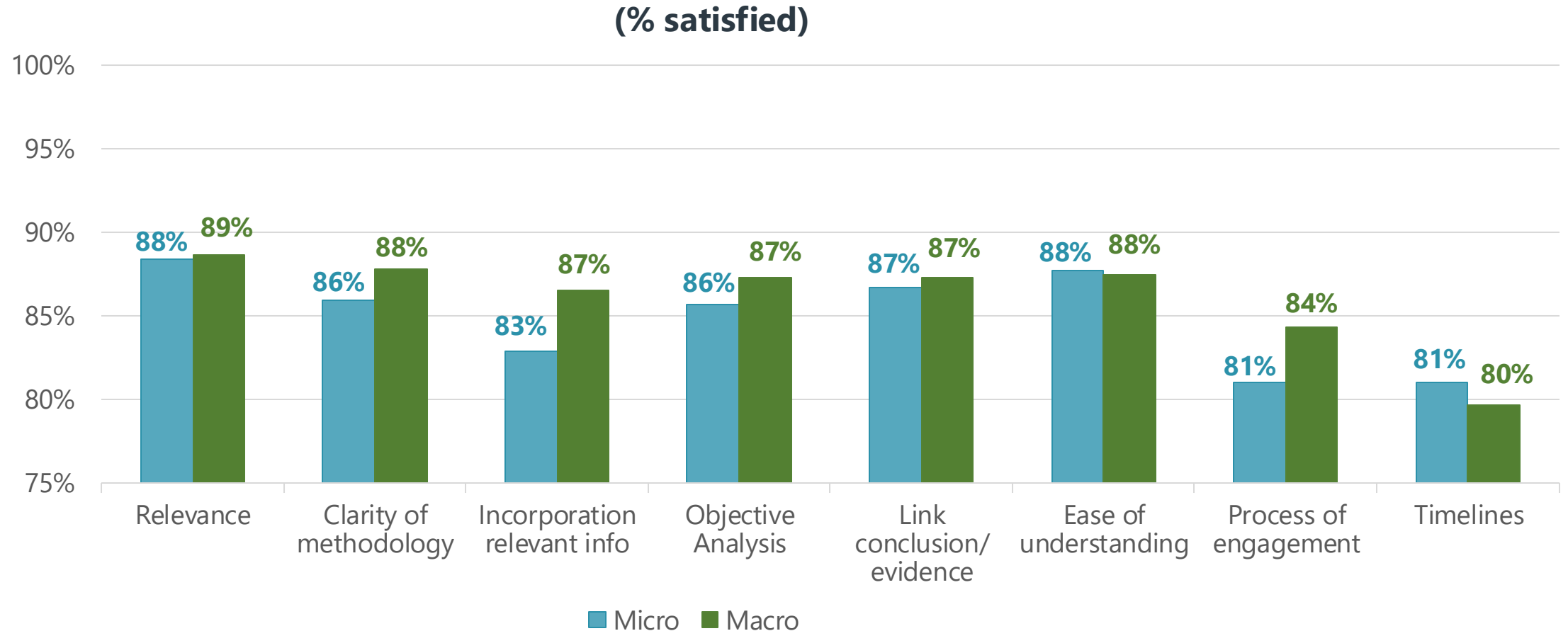


Base (2025): Total minus DK. Engaged in past 12 months (varies) Operational (n=176-210), Q13A. Thinking of IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects?



# STAFF PERCEPTION OF EVALUATION QUALITY BY PRODUCT TYPE

Satisfaction levels were largely aligned between Micro and Macro products, though Micro evaluations were rated slightly lower in incorporation of relevant information, objectivity of analysis, and engagement.



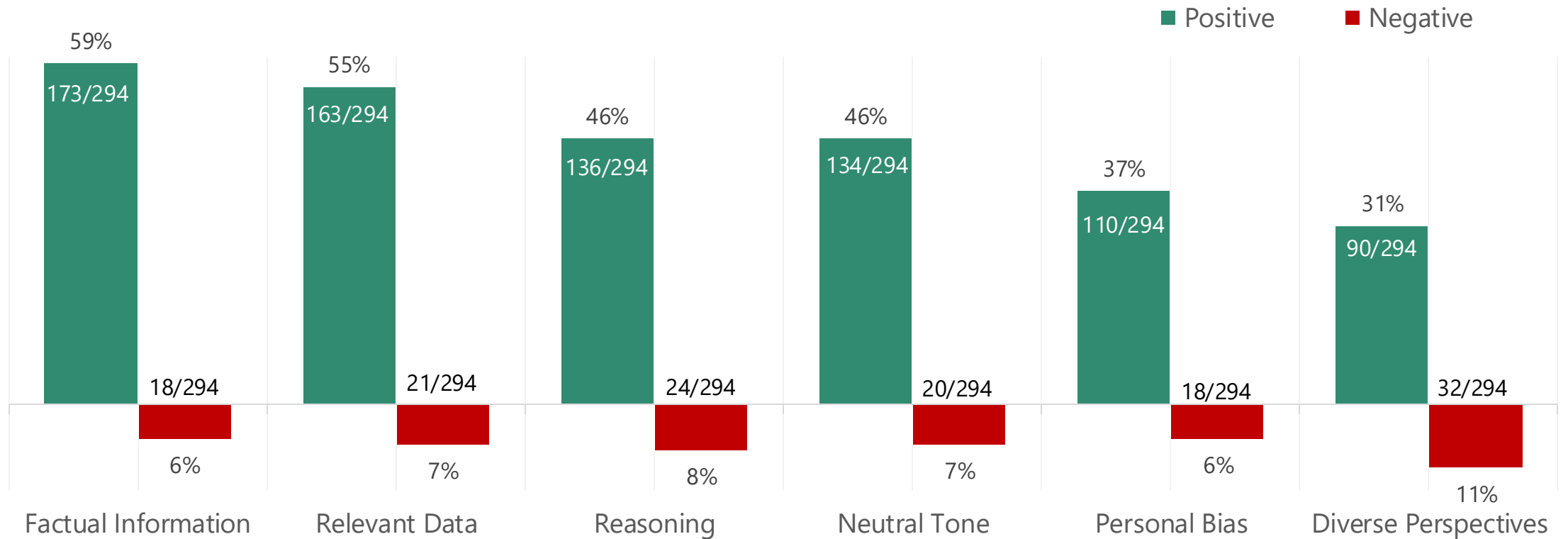
Base (2025): Engaged in past 12 months (varies) Micro (n=188-266), Macro (n=156-234)

Q13A. Thinking of IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects?



# PERCEPTIONS OF IEG'S OBJECTIVITY

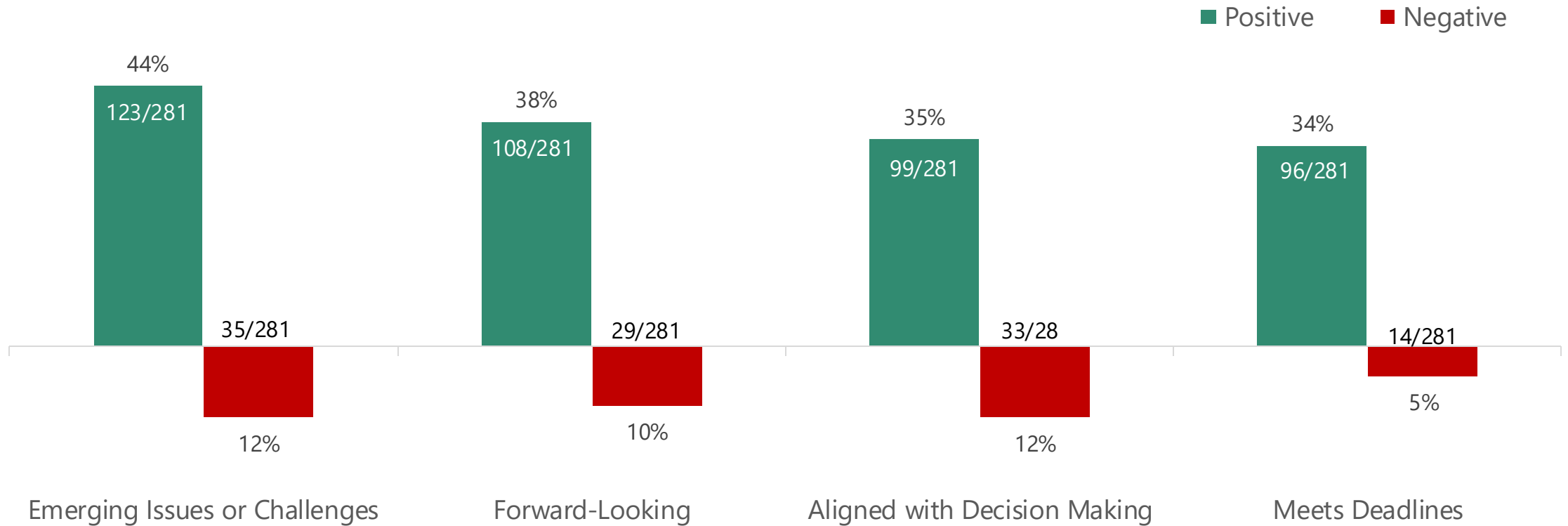
Positive staff perceptions of IEG's objectivity outpaced negative ones by a factor of four to one, with over half of all positive responses citing the use of factual and relevant data, while the lack of diverse perspectives was the most cited among all negative responses.





# PERCEPTIONS OF IEG'S TIMELINESS

Positive perceptions of the timeliness of IEG products outpaced negative ones by a factor of three to one, with a forward-looking focus on emerging issues most cited among all positive responses, while gaps in emerging issues, relevance to decision-making, and lack of forward-looking content were most cited among all respondents with negative perceptions.

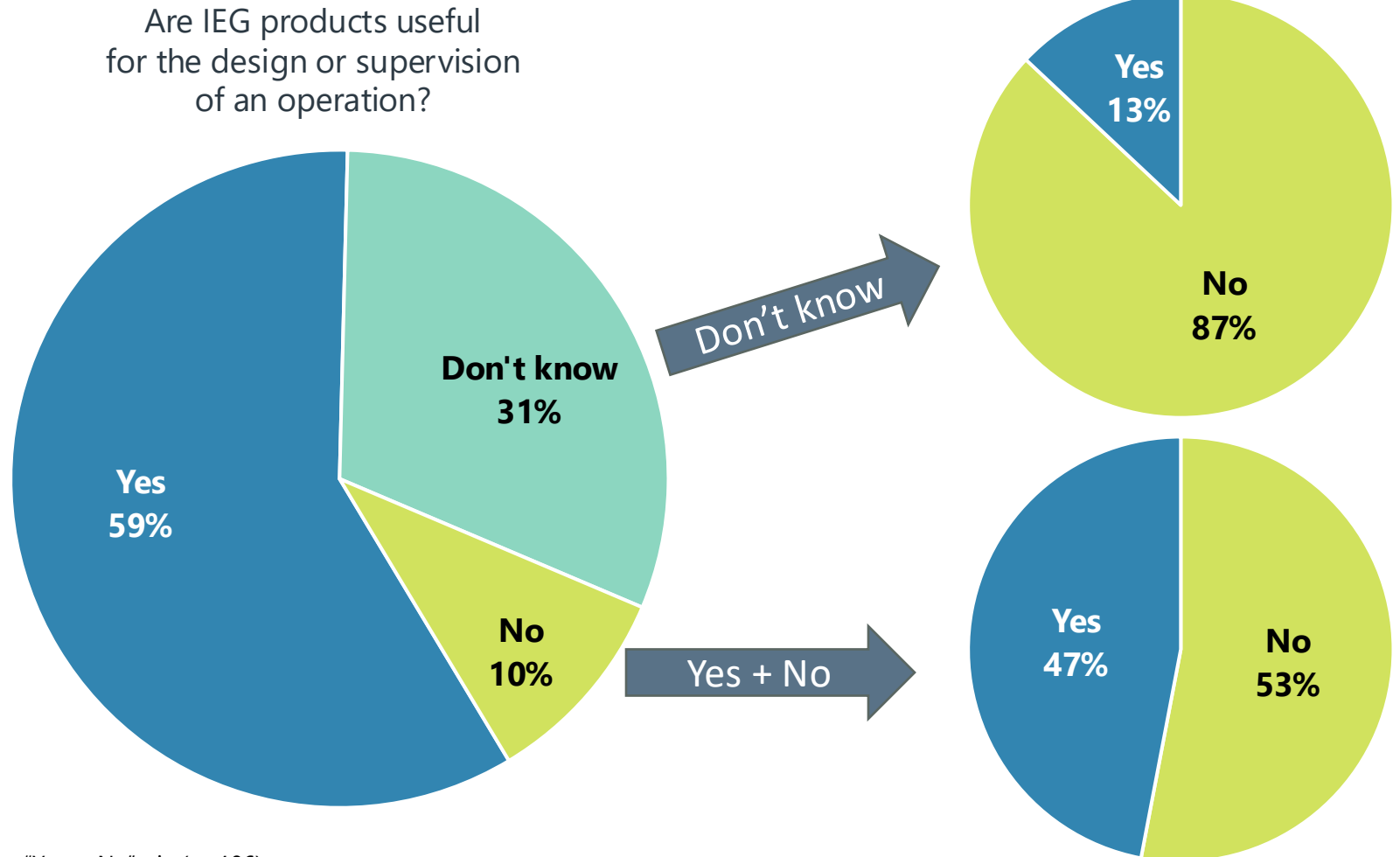




# USEFULNESS OF IEG PRODUCTS FOR THE DESIGN OR SUPERVISION OF AN OPERATION

A considerable number of staff respondents continue to have no opinion on product usefulness, driving overall low results on usefulness.

Do you read IEG reports to learn about project design?

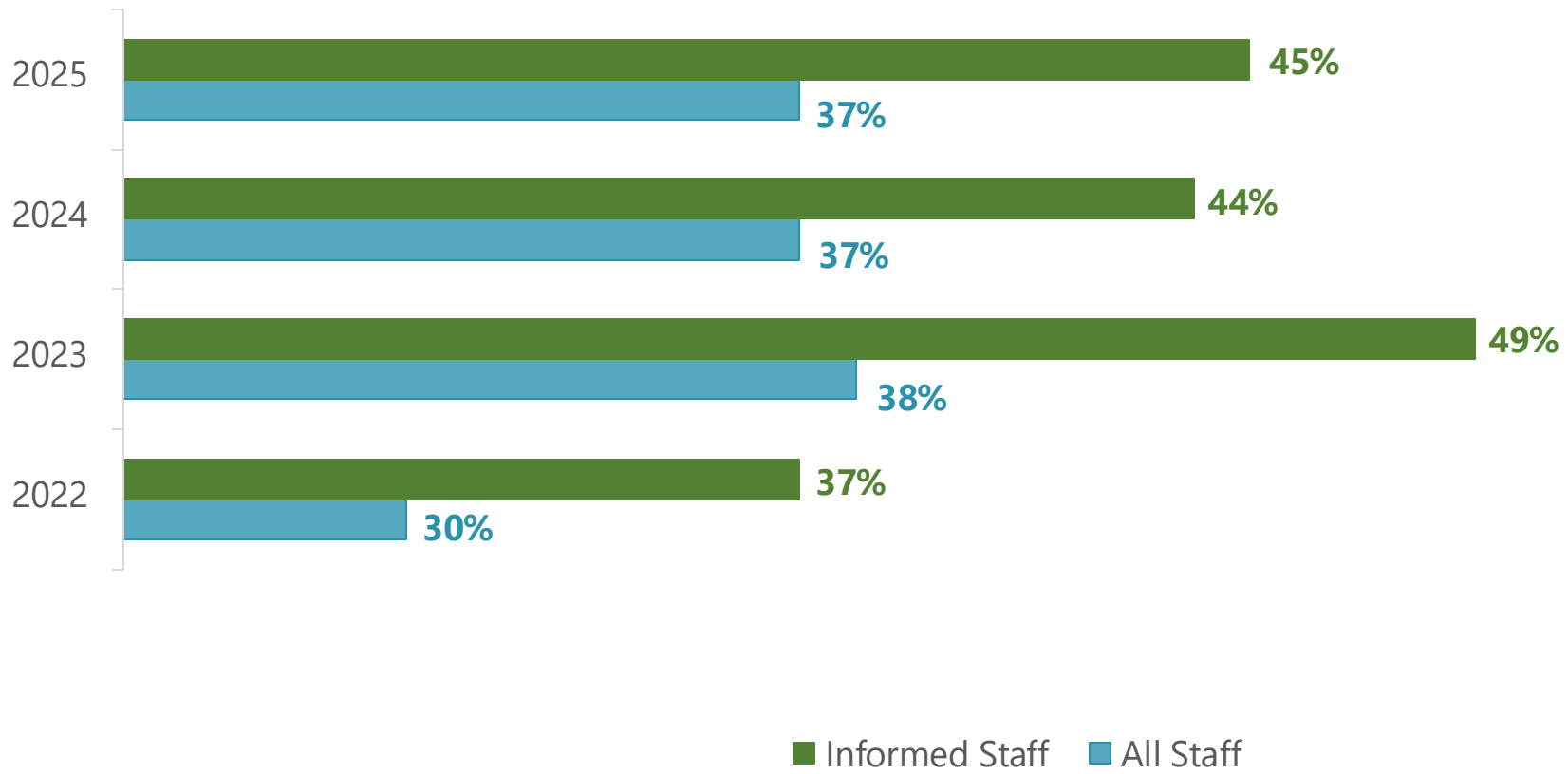


Base (2025): (n=707); For "don't know" pie (n=221); For "Yes + No" pie (n=486)  
Q16. Do you think IEG products are useful for the design or supervision of an operation?



# DESIGN OF A SPECIFIC LENDING OPERATION AS MAIN MOTIVATION TO READ IEG PRODUCTS

The number of staff respondents (both 'informed' and 'uninformed') reporting value of IEG reports for project design remained stable.



Note: Respondents are staff.

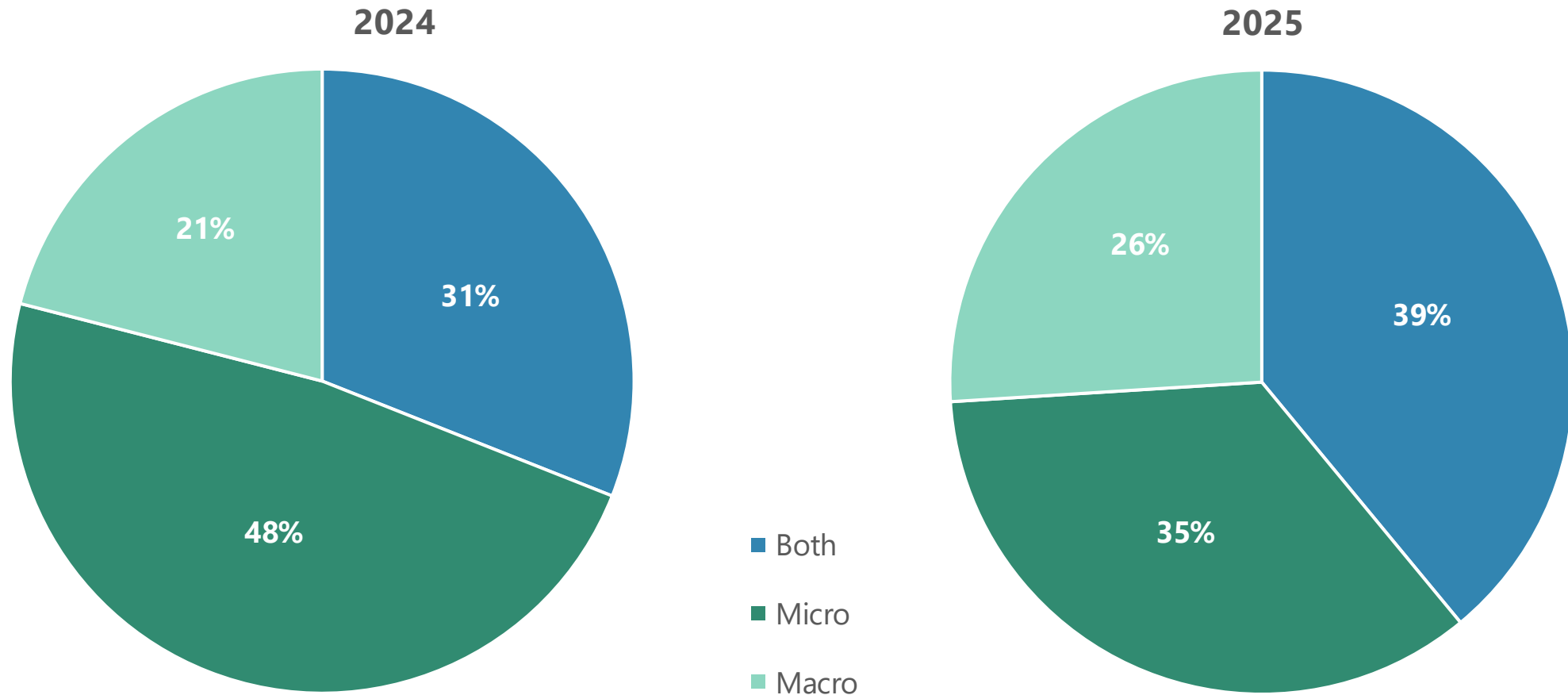
Base (2025): All staff (n=736); Informed staff (n=591)

Q12. In the past 12 months, have you engaged with IEG activities to learn about factors important in the design or supervision of an operation?



# WHICH IEG PRODUCTS ARE USEFUL FOR PROJECT DESIGN?

Among those who find IEG products useful for project design, there were slight increases in respondents who singled out Macro and those that cited both Macro and Micro products.

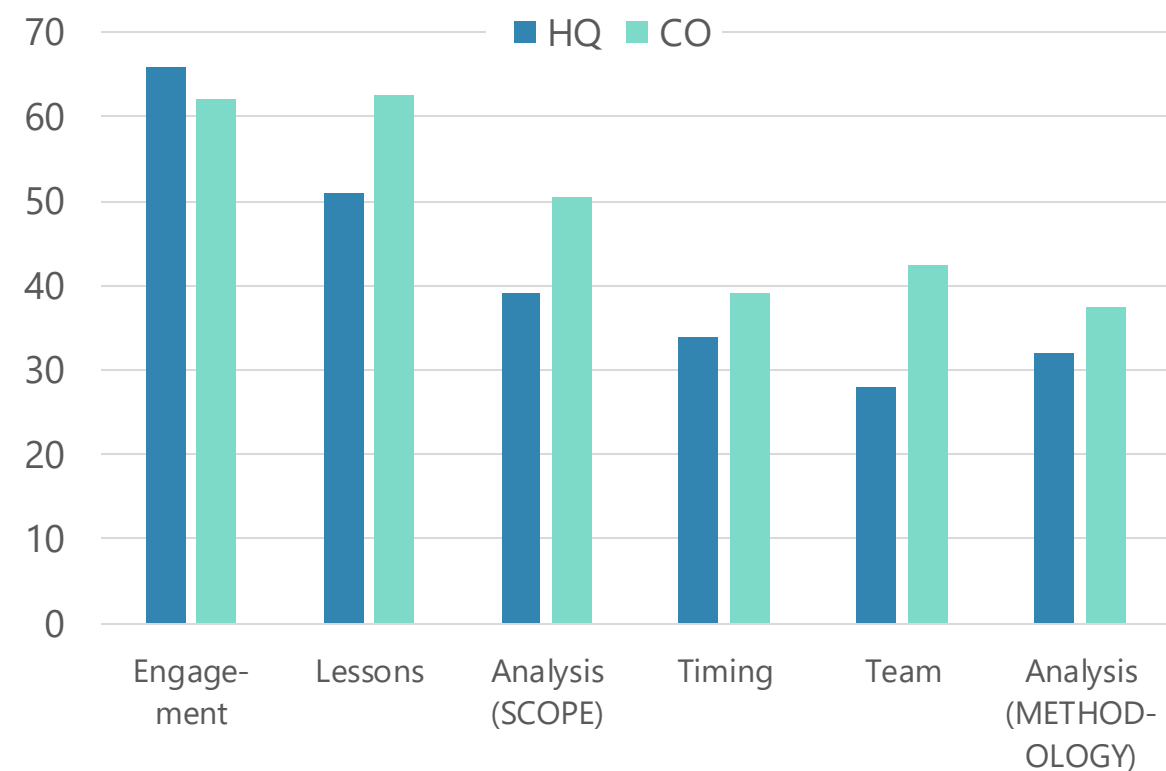
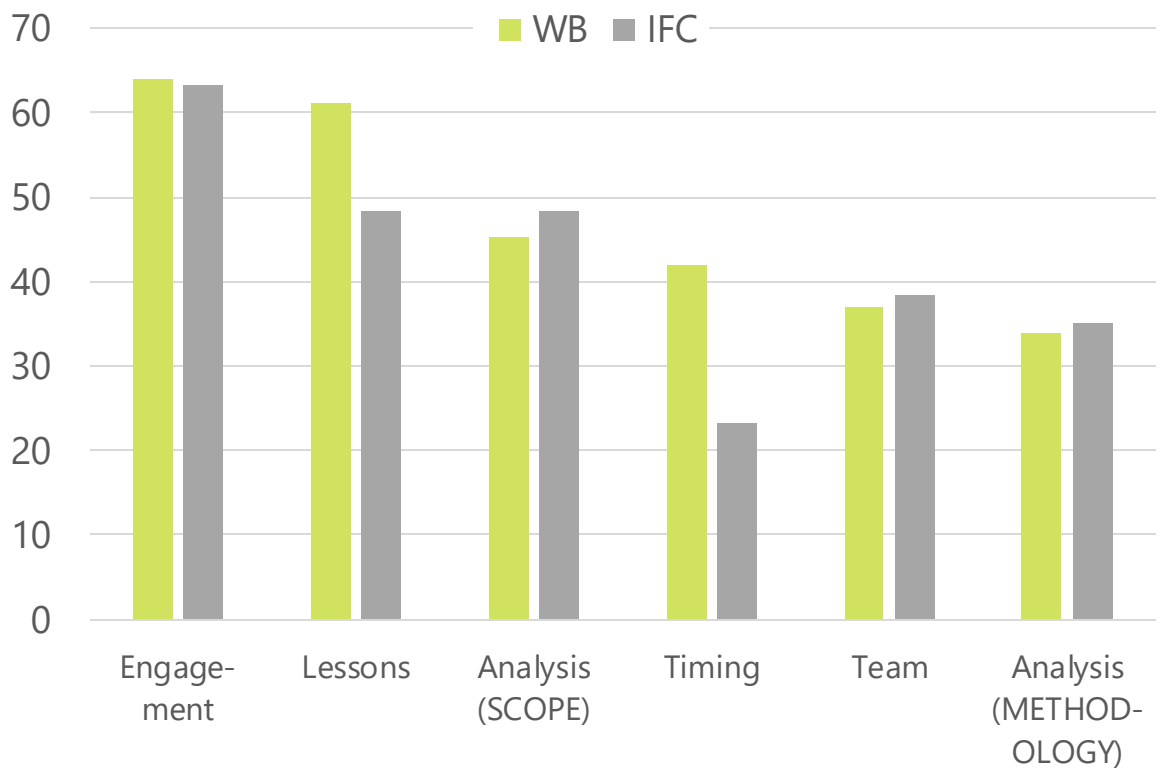


Base (2025): Think IEG products are useful for the design or supervision of an operation (n=460)  
Q13. In the last 12 months, which of the following IEG products have you engaged with?



# WHAT CAN ENHANCE THE VALUE OF IEG PRODUCTS FOR PROJECT DESIGN - WB VS IFC & HQ VS CO

Among staff respondents with positive views on the utility of IEG products for the design or supervision of operations, engagement and lessons were the most cited opportunities to further enhance their utility across the WB, IFC and CO and HQ staff





# WHAT IS THE MOST IMPORTANT THING THAT IEG CAN DO TO HELP INCREASE WORLD BANK GROUP EFFECTIVENESS?



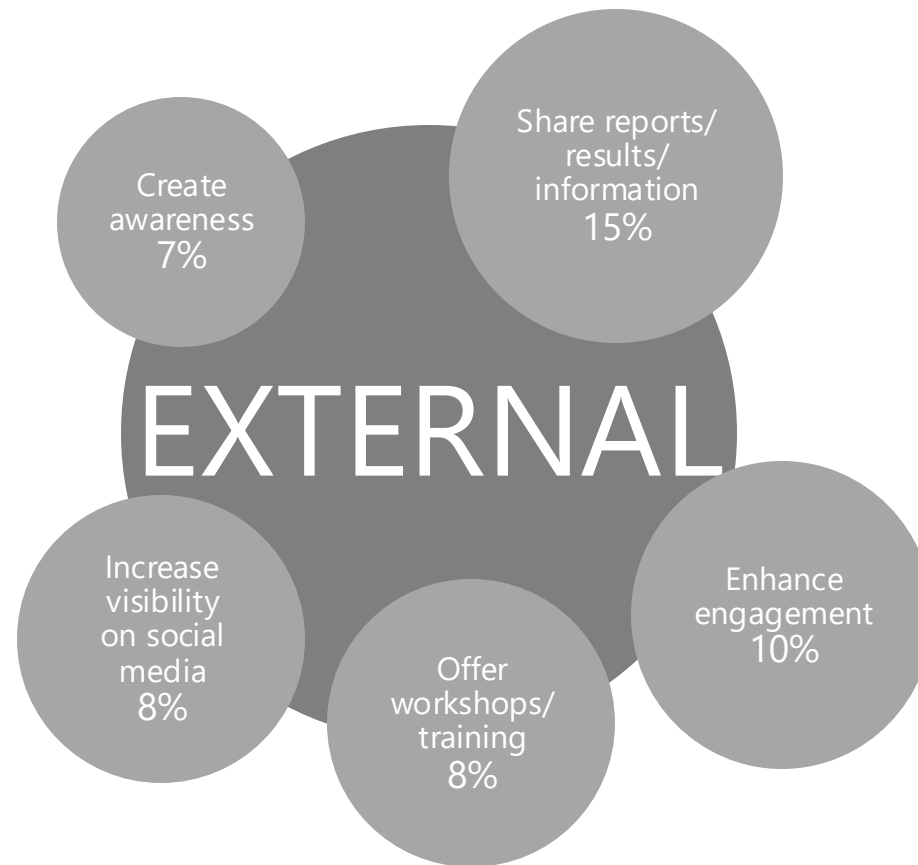
Base (2025): Total minus DK Staff (n=316);

\* Mentions of 7% or more shown for this group.

Q15. What is the most important thing that IEG can do to help increase World Bank Group effectiveness?



# WHAT IS THE MOST IMPORTANT THING THAT IEG CAN DO TO HELP INCREASE THE REACH AND USE OF ITS ACTIVITIES, KNOWLEDGE, AND PRODUCTS?



Base (2025): External (n=115);

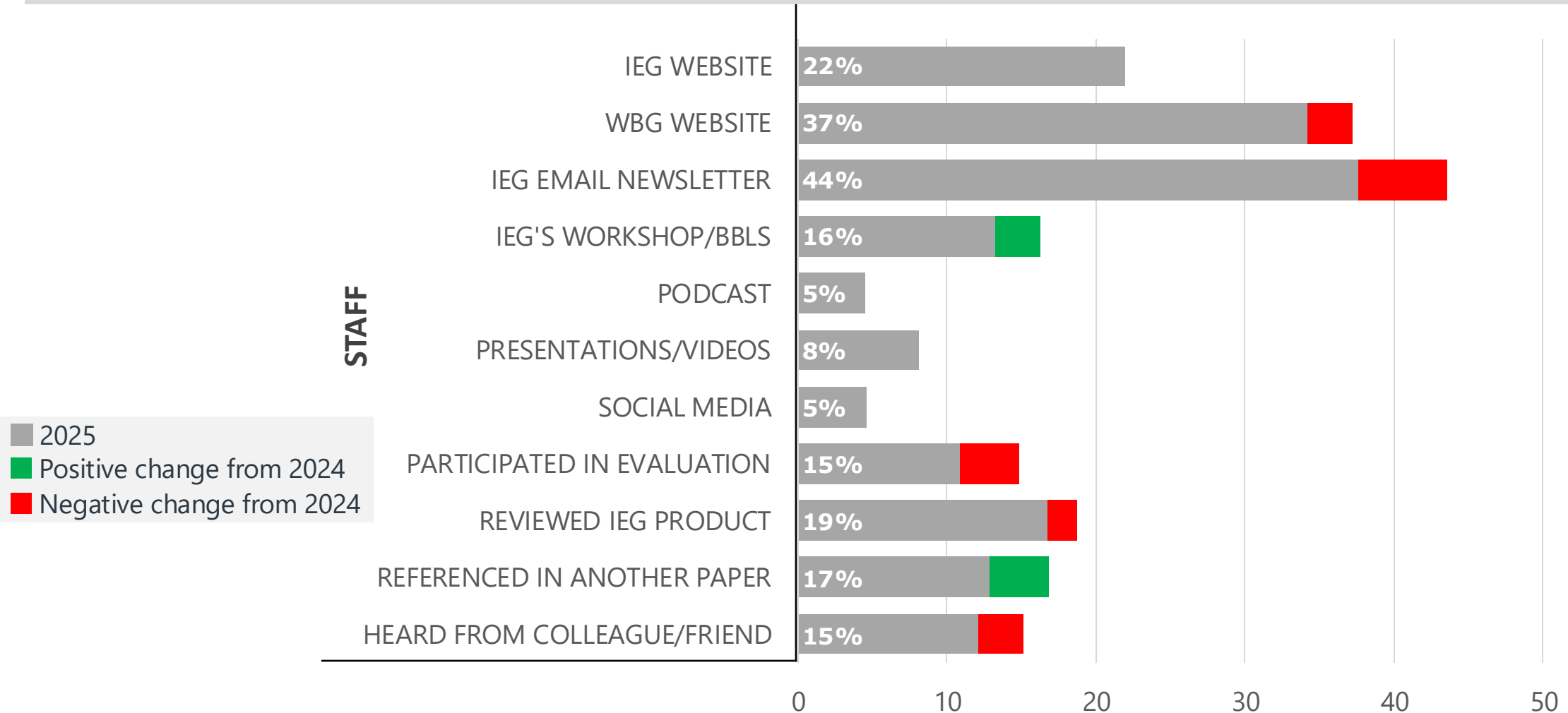
Individual mentions of 7% or more are shown.

Q15A. What is the most important thing that IEG can do to help increase the reach and use of its activities, knowledge, and products?



# IN THE PAST 12 MONTHS HOW DID YOU BECOME AWARE OF IEG EVALUATION ACTIVITIES?

Newsletters and websites remain the primary channels of staff engagement; awareness through workshops, BBLs, and other papers increased.



Base (2025): Staff (n=688)

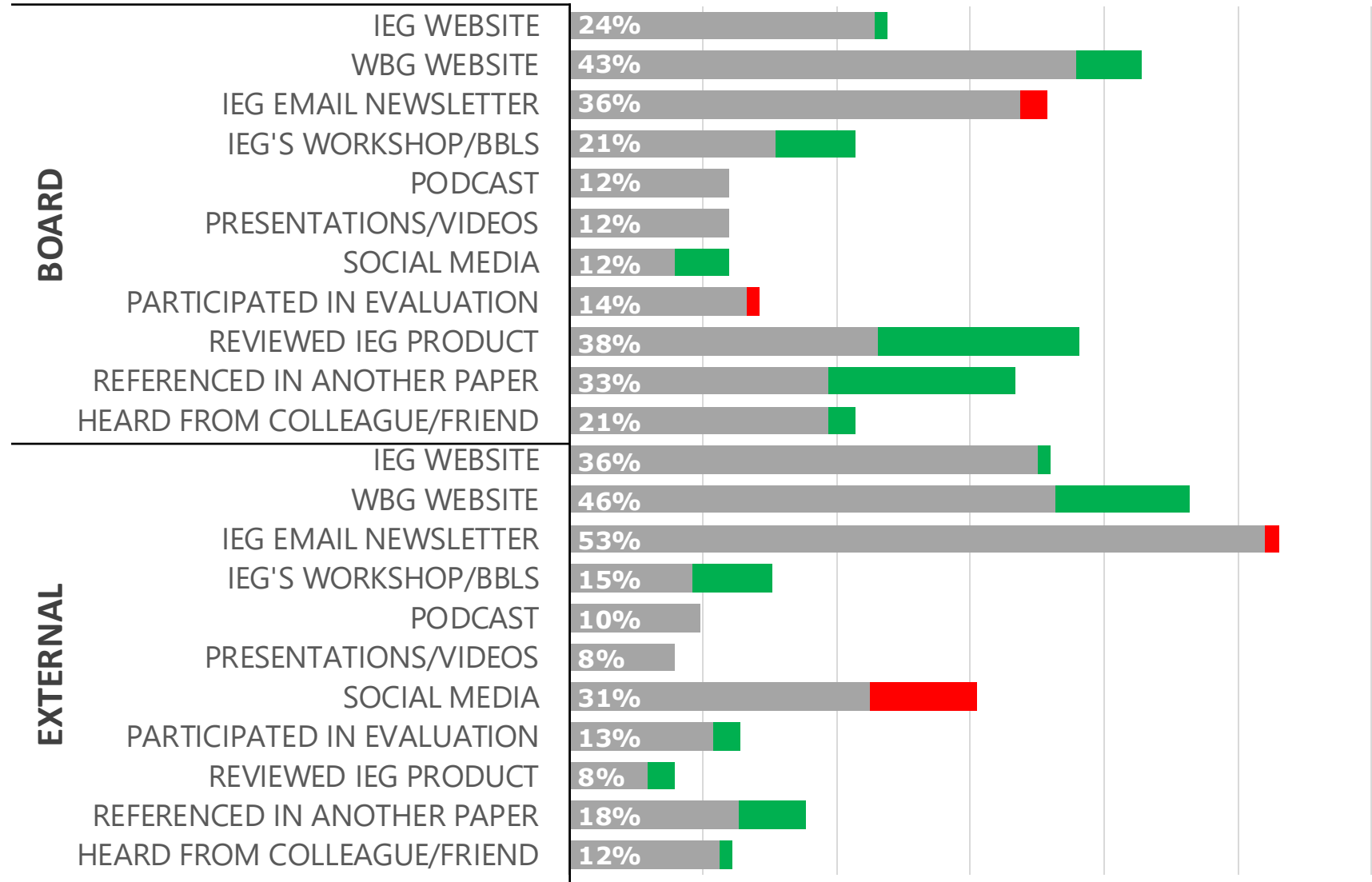
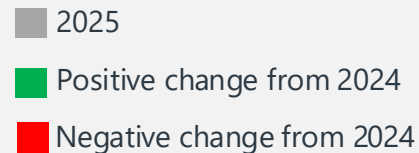
Q14. In the past 12 months how did you become aware of IEG evaluation activities?



# IN THE PAST 12 MONTHS HOW DID YOU BECOME AWARE OF IEG EVALUATION ACTIVITIES?

## BOARD & EXTERNALS

Websites and newsletters remain key channels for the Board and externals; Board awareness rose across multiple touchpoints, while externals saw gains in workshops and references, but a decline in social media.



Base (2025): Board (n=42); External (n=164)

Q14. In the past 12 months how did you become aware of IEG evaluation activities?



# IEG CLIENT SURVEY 2025

October 2025

THANK YOU



**IEG**  
INDEPENDENT  
EVALUATION GROUP

**WORLD BANK GROUP**  
World Bank • IFC • MIGA