

IEG Client Survey 2021

Key Findings

May 27, 2021

Structure of presentation

- **Key takeaways**
- **Sample composition & adjustments**
- **Awareness of IEG**
- **Usage of IEG products**
- **Quality of evaluation design**
- **Learning from IEG**
- **IEG alignment to & Impact on WBG**

Key takeaways



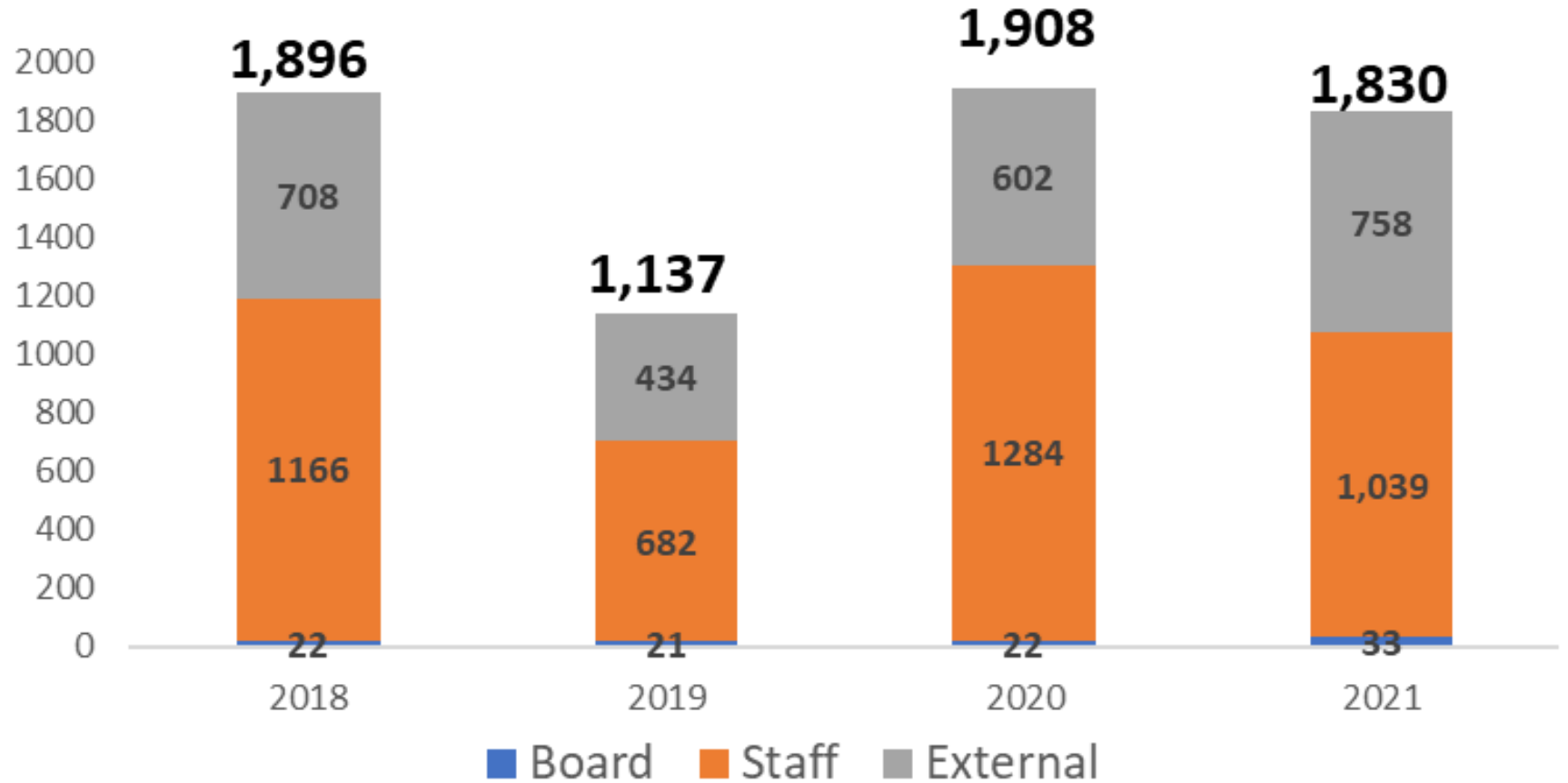
Report readership has decreased while perceptions of quality of IEG work has improved across all respondents

Operational staff (and more so IFC) are more critical of IEG's usefulness in project design, but IEG still perceived as influential

Providing more practical, concrete lessons and recommendations along with more objective evidence would increase IEG's value added and influence

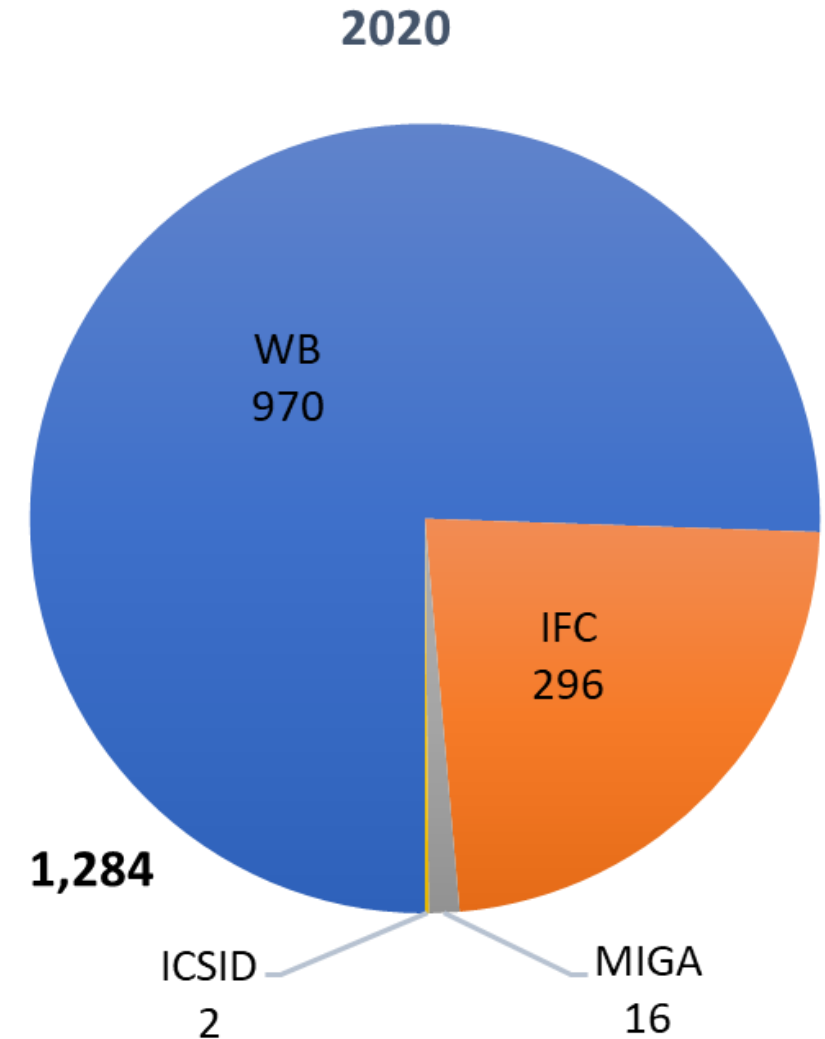
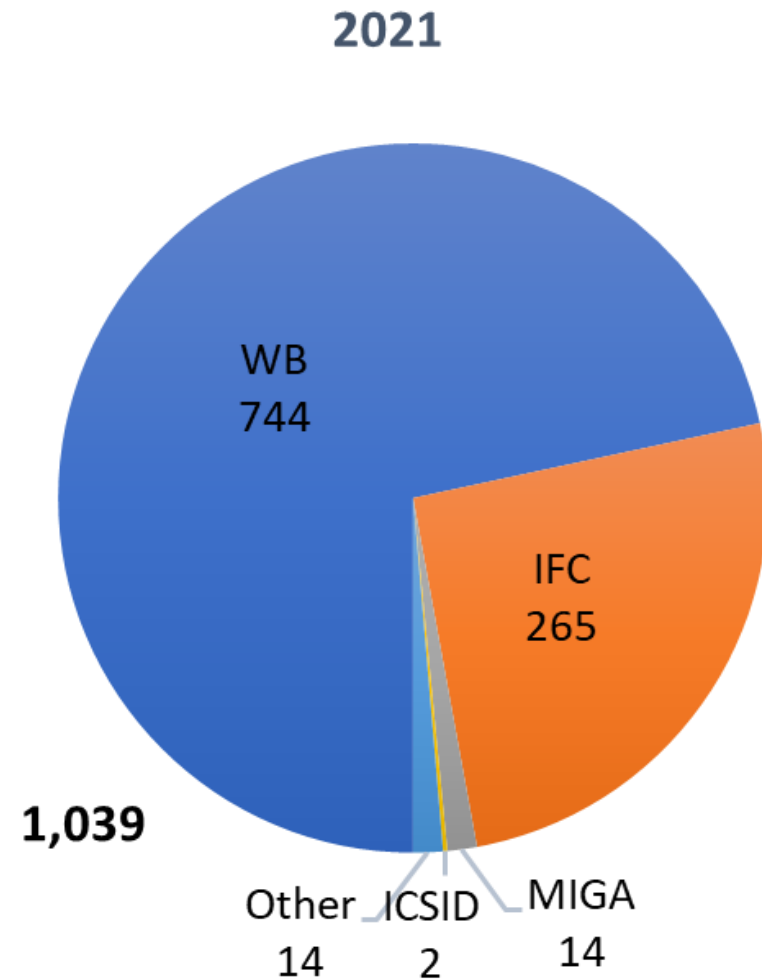
Sample size over time

Staff participation decreased, while Board & Externals increased



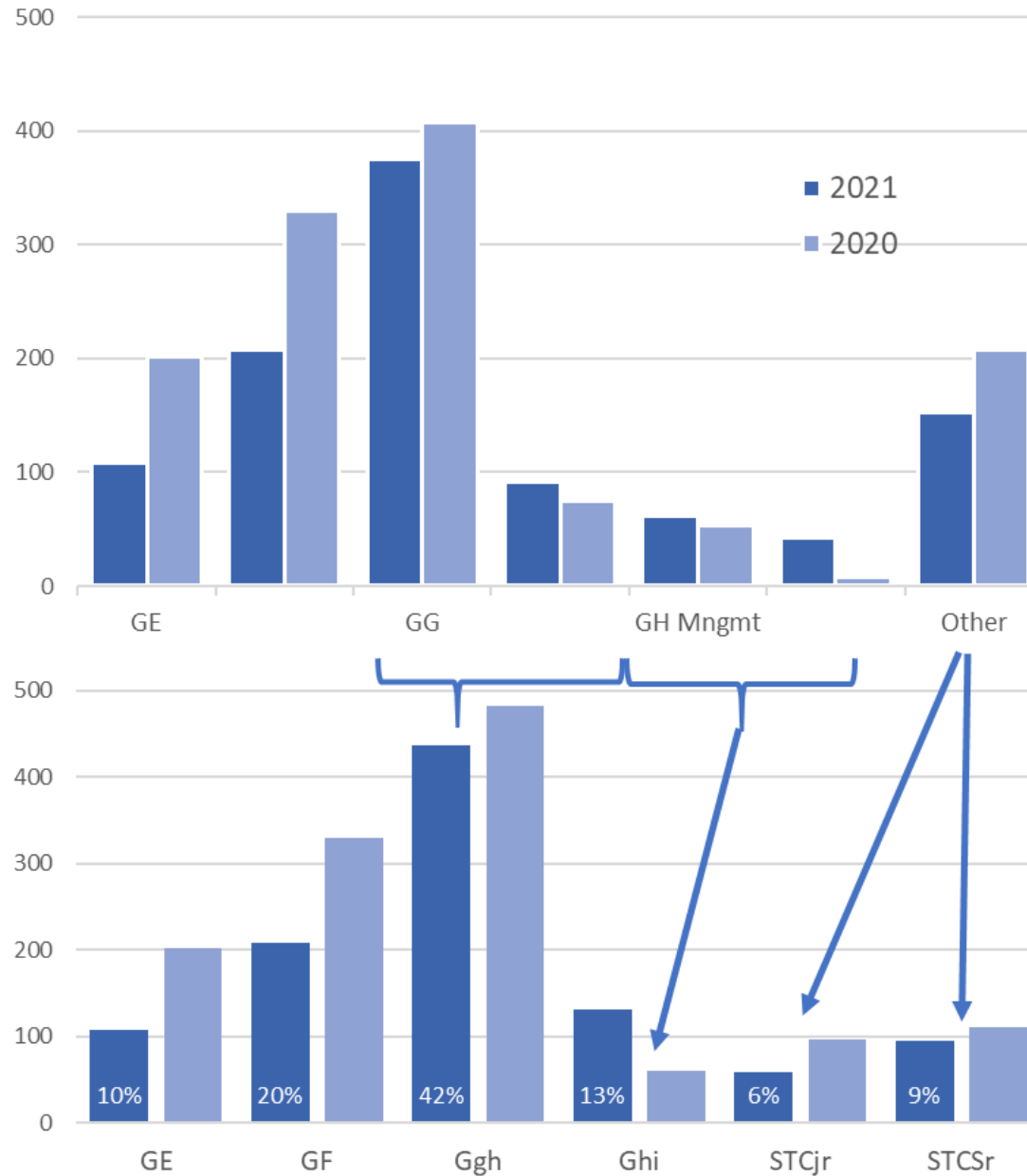
Staff sample composition over time

Greater share of IFC respondents



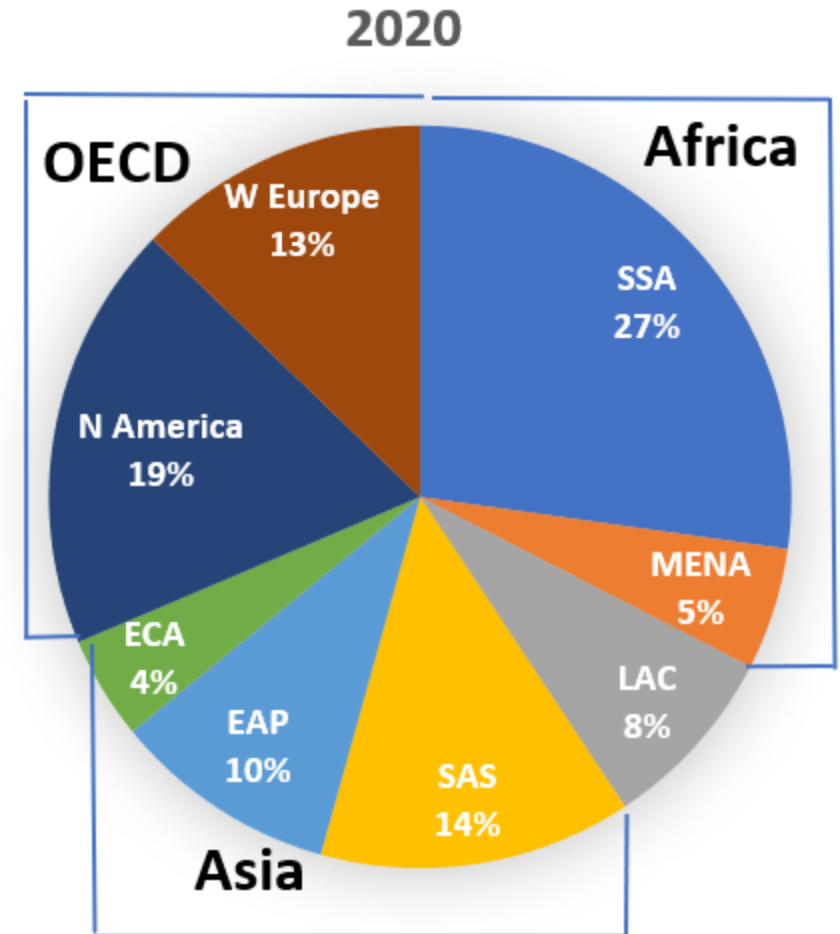
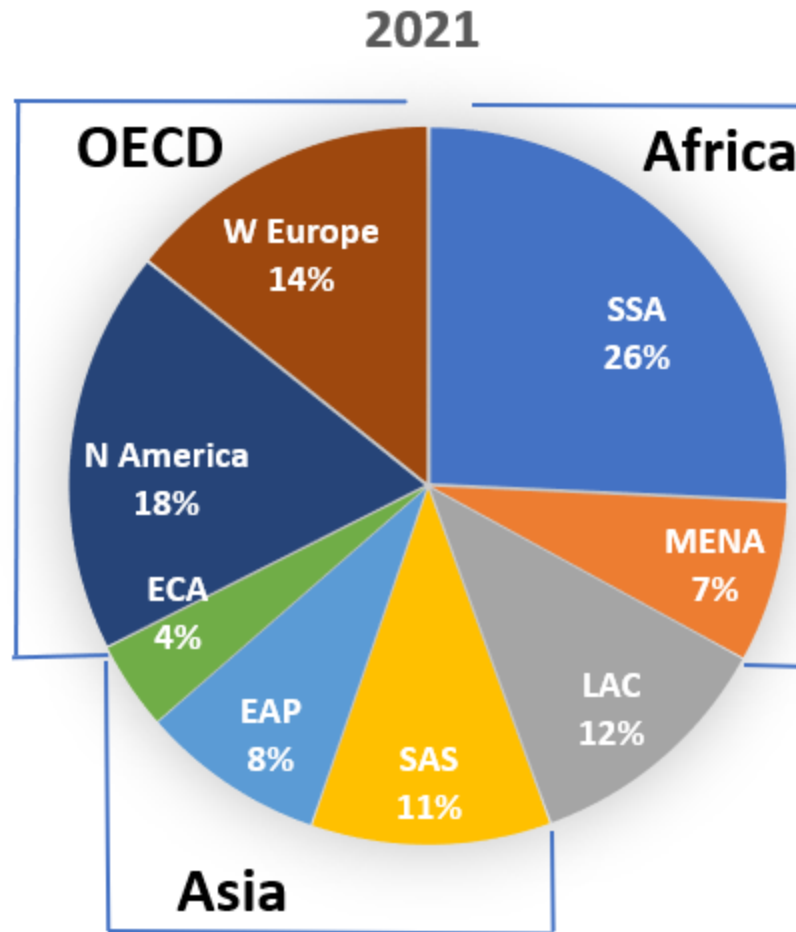
Staff sample composition and adjustments over time

Similar distribution across staff grades

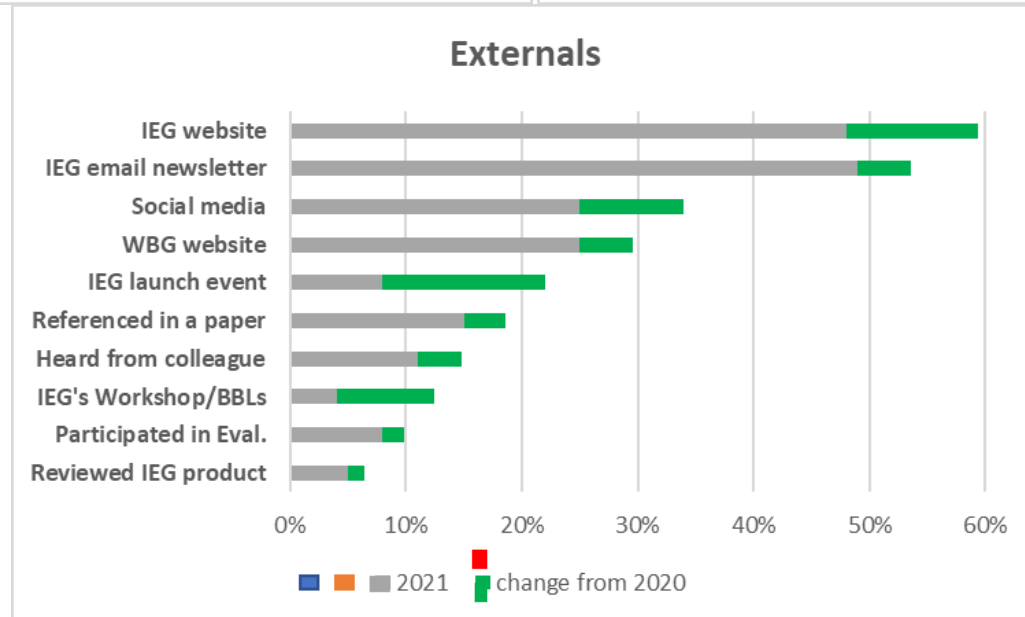
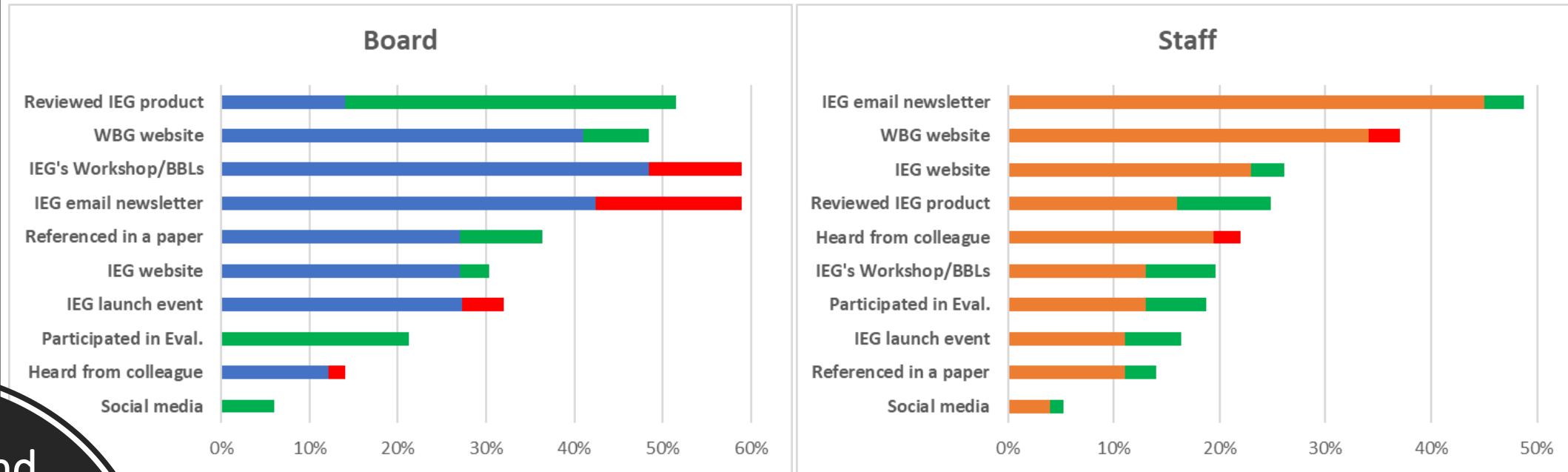


Regional distribution of external respondents over time

External respondents show similar distribution across regions



How respondents become aware of IEG work (2021 and change from 2020)



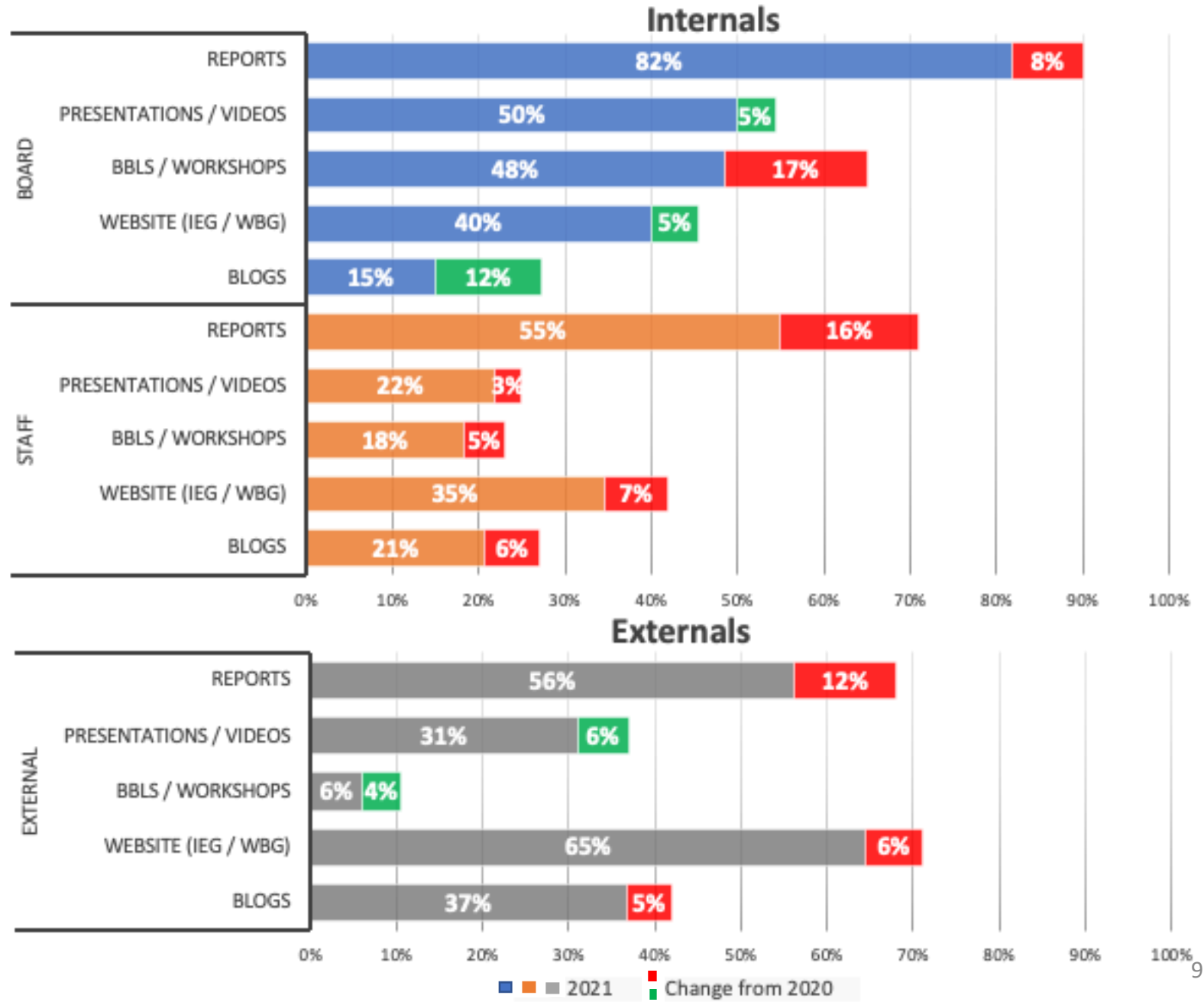
Websites and newsletters remain the main form of 'first contact' with IEG.

■ Board ■ Staff ■ External

■ 2021 ■ change from 2020

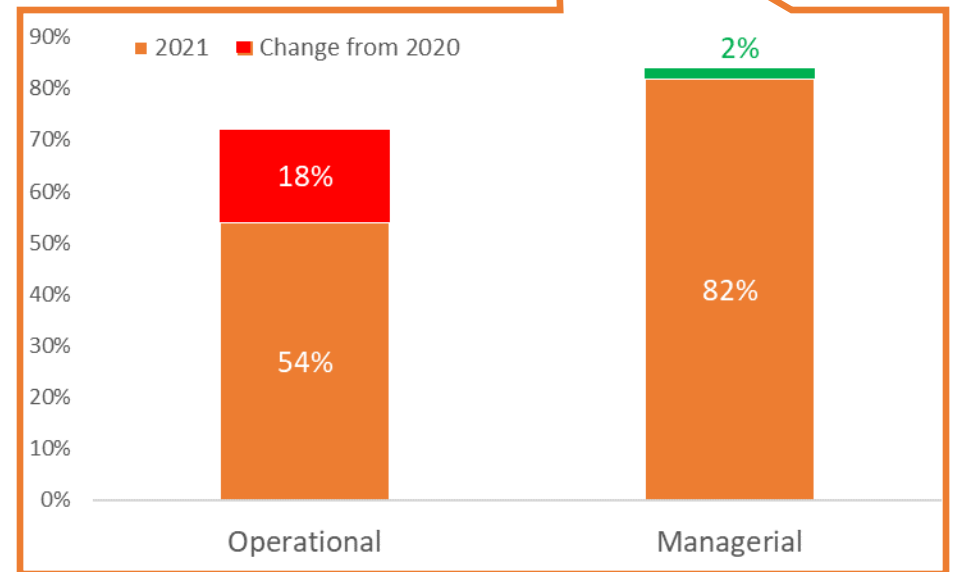
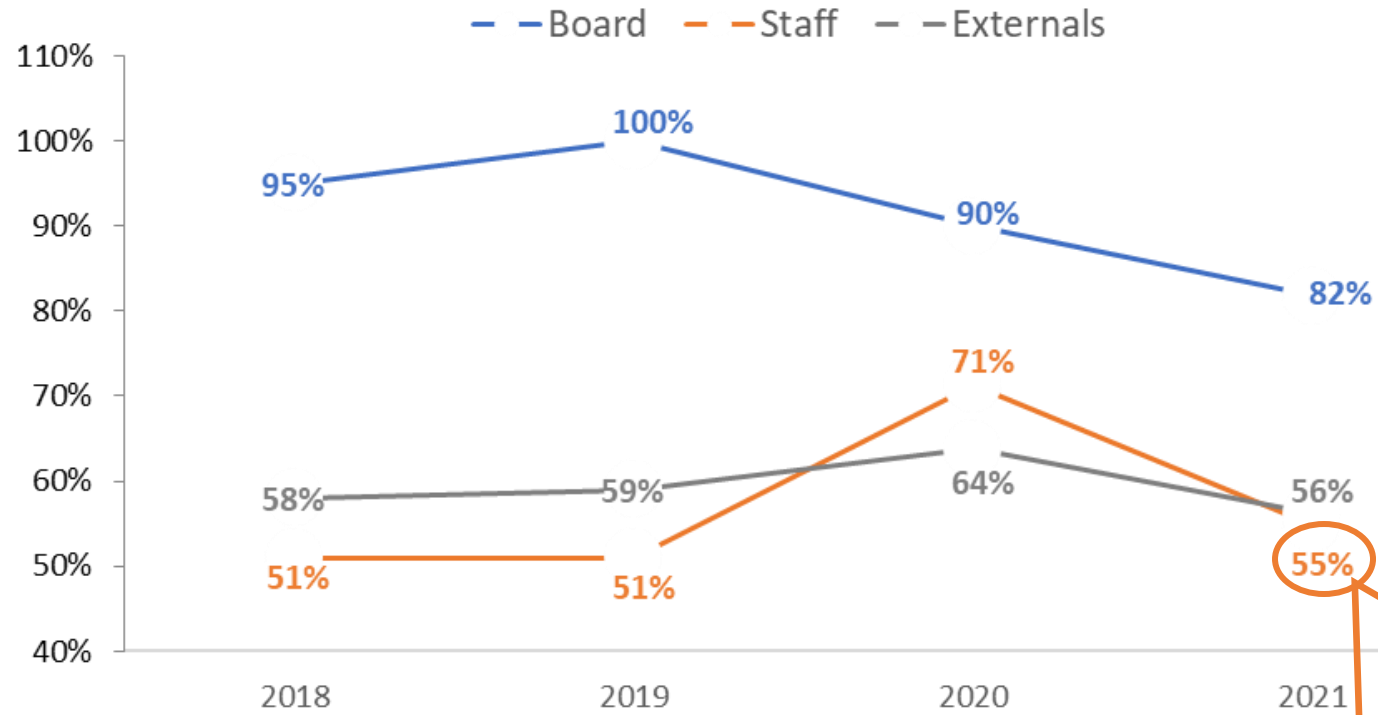
IEG products used: 2021 and changes from 2020

Staff report decreased use of all products. Mixed results for Board.



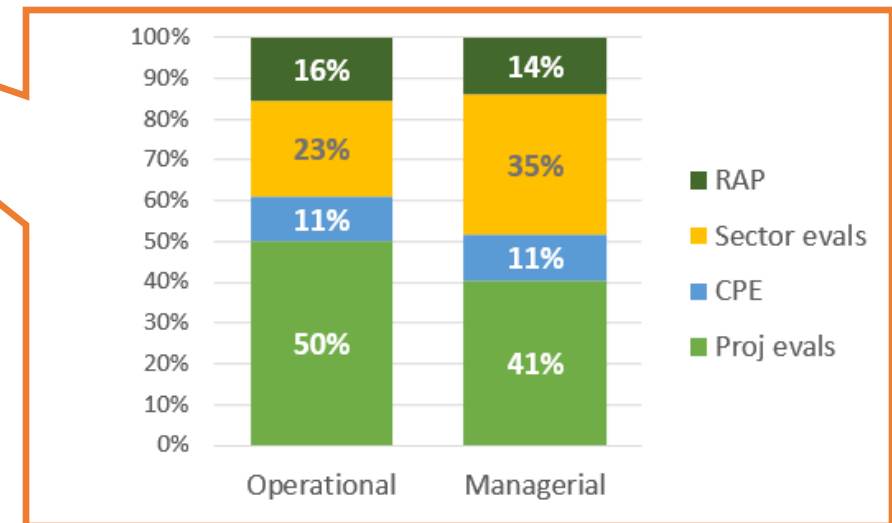
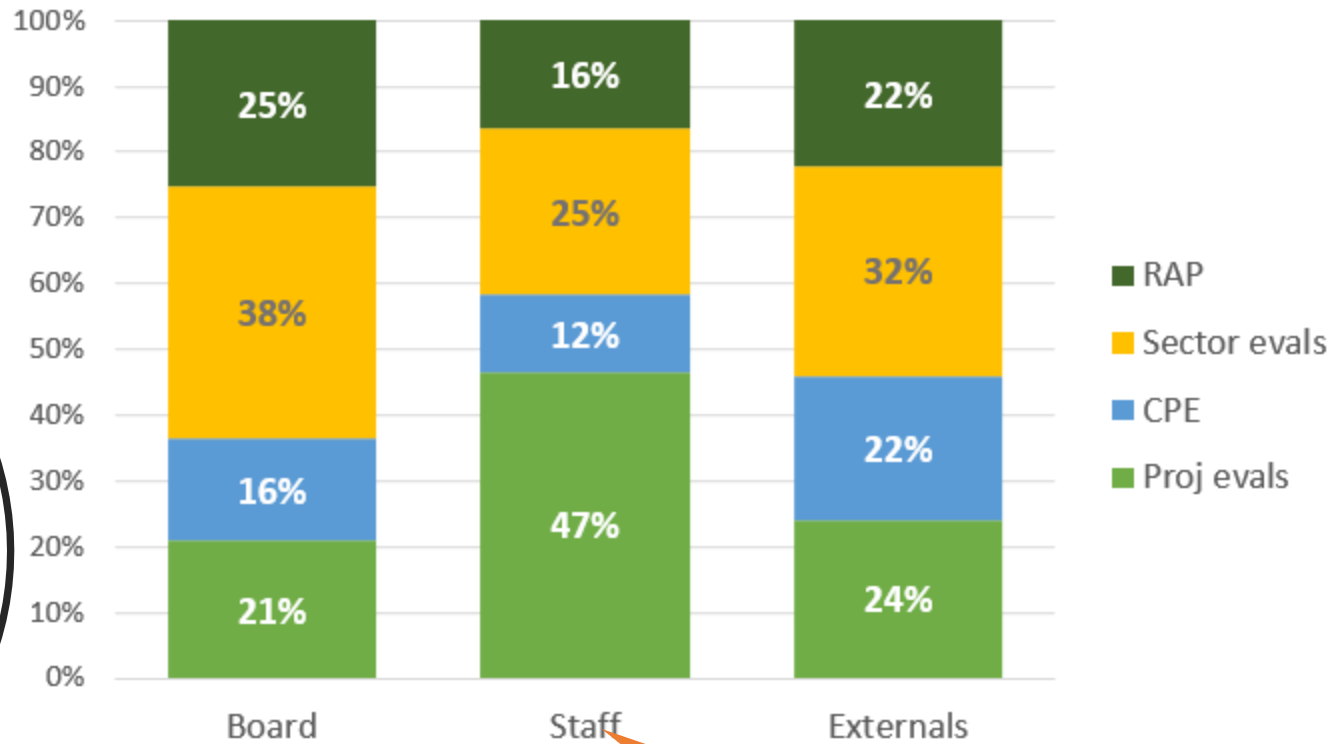
Report readership has been declining for operational staff but remained steady for managers.

READ REPORTS 2018 - 2021



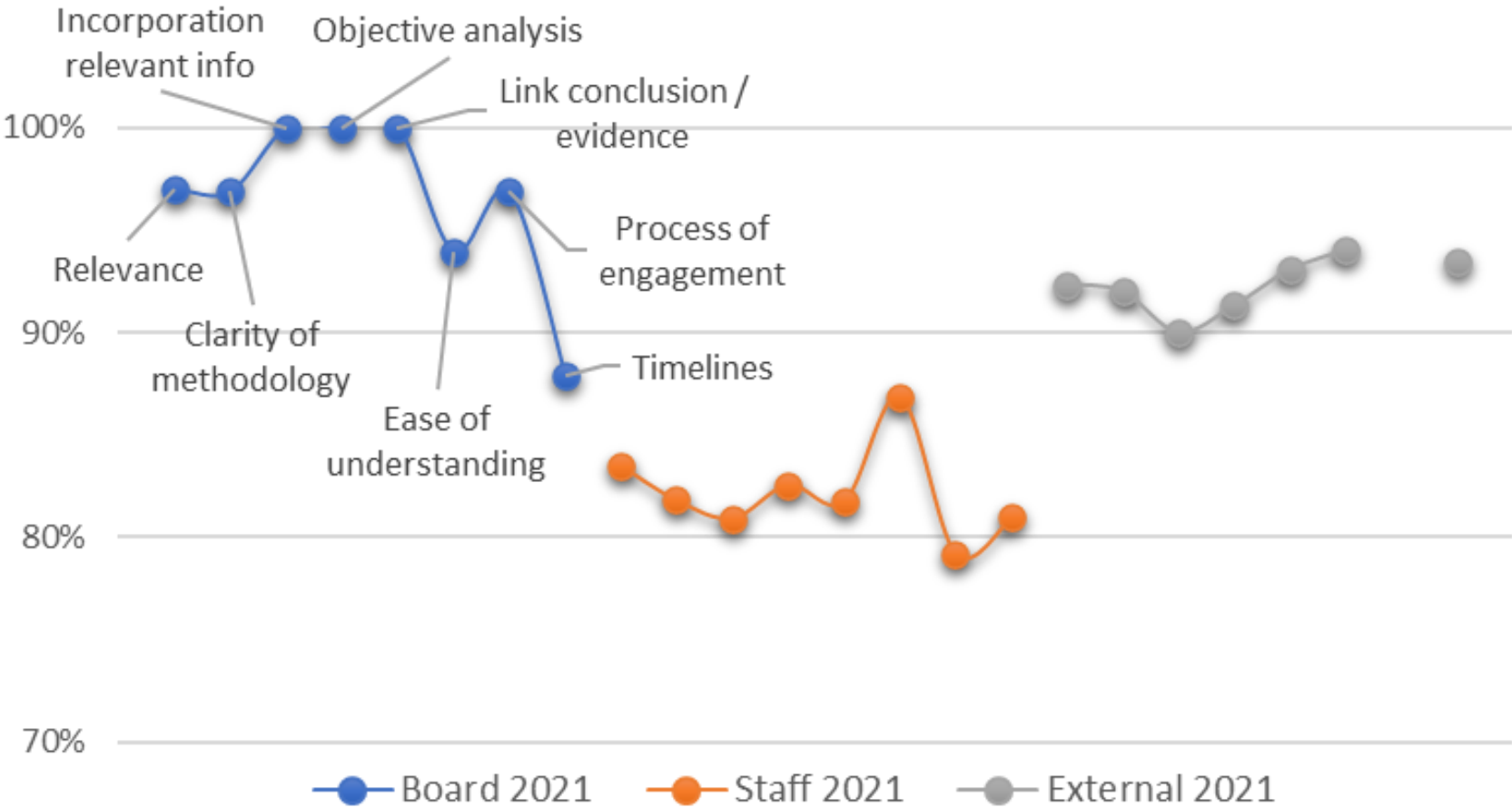
Share of time spent on each IEG product

Board more focused on Thematic & RAP, Staff mostly on project evaluations



Overall high appreciation of IEG work quality, with Board most satisfied

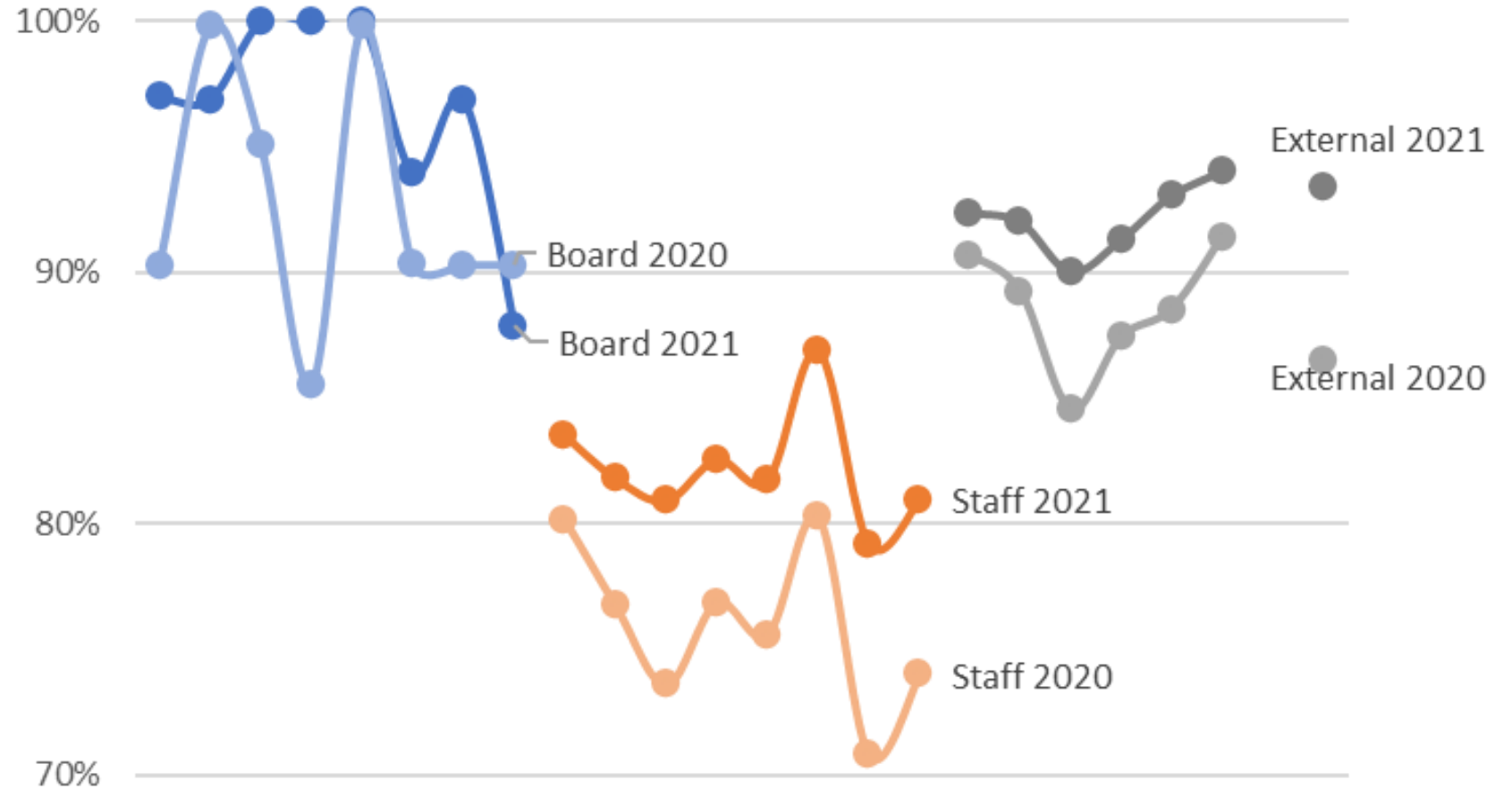
Perception of evaluation quality (% satisfied)



Note Each bubble in the graph represents one aspect of evaluation design.

Perception of evaluation quality has improved over last year

Perception of evaluation quality (% satisfied) 2021 vs 2020

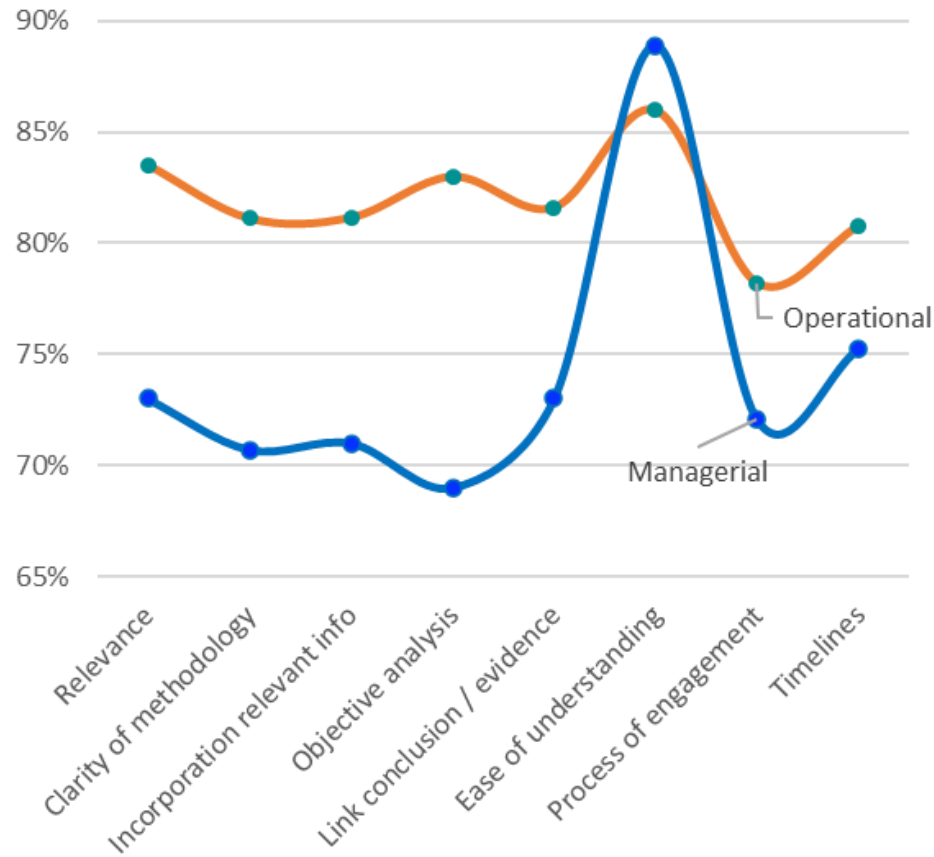


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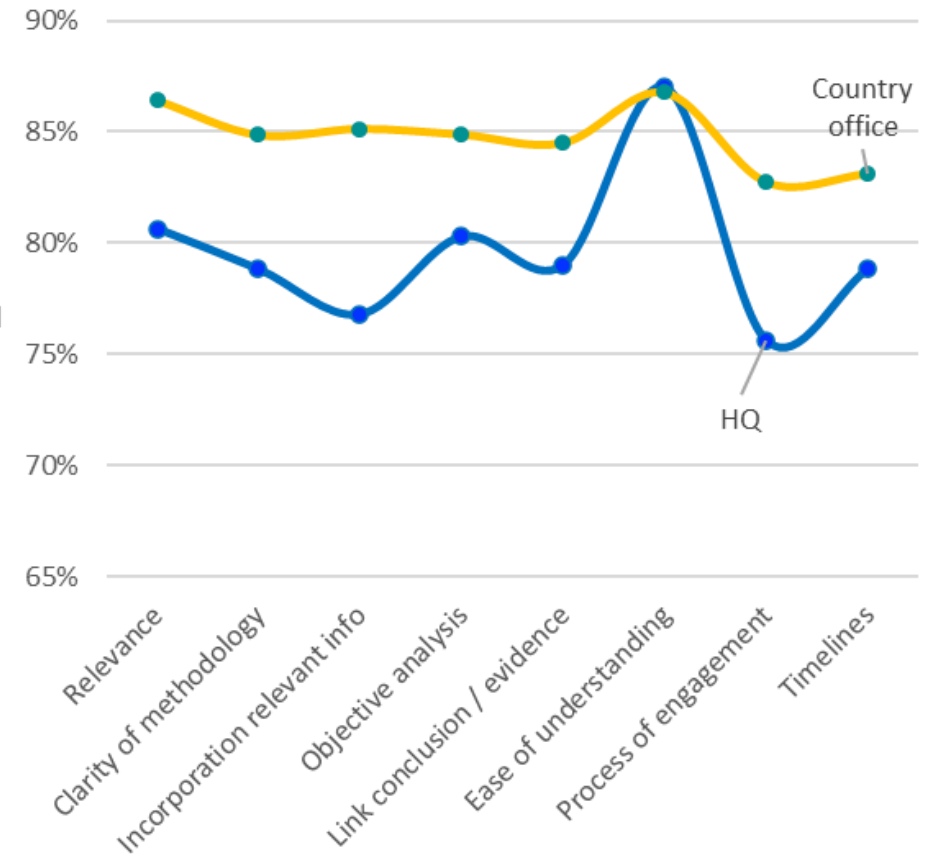
Staff perception of evaluation quality

Managerial and HQ staff more critical of IEG's evaluation quality

By operational / managerial

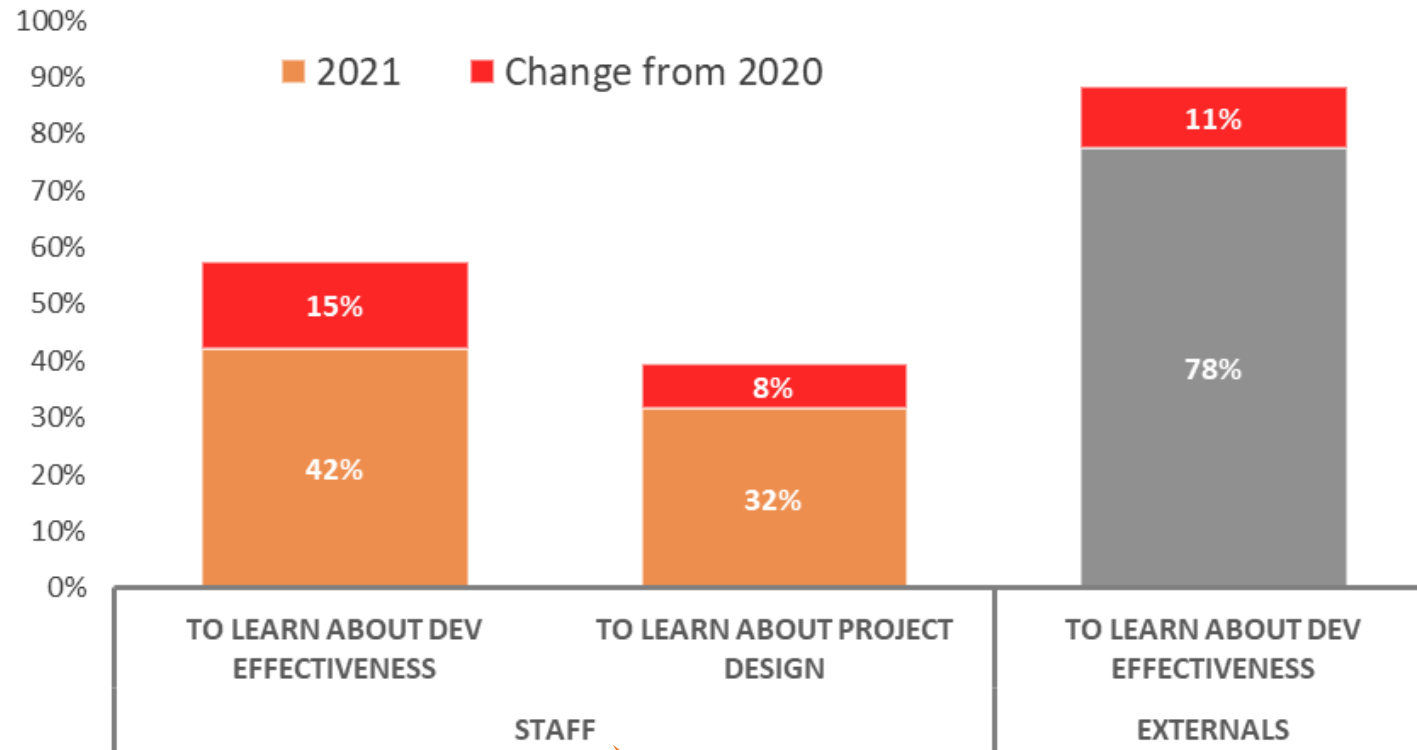


By location

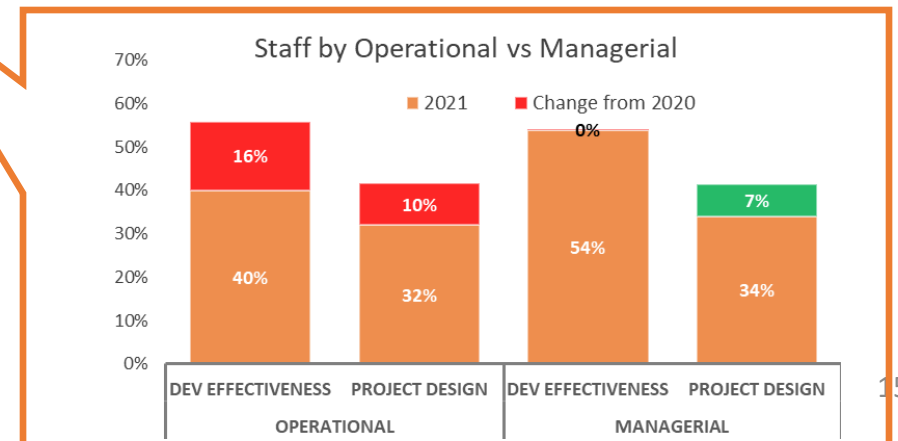


Note Each bubble in the graph represents one aspect of evaluation design.

Learning from IEG evaluations (% respondents) 2020 and change 2021

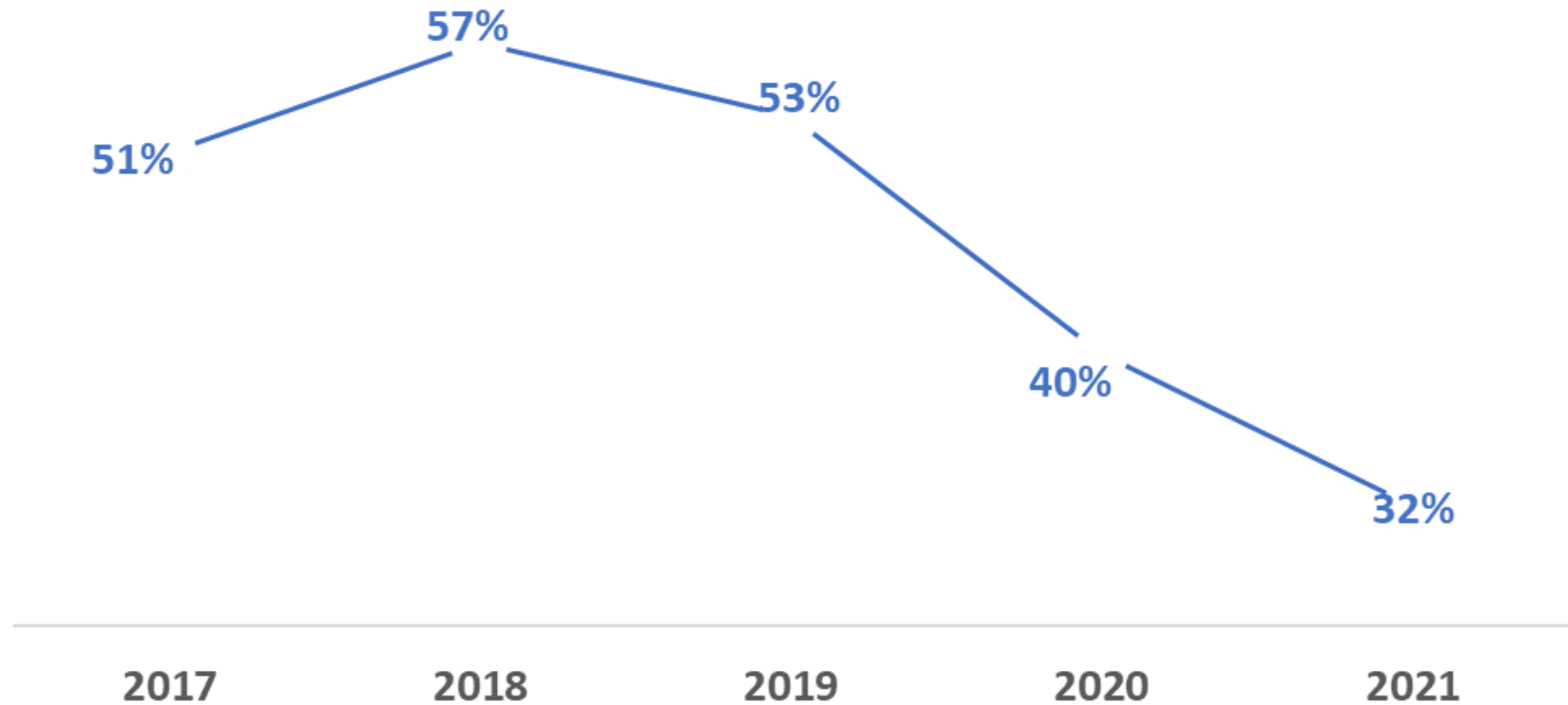


Mixed results on IEG value added: decline among operational staff, but slight increase among managers

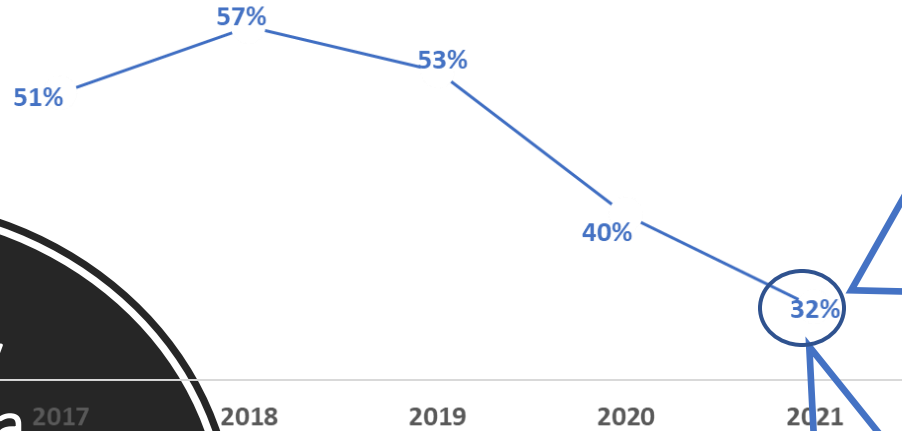


Utility of IEG reports for project design continues to decline over time....

LEARNING: PROJECT DESIGN BY STAFF



Reasons for low 'learning value' in project design



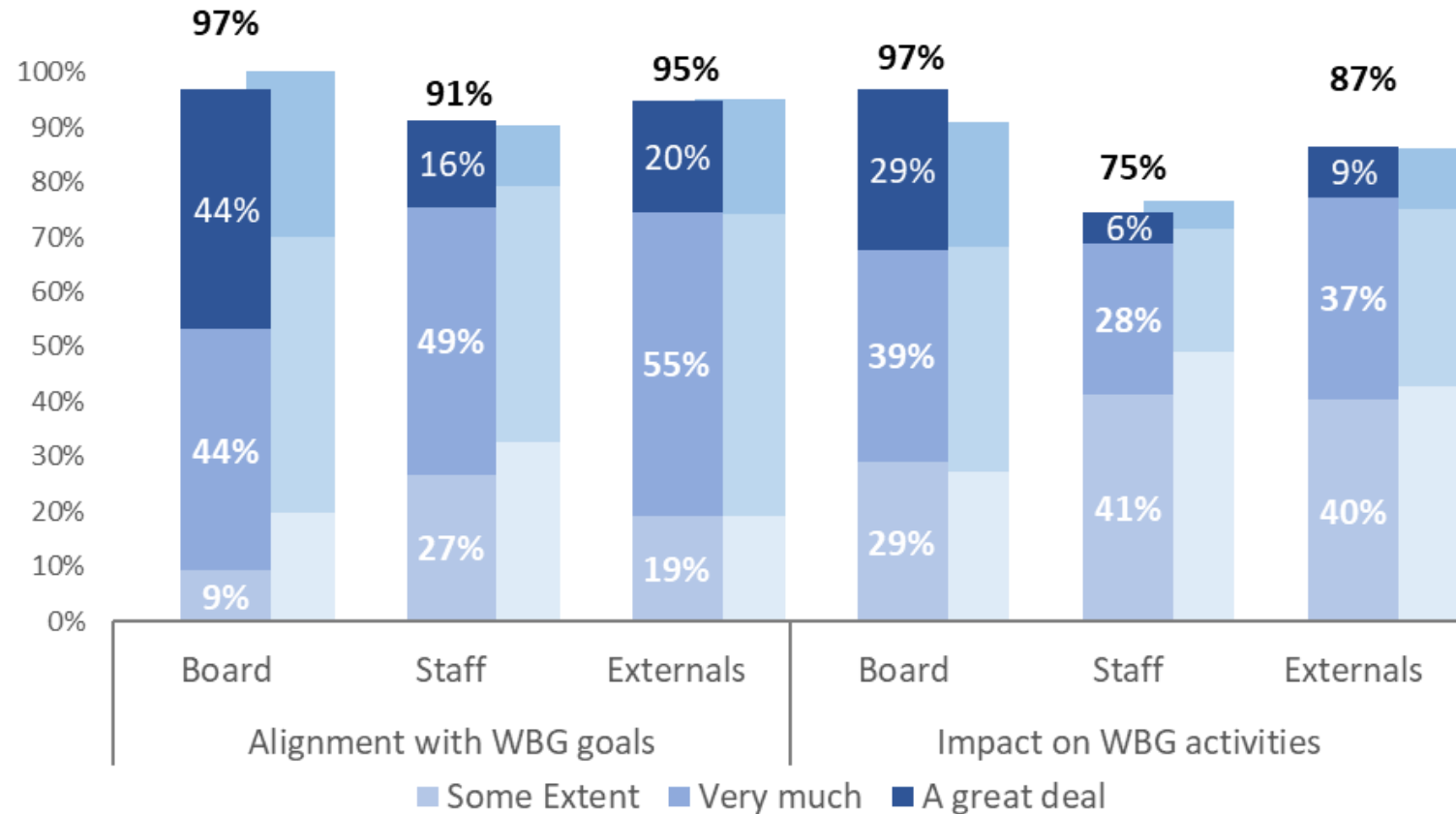
..... mostly because of a perceived disconnect with operational reality

Why not useful to project design?			
Reason	Operational		Managem.
	Staff	Reason	
Detached from reality	27%	←→ Detached from reality	45%
Not useful to operations	15%	Too high level	20%
Too much focus on accountab.	13%	No operational experience	16%
No value added	9%	←→ No value added	16%
Too late	8%	←→ Too late	14%
No operational experience	7%	Not useful to operations	11%
Poor evidence	7%	Poor evidence	11%
Too high level	7%	Too much focus on accountab.	11%
Too time consuming	5%	Weak methodology	11%
Hard to access	4%	Too time consuming	9%
Ignore feedback	4%	Ignore feedback	7%
Highly bureaucratic	2%	Hard to access	5%

Why not useful to project design? (2)			
	WB		IFC
Detached from reality	24%	←→ Detached from reality	34%
Not useful to operat.	16%	Too much focus on account.	22%
Too high level	9%	No value added	17%
No operational exp	7%	Ignore feedback	11%
Poor evidence	7%	Too late	11%
Too late	7%	No operational exp	8%
Too time consuming	7%	Poor evidence	7%
Too much focus on account.	6%	Too high level	5%
No value added	5%	Highly bureaucrati	4%
Hard to access	5%	Not useful to oper	4%
Weak methodology	4%	No focus on IFC	2%
Ignore feedback	1%	Too time consuming	2%
Highly bureaucrati	1%	Hard to access	1%
No focus on IFC	1%	Weak methodology	0%

IEG seen as relevant and influential on WBG

Perceived IEG influence over time (% positive responses)



Questions:

How aligned are IEG evaluations with the WBG's strategic priorities?

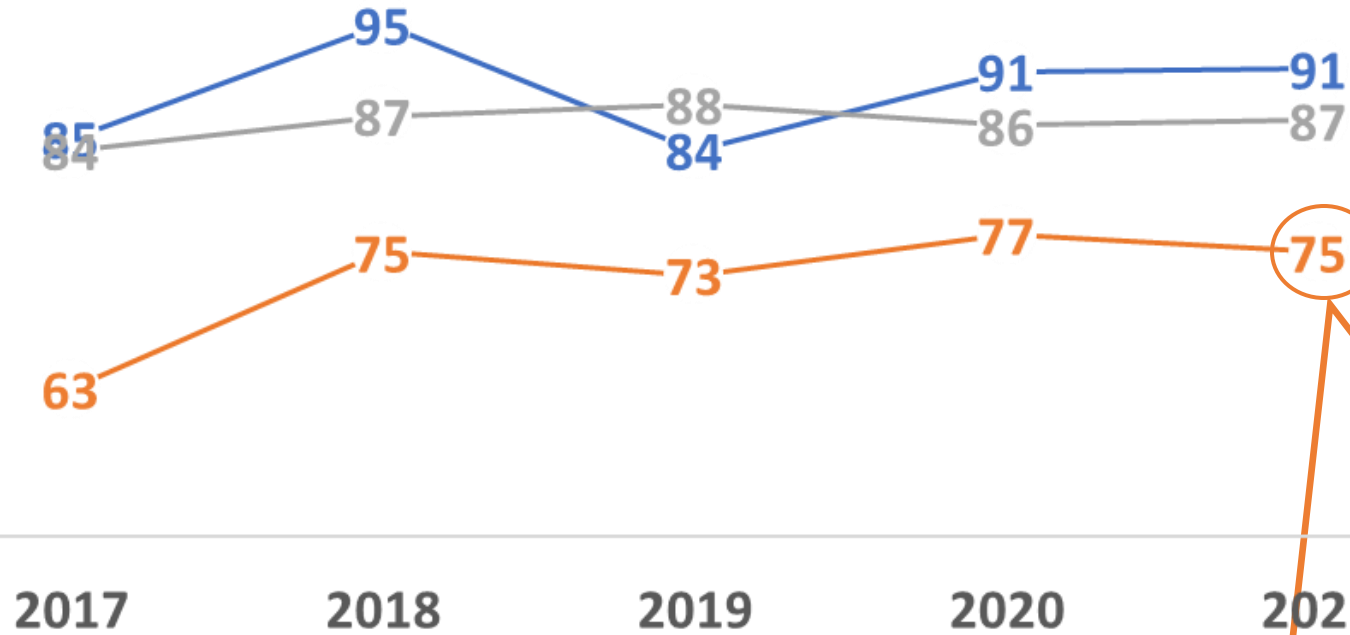
To what extent do you think IEG's work in the past 12 months influenced the effectiveness of WBG activities?

IEG products influence WBG activities

IMPACT ON WBG ACTIVITIES OVER TIME

(% OF POSITIVE RESPONSES)

- - Board - - Staff - - Externals



What should IEG do to increase WBG effectiveness

	Operational		
	Staff		Managem.
More practical recom.	22%	↔	More objective 25%
Improve communicat.	16%	↔	Listen to staff feedback 22%
Listen to staff feedback	15%	↔	More practical recom. 17%
More objective	15%	↔	Improve topic selection 14%
.....		

“Engage more - both formally and informally - with the Board to share IEG's deep understanding, knowledge and experience of the WBG”

Board suggestions on what IEG should do to improve its effectiveness

Quality

- Improve methods
- Focus on impact (achievement of dev. outcomes)
- Interrogate the assumptions of the Bank's approach to dev. effectiveness
- Evaluate more strategic topics (like SDGs)
- Provide clear and specific recommendations
- Be more objective

Quantity

- Produce more reports
- Do more CPE and align them to CPF preparation

Timing

- Time the delivery of products to the board discussion of projects (like the ratings during regional updates)
- Do more just in time products
- Establish and maintain clear timeframes for delivery

Behavior

- Enhance IEG's impact by working more closely with management
- Be more proactive
- Follow up to your recommendations
- Be frank but constructive

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- More aggressive communication
- Present results in a nontechnical manner

Key findings

1. Readership of IEG reports has seen a decline among sample of operational staff but not managers
2. Virtually all aspects of evaluation quality have seen an improvements over the last 12 months, although HQ staff remain more critical than CO staff
3. IEG remains aligned to WBG priorities and continues to have a significant impact on WBG operations, even though staff are more critical than the Board.
4. The value of IEG products for project design continues to decline
5. IEG can enhance its value by providing more practical lessons, presenting more objective evidence and listening more to staff feedback
6. Board respondents encourage more direct engagement and recommend more strategic timing of report delivery



Thank you