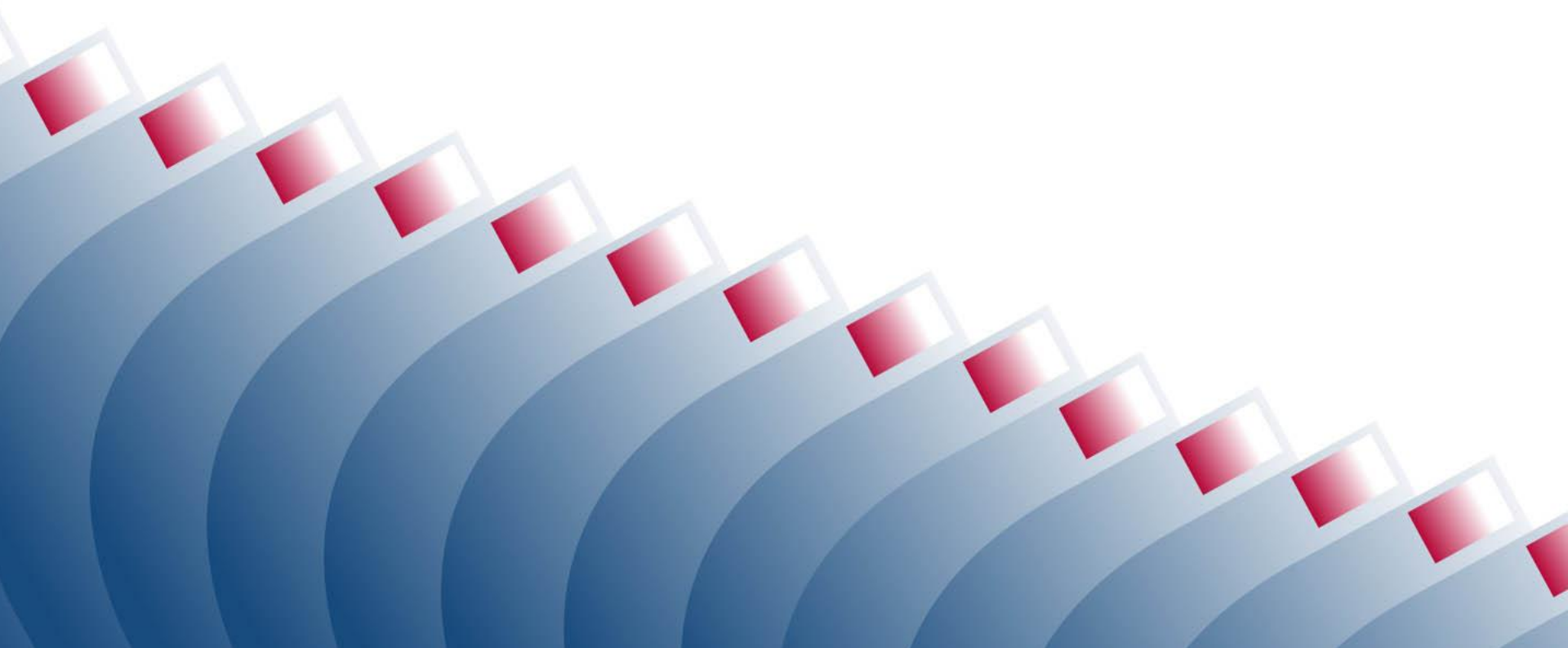


# IEG

INDEPENDENT EVALUATION GROUP  
WORLD BANK | IFC | MIGA



## **IEG's 2012 Client Surveys: Topline Report of Key Findings**



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**Project: 2557, GlobeScan®**

January, 2013



<b>Introduction/Methodology</b>	4
<b>Respondents Profile</b>	9
<b>PART 1: General Perceptions and Attitudes towards IEG</b>	15
1. Familiarity with IEG’s Products in General	16
2. Relevance of IEG’s Work to World Bank’s Overall Mission	20
3. IEG’s Work Emphasis: Learning vs Accountability	24
4. Impact of IEG’s Work	31
5. Ratings for IEG’s Independence	37
<b>PART 2: Ratings of IEG’s Evaluation Products and Services</b>	45
1. Readership of Products and Frequency of Usage	46
2. Familiarity and Satisfaction with IEG’s Recent Evaluation Products	51
3. Influence of IEG’s Evaluation Products	64
4. Use of IEG’s Products	70
5. Satisfaction with IEG’s Recommendations	76
6. Access to IEG’s Products / Ratings of IEG’s Outreach	81



# Introduction/Methodology

- This PowerPoint report represents the topline findings of the 2012 Client Surveys of the World Bank Group's Independent Evaluation Group (IEG). This is the second consecutive year that GlobeScan carries out the annual survey for IEG.
- The findings detailed here are based on three surveys carried out among three different audiences: WBG Board members and advisors, WBG Staff, and External Stakeholders. Details of fieldwork dates, sample size, and methodology for each survey are included on the next slides.
- In addition to this topline report, deliverables will also include a full set of Excel data tables for each survey, and Excel files with verbatims for all open-ended questions (please note this topline report only includes results for the closed-ended questions). A Stata and/or SPSS data file will be available upon request.
- The present report shows key global comparisons across the three groups but focuses more on results for the WBG Staff, as this was the audience on which IEG placed the most importance.
- Please note that all figures in the charts and tables in this report are expressed in percentages, unless otherwise stated. Totals may not always add to 100 because of rounding.
- "DK/NA" respondents were excluded from all calculations reported in the following report.
- Most rating questions were designed with a six-point scale and, most of the time, this presentation of findings shows the sum of percentages of positive responses (4+5+6).

- **Fieldwork:**

Fieldwork was conducted online and simultaneously for the three audiences. It was carried out between November 23<sup>rd</sup> and December 22<sup>nd</sup>, 2012.

- **Structure of Questionnaire:**

As in 2011, the core questionnaire was 95% identical for the three audiences, thus allowing for global comparisons.

Sections: The questionnaire was divided into two main sections. The first section (Part One in the present report) focused on general perceptions and attitudes towards IEG as an organization, and respondents were asked general questions about their familiarity with IEG's role, impact, and independence.

The second section (Part II in the present report) was dedicated to gathering feedback on IEG's evaluation products. After measuring their familiarity with the products and the readership of certain categories of products, respondents were asked to rate their overall satisfaction with a list of the most recent evaluation products released by IEG, before choosing only one and rating it on different categories (influence, use, quality/use of recommendations).

The last couple of questions of this section were more general again and asked about access to products and IEG's effectiveness in reaching stakeholders.

Screen outs: In an attempt to streamline this year's questionnaire and better separate respondents by level of familiarity with the organization and/or its evaluation products, more screen-outs and skip logic patterns were added in this year's survey instrument compared to 2011.

Respondents not familiar with IEG's role were screened out after the first question in Section One. A second screen-out was applied at the end of the Section One for respondents familiar with IEG's role but whose awareness of IEG's evaluation products was limited or nil.

- **Structure of Questionnaire:** (cont'd)

Screen outs (cont'd): In Section Two, a skip logic was inserted so that only respondents who said they read the products answer the detailed ratings of the product section. These respondents were brought back to answer the last part of Section Two.

While the second screen-out in Section One and the extra skip logic in Section Two had the effect of reducing the sample size base by question, this enabled more granularity on the results by effectively separating respondents who just know about IEG as an organization from those who are assiduous in reading IEG's materials.

In comparison to 2011, no distinction was made between familiarity with IEG's role and familiarity with IEG's actual evaluation products, and only one screen out was applied at the beginning of the survey to eliminate those who claimed no familiarity at all with IEG's products in general. Another difference with this year's survey was that no skip logic was added before the product section to distinguish basic familiarity with the product and claim of having actually read it.

- **Note about Tracking:**

While the overall questionnaire has a lot of similarities with last year's survey, the modified structure of the survey instrument (more screen-outs and skip logic patterns) led to significant sample size variations with last year for several tracking questions. The difference in the overall response rates compared to 2011 (total sample by audience is smaller for each surveyed group), as well as tweaks in some of the question wordings, may also affect tracking.

Tracking charts to observe movement since 2011 have been included where applicable, but footnotes are there to remind readers when comparisons with last year should be interpreted cautiously.

- **Response Rates:**

Board: population of 197 Executive Directors (EDs), Alternate EDs, and Advisors split across 25 Department Division offices; 27 responses from 15 different Board offices. Response rate of 13.7 percent. No respondent terminated after first screen out, three respondents terminated after the second one.

WBG Staff: population of 6,683 operational staff; 755 responses for all available HR grade levels. Response rate of 11.3 percent. 52 respondents terminated after first screen out, 212 terminated after the second one.

External Stakeholders: population of 14,078; 456 responses across various categories of stakeholders. Response rate of 3.2 percent. 36 respondents terminated after first screen out, 68 terminated after the second one.

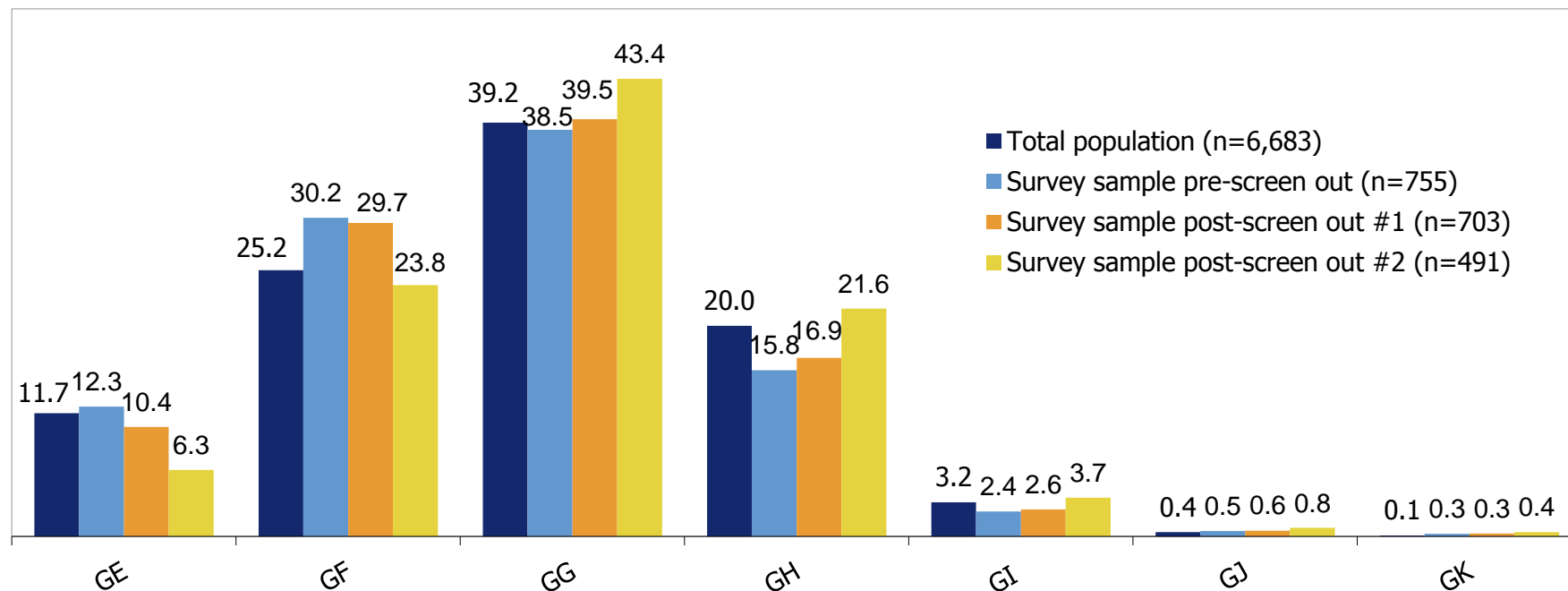




# Respondents Profile

# Distribution of WBG Staff by HR Grade Level

Before and After Screen Outs, 2012



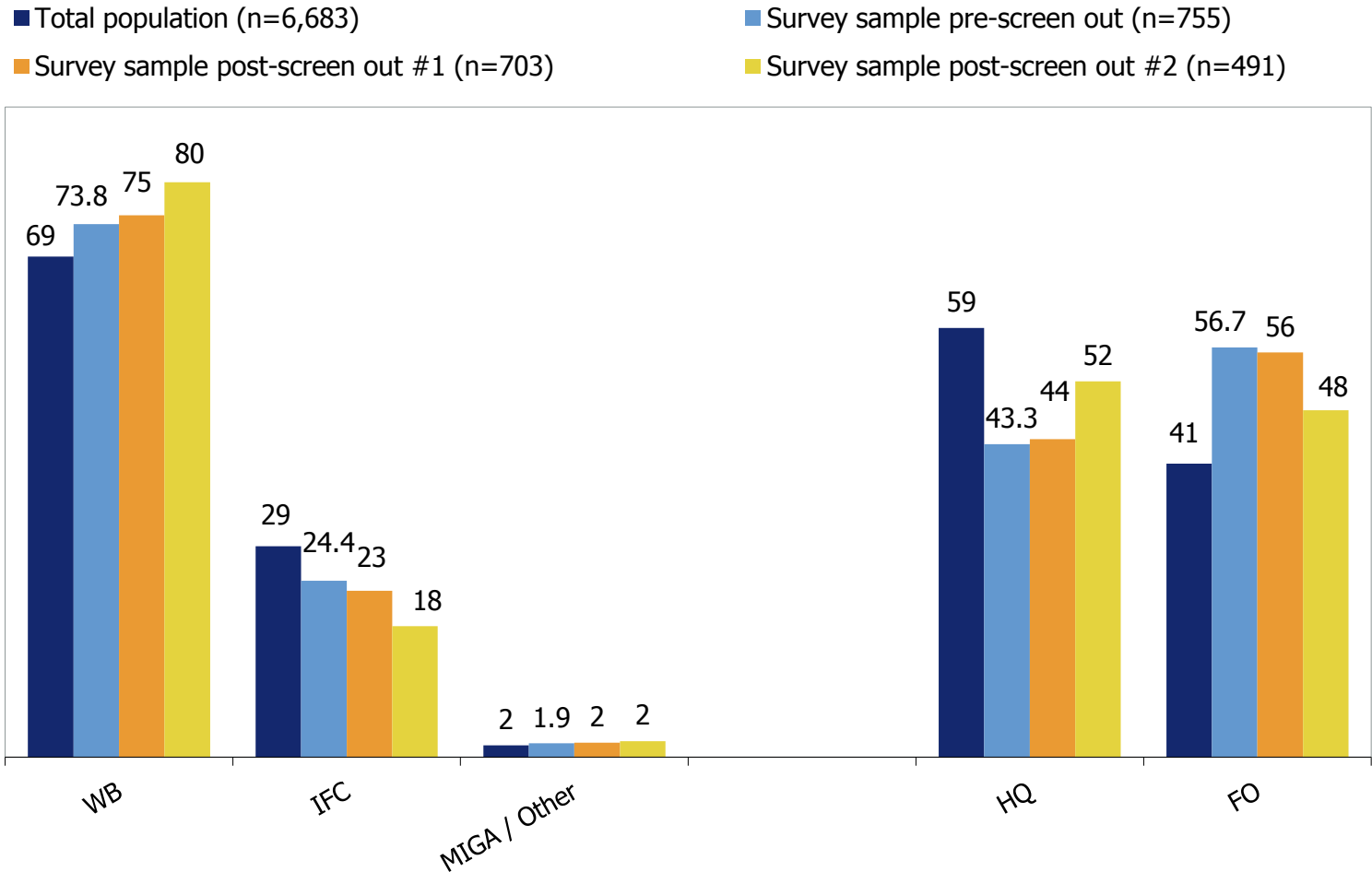
All margins of error shown in this report are calculated using the total WBG Staff as population (6,683) and the overall number of WBG Staff respondents who effectively answered a particular question as sample size (i.e., DK/NAs are excluded from calculations).

The overall margin of error for WBG Staff throughout the following report is between  $\pm 3.4$  and  $\pm 6.8$  percent (depending on questions), using a 95 percent Confidence Level.

A Chi Square test was run for each question and established that significant differences exist statistically between HR Grades for most of the questions, but not for all of them throughout the survey. Questions where difference is significant among HR Grades groups are highlighted in pink in the Excel data tables.

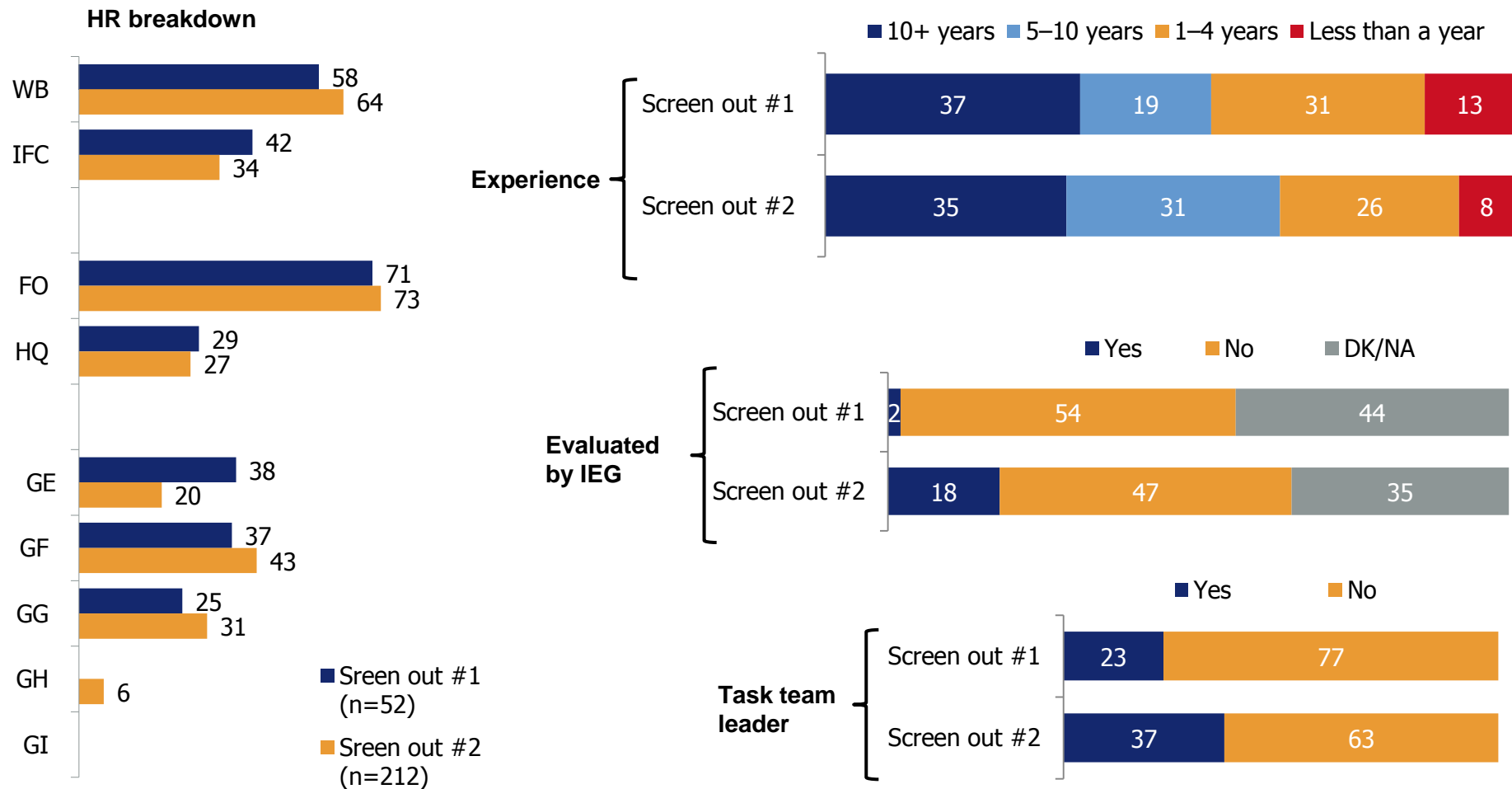
# Distribution of WBG Staff by Organization and Office Location

Before and After Screen Outs, 2012



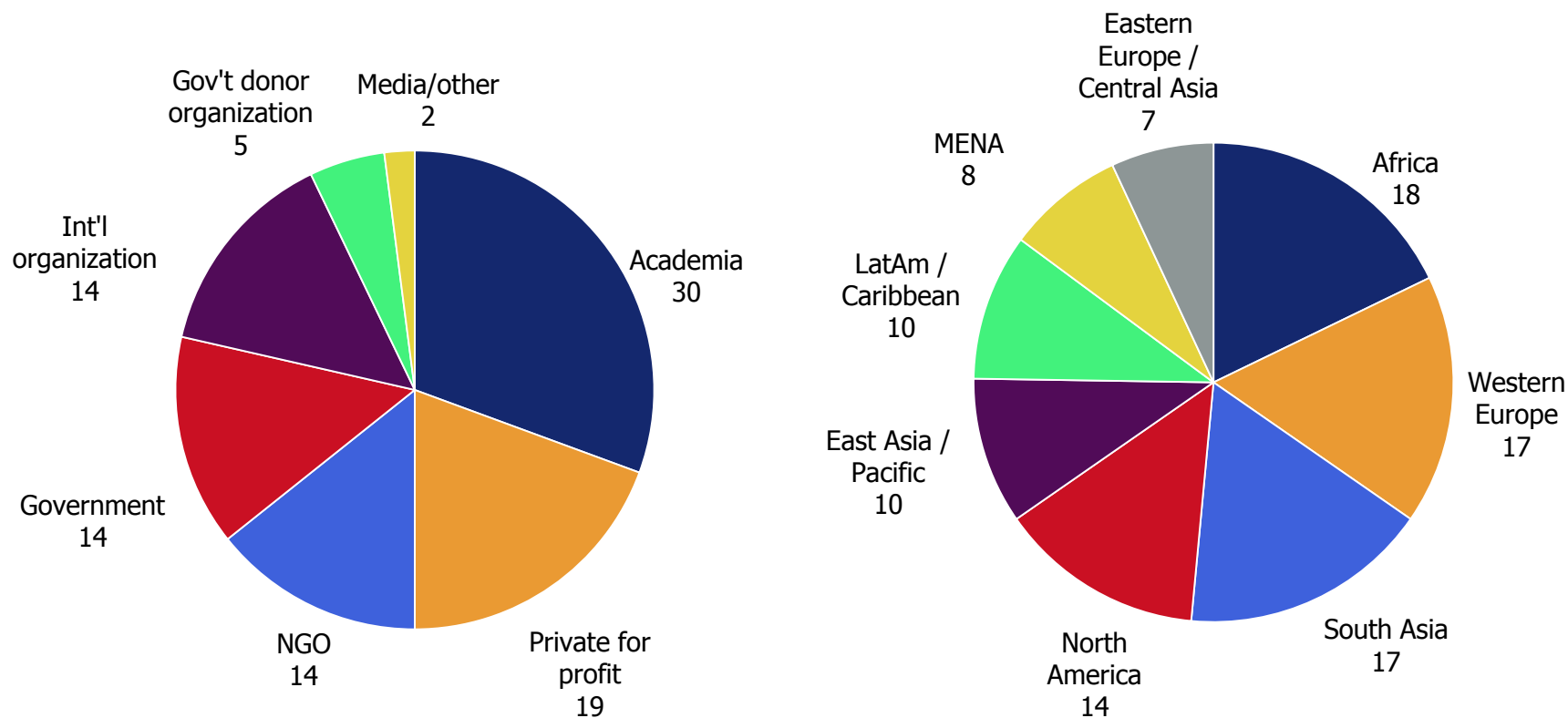
# Profile of Screened Out Respondents—WBG Staff

## Various Demographics, 2012



# External Stakeholders Profile

Before Screen Outs, by Category and by Region, *n*=456, 2012

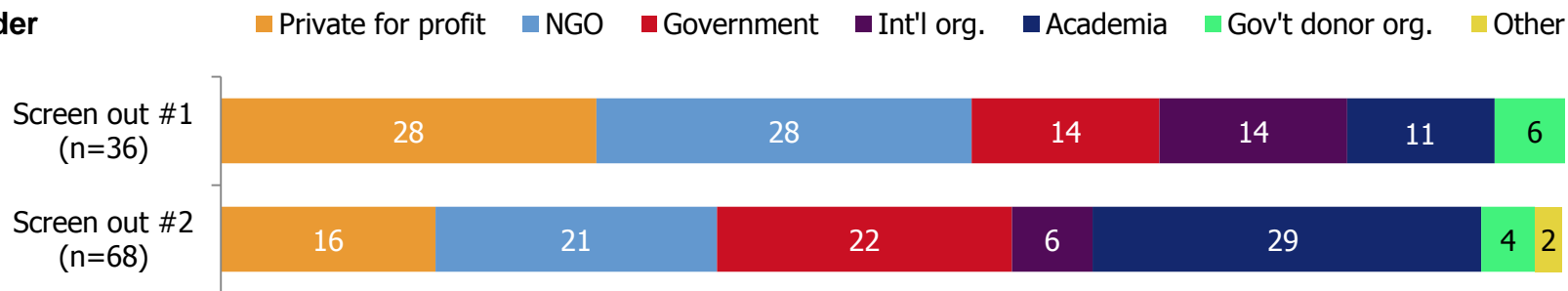


Note: Media/other are not shown on the following charts because of the very small sample size of these categories.

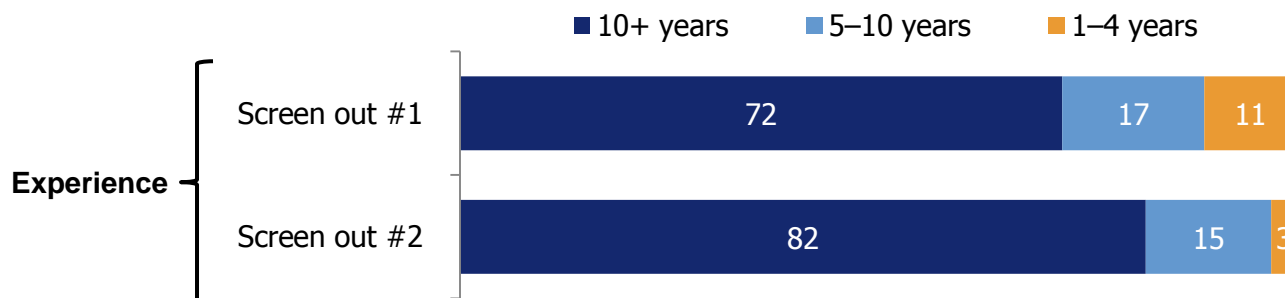
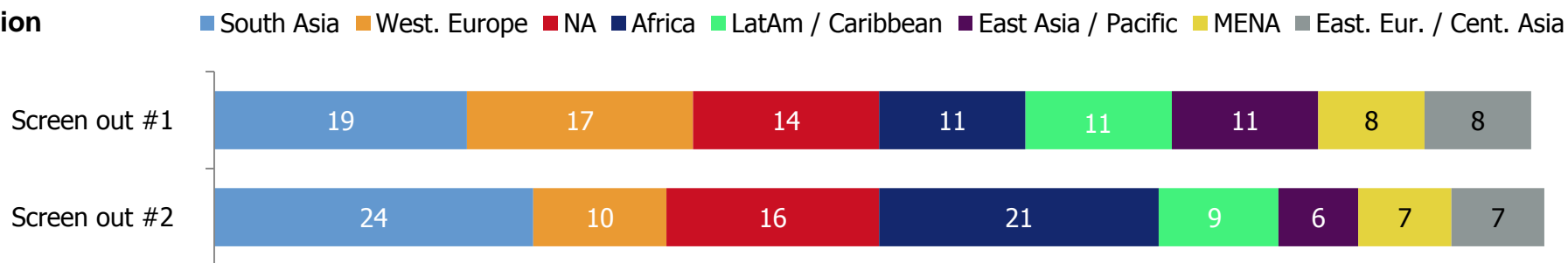
# Profile of Screened Out Respondents—External

By Category of Stakeholders, Region, and Experience Level, 2012

## Stakeholder group



## Region





***PART 1:***  
**GENERAL PERCEPTIONS AND ATTITUDES**

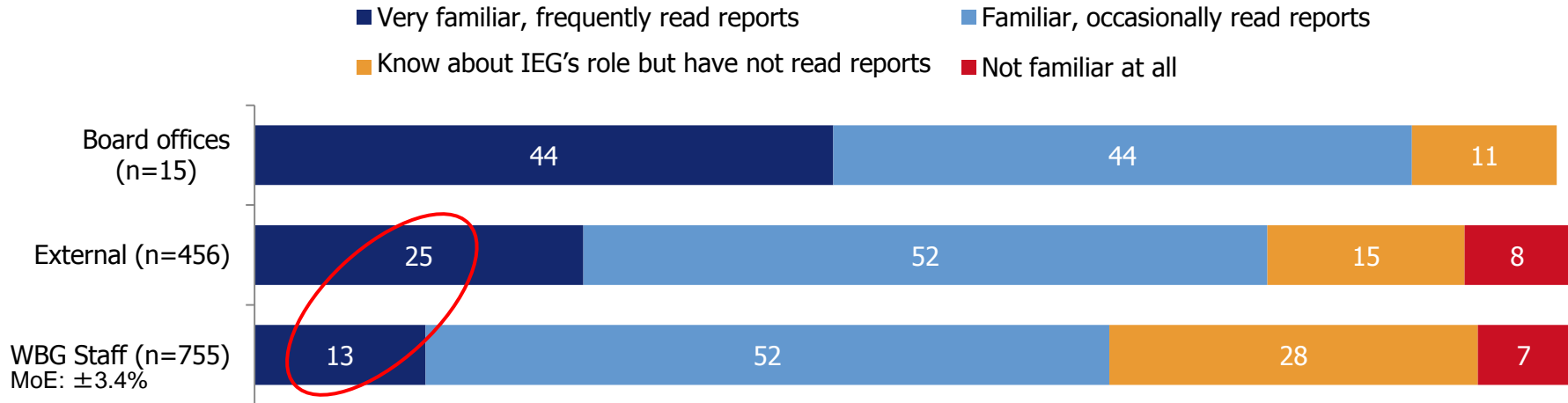


# 1. Familiarity with IEG's Role in General



# Familiarity with IEG's Role within WBG

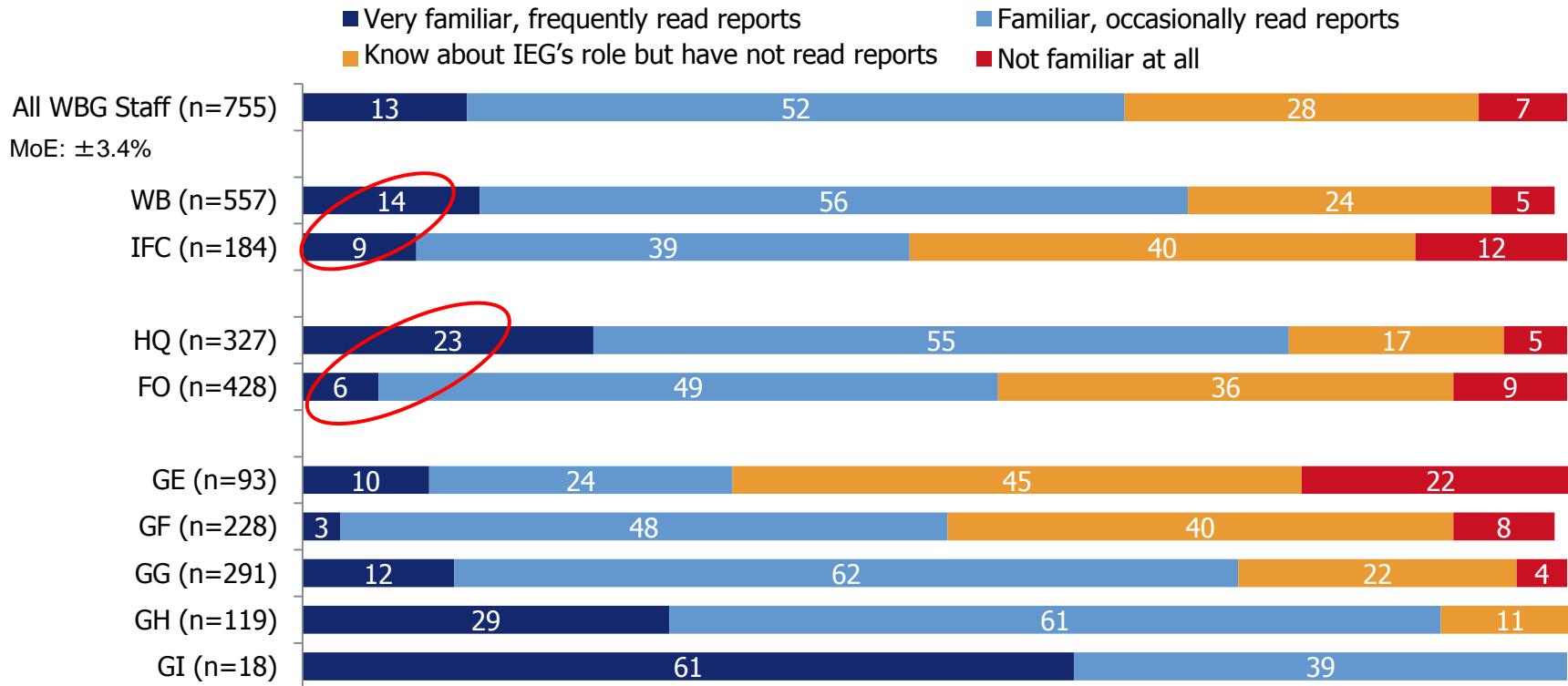
By Sample Group, 2012



Familiarity with the role of IEG within the World Bank Group through the reading of the organization's reports is higher among External stakeholders than among the WBG Staff.

# Familiarity with IEG's Role—WBG Staff

By Organization, Office Location, and HR Grade Level, 2012

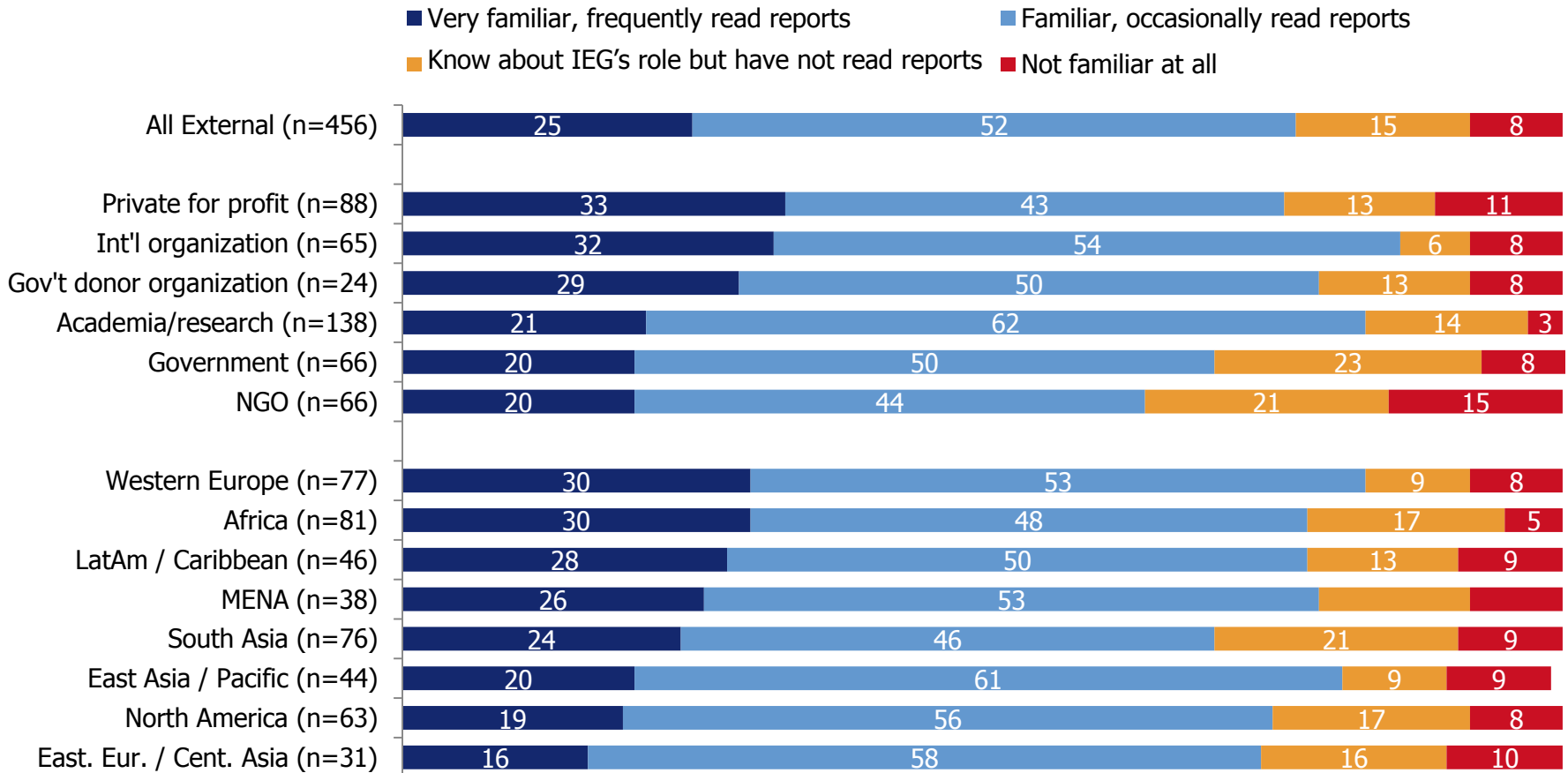


Within the WBG Staff, familiarity with the role of IEG is higher among World Bank than among IFC respondents. The difference between field office-based respondents and those HQ-based is also striking, with the latter being much more familiar than those working in field. Familiarity also tends to increase as respondents' HR grade level gets higher, and more generally, with the level of experience of respondents, whether they've been a task team leader, and if they have been previously evaluated by IEG.

Q1. To what extent are you familiar with IEG's role in the World Bank Group?

# Familiarity with IEG's Role—External

By Category of External Stakeholders, 2012



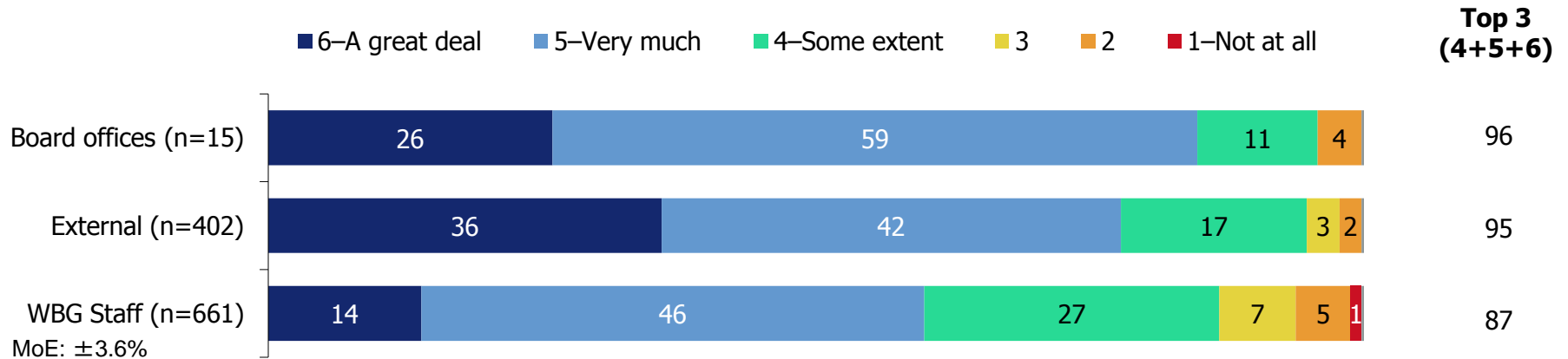
Q1. To what extent are you familiar with IEG's role in the World Bank Group?



## **2. Relevance of IEG's Work to World Bank's Overall Mission**

# Relevance of IEG's Work to WBG's Overall Mission

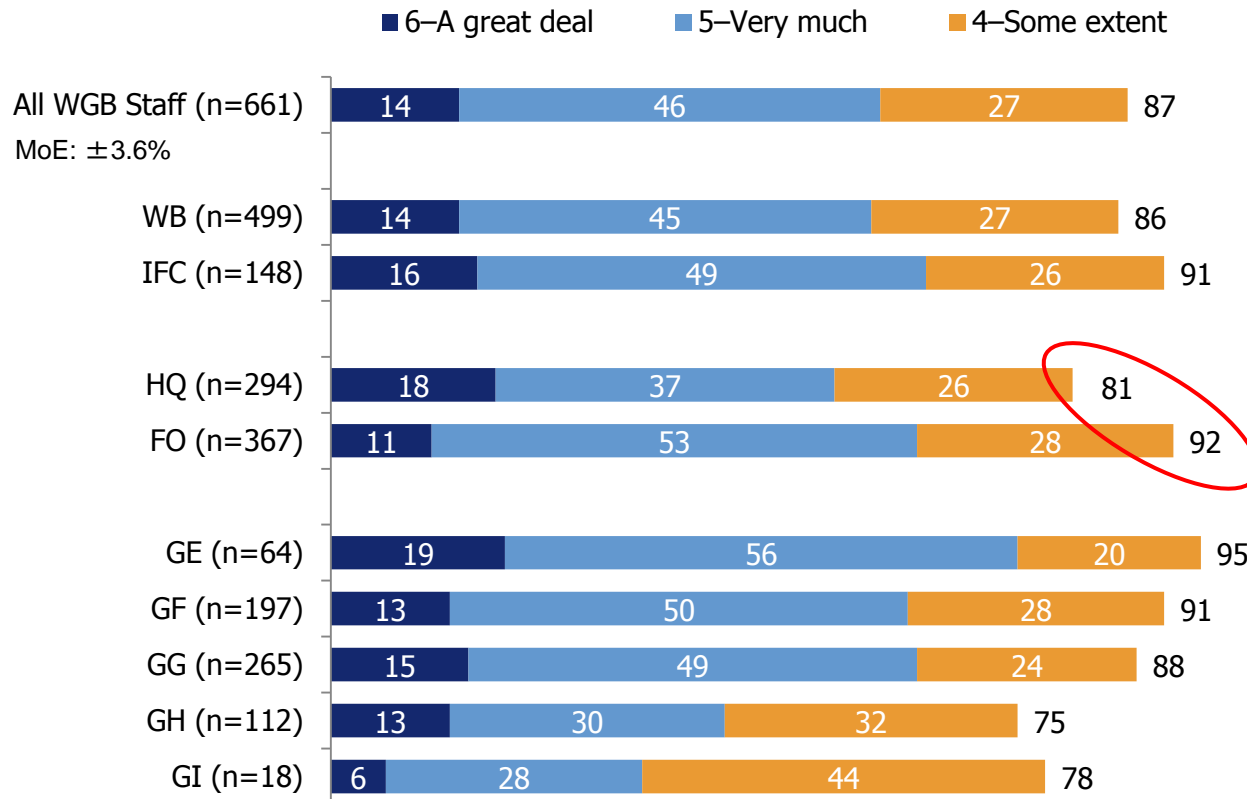
By Sample Group, 2012



External stakeholders are more likely than the WBG Staff to think that IEG's work is relevant to the World Bank Group's overall mission. Almost four in five (78%) say the organization's work is at least 'very much' relevant, compared with three in five (60%) among the WBG Staff.

# Relevance of IEG's Work—WBG Staff

By Organization, Office Location, and HR Grade Level, 2012

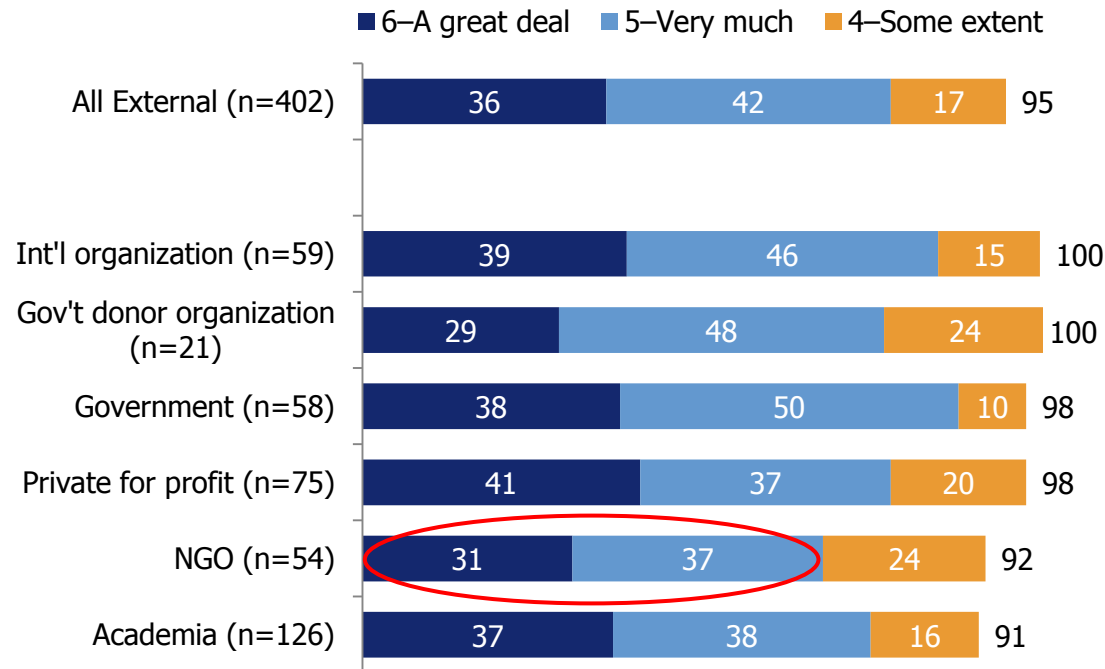


The higher the HR grade level, the less respondents think IEG's work is relevant to the World Bank Group's overall mission. Task team leaders, and those who have been evaluated by IEG, are also less likely to rate IEG's work as relevant compared to those who have never been task team leaders or evaluated by IEG on a project. However, respondents who are in field find more relevance in IEG's work than HQ-based respondents.

Q4. How relevant do you think is IEG's work to the World Bank Group's overall mission?

# Relevance of IEG's Work—External

## By Category of External Stakeholders, 2012



Respondents from the not-for-profit sector are less likely than the other groups to think that IEG's work is relevant to the World Bank Group's overall mission, particularly when we look at the proportion of those who say that organization's work is at least "very" relevant (68%).

Among External stakeholders in general, there is a correlation between the level of familiarity with IEG's role within the World Bank Group and ratings on the relevance of the organization's work—the more familiar, the higher the ratings on relevance. Also, those who see IEG's present emphasis as more focused towards accountability are more likely to consider its work at least "very" relevant than those perceive it to be oriented towards learning (83% vs 66%).

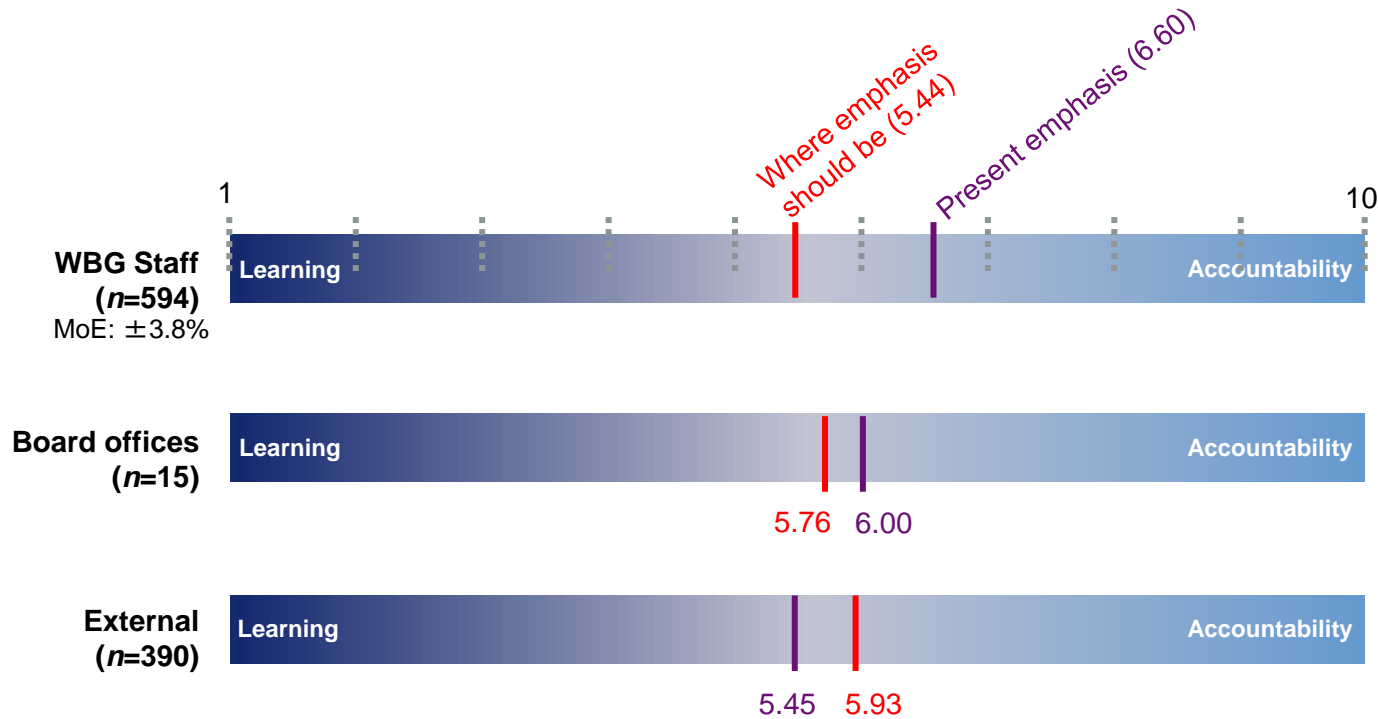


### **3. IEG's Work Emphasis: Learning vs Accountability**



# IEG's Work Emphasis: Learning vs Accountability

By Sample Group, 2012



The WBG Staff are more likely to think that the present emphasis of IEG's work is towards accountability and would like it to be more balanced towards learning. This is the opposite of what we see among External stakeholders, who think the present emphasis is quite balanced but whose expectations lean more towards accountability. The gap between perceptions and expectations is also much wider among WBG Staff than it is for the two other groups.

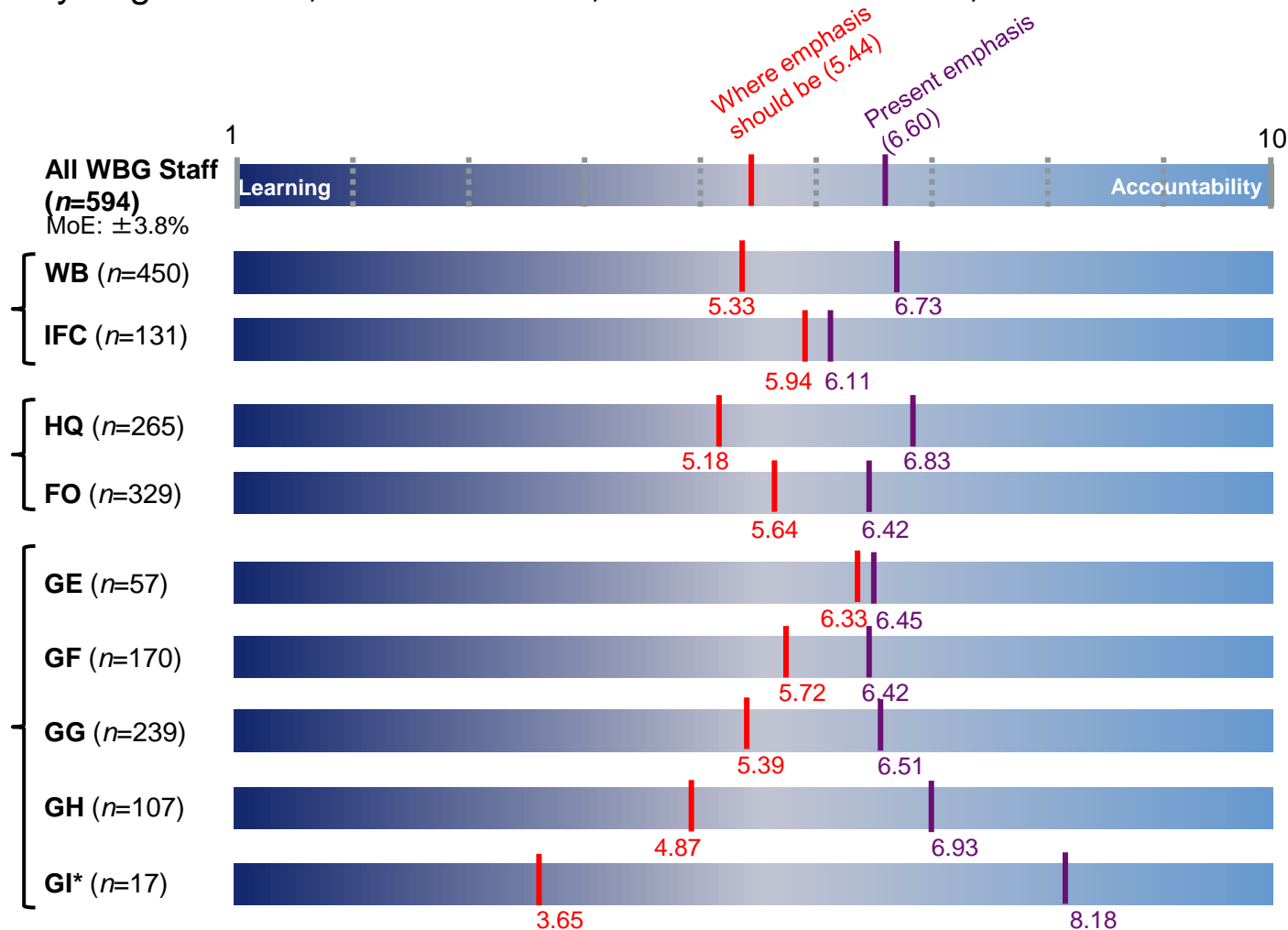
Note: the sample sizes reported are the average of the sample sizes for each of the two sub-questions and are shown as indicators only.

Q3a. Where would you situate IEG's present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means "emphasis is exclusively towards learning" and 10 means "emphasis is exclusively towards accountability."

Q3b. And where do you believe the emphasis should be?

# Learning vs Accountability—WBG Staff

By Organization, Office Location, and HR Grade Level, 2012



The higher the HR grade, the wider the gap between perceptions and expectations of IEG's emphasis. This is in line with the results based on the general level of experience of respondents—those most experienced in the development sector wish the emphasis was more focused towards learning.

Noteworthy differences also exist between WB and IFC staff, and between HQ and field office-based respondents.

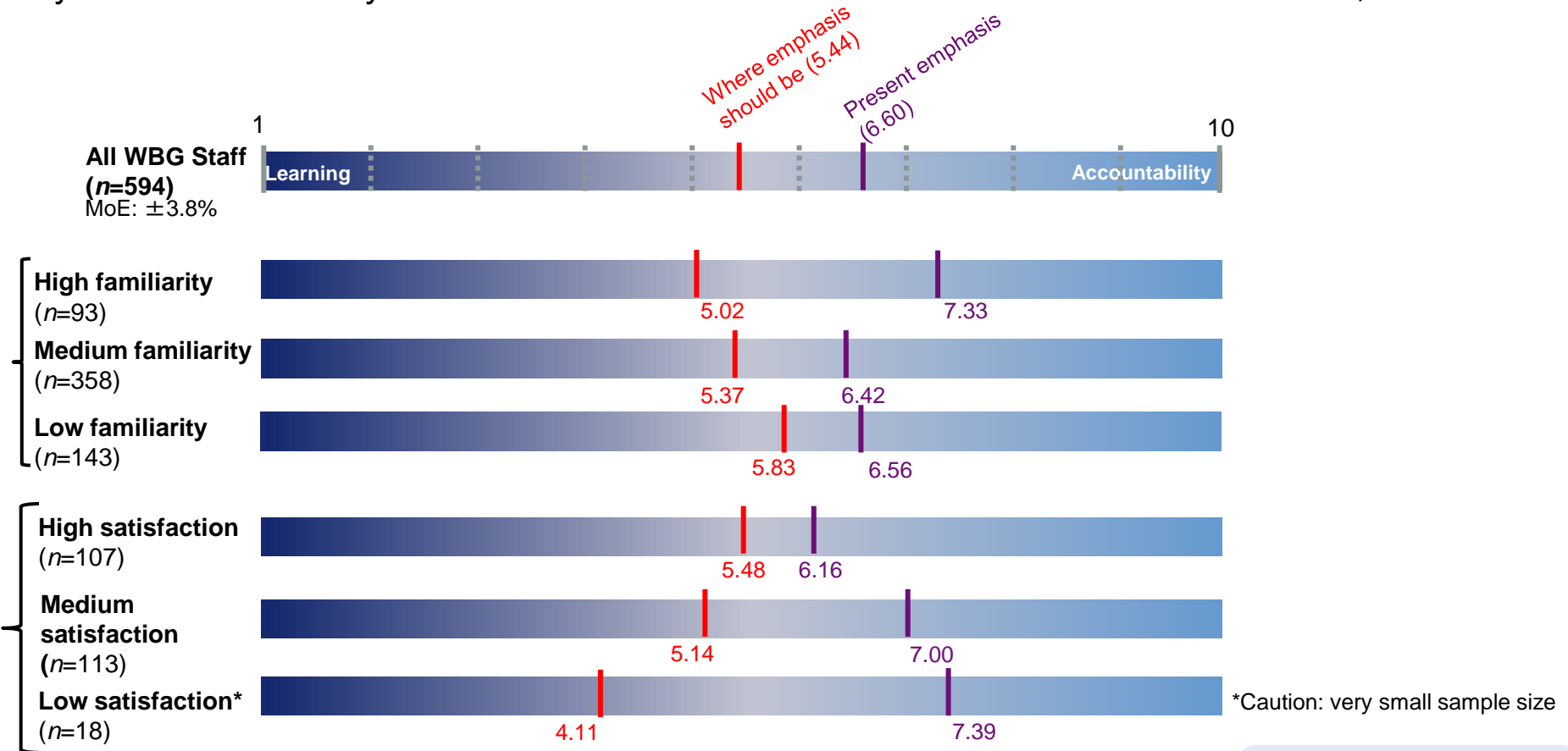
\*Caution: very small sample size

Note: the sample sizes reported are the average of the sample sizes for each of the two sub-questions and are shown as indicators only.

Q3a. Where would you situate IEG's present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means "emphasis is exclusively towards learning" and 10 means "emphasis is exclusively towards accountability." Q3b. And where do you believe the emphasis should be?

# Learning vs Accountability—WBG Staff

By Level of Familiarity with IEG’s Role and Overall Satisfaction with IEG’s Products, 2012



Please refer to the note section of this slide for descriptive analysis.

Note: the sample sizes reported are the average of the sample sizes for each of the two sub-questions and are shown as indicators only.

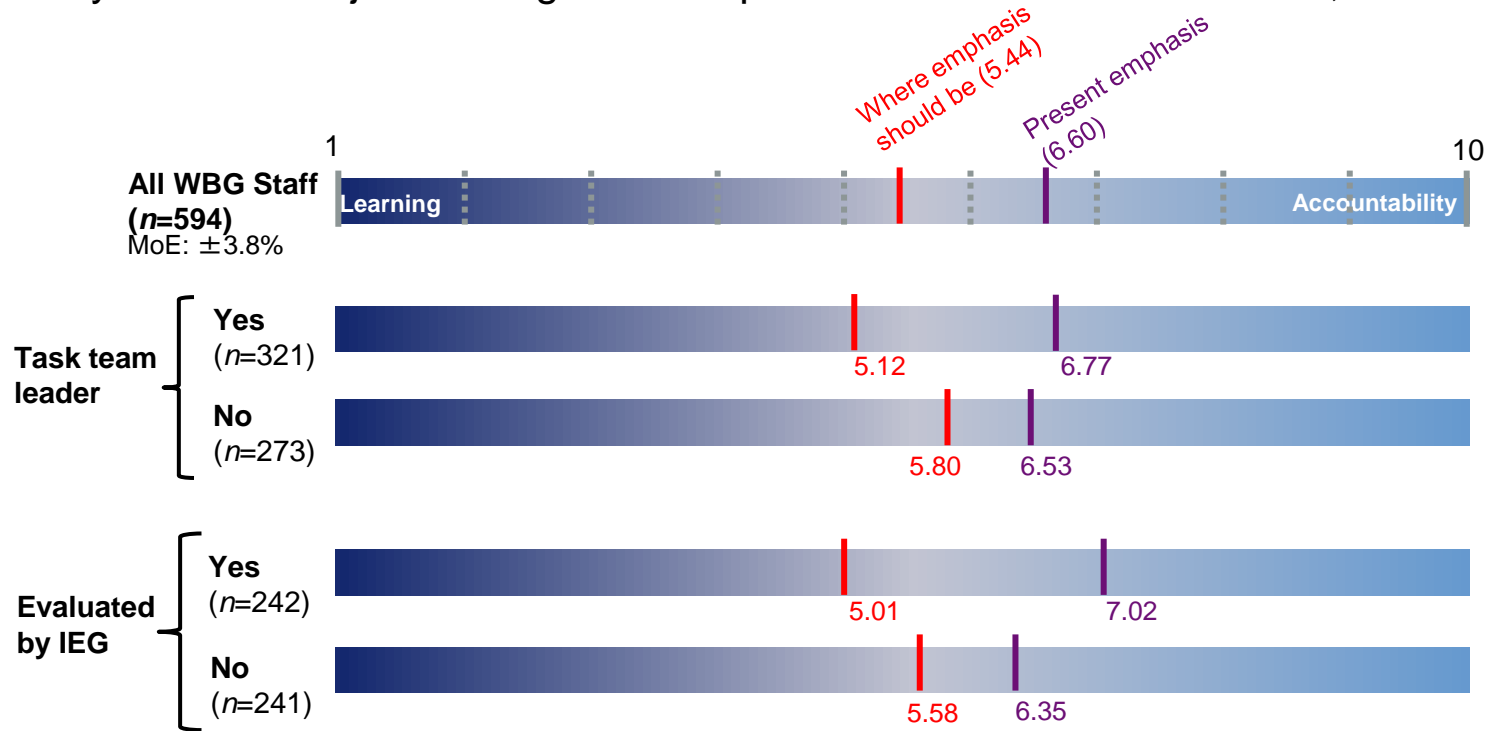
Q3a. Where would you situate IEG’s present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means “emphasis is exclusively towards learning” and 10 means “emphasis is exclusively towards accountability.” Q3b. And where do you believe the emphasis should be?

27 Q1. To what extent are you familiar with IEG’s role in the World Bank Group?

Q9t. For each of the reports listed below, please tell us how satisfied you were overall with the product.

# Learning vs Accountability—WBG Staff

By Level of Project Management Experience and Evaluation Profile, 2012



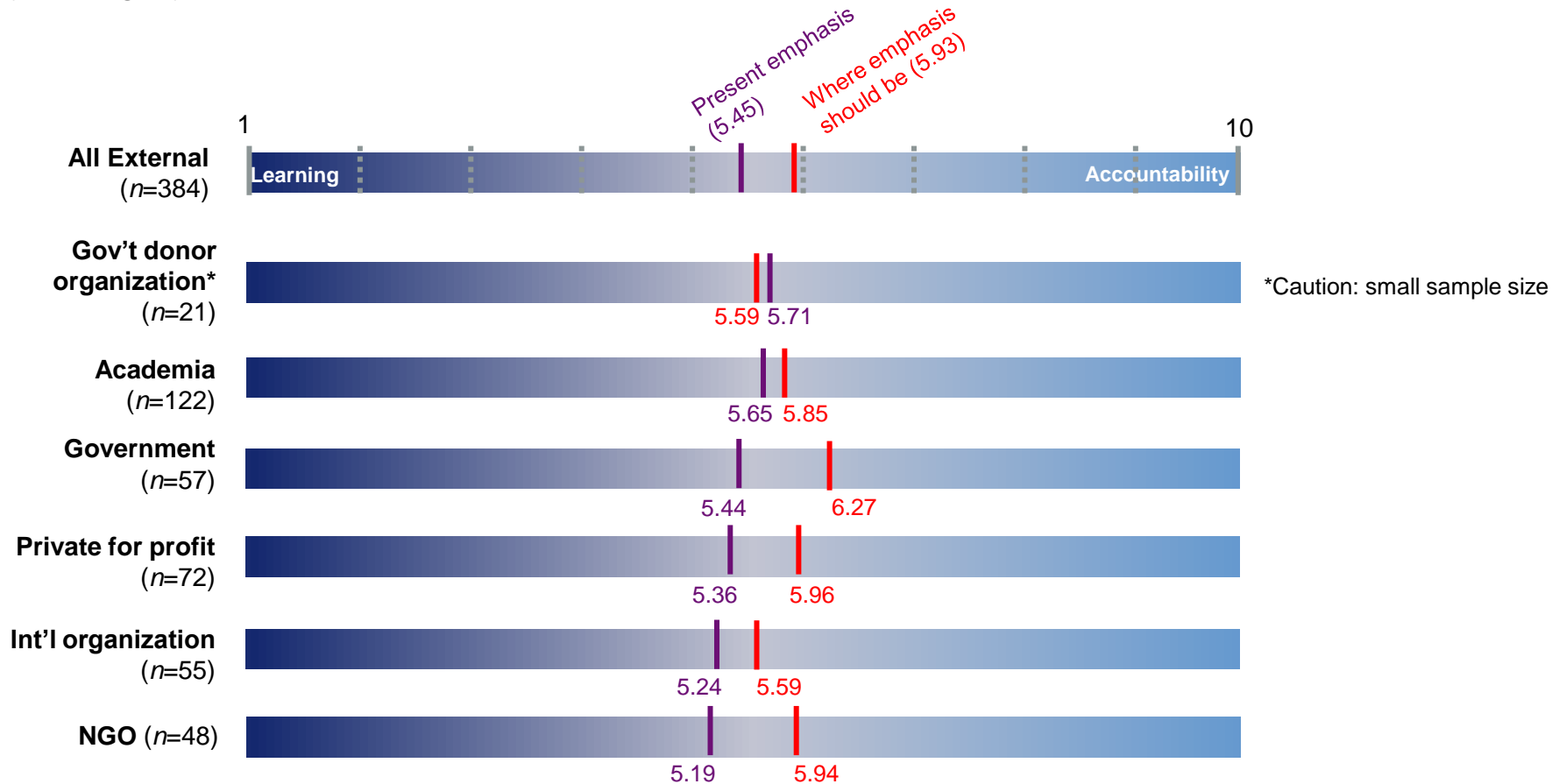
Among those who have experience of managing projects and who have seen their projects evaluated by IEG, the gap between perceptions and expectations is important. These respondents think IEG’s emphasis is too much on accountability and should be significantly rebalanced towards learning.

Note: the sample sizes reported are the average of the sample sizes for each of the two sub-questions and are shown as indicators only.

Q3a. Where would you situate IEG’s present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means “emphasis is exclusively towards learning” and 10 means “emphasis is exclusively towards accountability.” Q3b. And where do you believe the emphasis should be?

# Learning vs Accountability—External

By Category of External Stakeholders, 2012



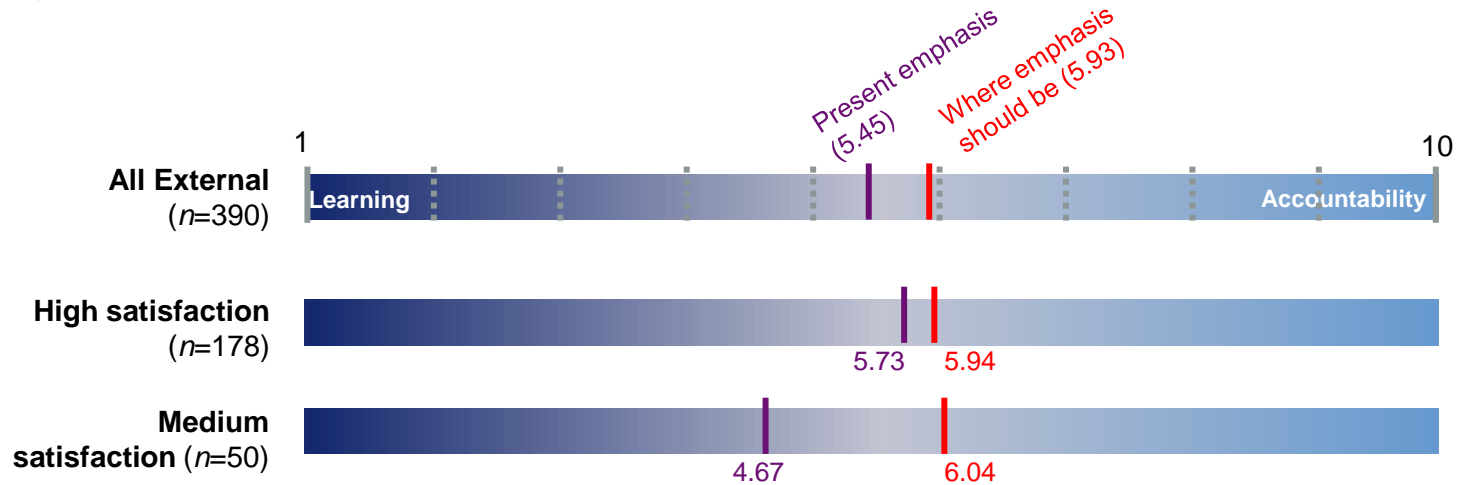
Note: the sample sizes reported are the average of the sample sizes for each of the two sub-questions and are shown as indicators only.

Q3a. Where would you situate IEG's present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means "emphasis is exclusively towards learning" and 10 means "emphasis is exclusively towards accountability."

Q3b. And where do you believe the emphasis should be?

# Learning vs Accountability—External

By Level of Overall Satisfaction with IEG’s Products, 2012



Among External stakeholders, those who are highly satisfied overall with recent IEG evaluation products they have read think that IEG’s emphasis between learning and accountability leans more towards accountability but do not perceive any major imbalance. Those who are moderately satisfied tend to say that the emphasis is too strongly oriented towards learning at the expense of accountability.

Note: the sample sizes reported are the average of the sample sizes for each of the two sub-questions and are shown as indicators only.

Q3a. Where would you situate IEG’s present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means “emphasis is exclusively towards learning” and 10 means “emphasis is exclusively towards accountability.” Q3b. And where do you believe the emphasis should be?

Q9t. For each of the reports listed below, please tell us how satisfied you were overall with the product.

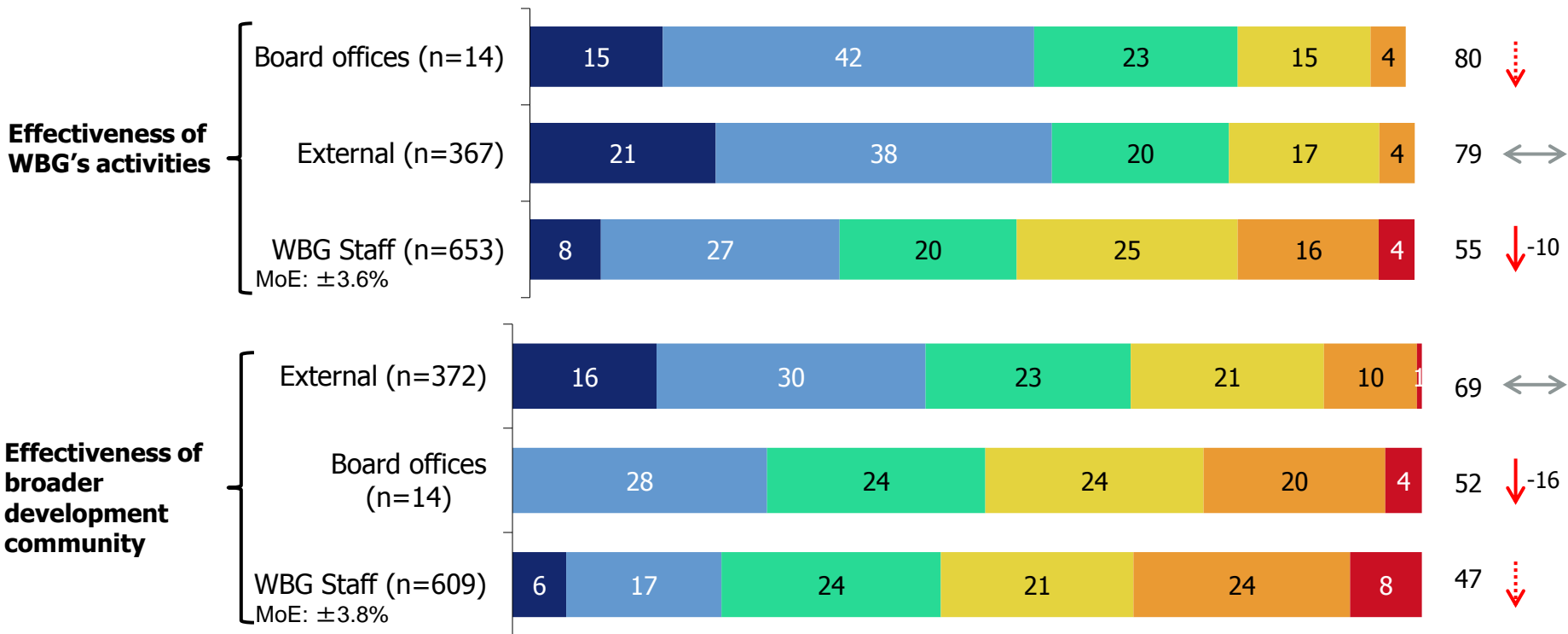


## 4. Impact of IEG's Work

# Impact of IEG's Work on Effectiveness of WBG's Activities and of Development Community

By Sample Group, 2012

■ 6-Great impact ■ 5-Good impact ■ 4-Moderate extent ■ 3 ■ 2 ■ 1-No impact **Top 3\* (4+5+6)**



External stakeholders are more likely than the WBG Staff to think that IEG's work has a significant impact on both the effectiveness of the World Bank Group's activities and the broader development community. Among the WBG Staff, the proportions that think this way have declined a bit since 2011.

\*Arrows indicate movement in "Top 3" figures since 2011. Note that there was a slight change in the question wording in 2012 compared to 2011.

Q5t. To what extent do you think that IEG's work has impact on the following?

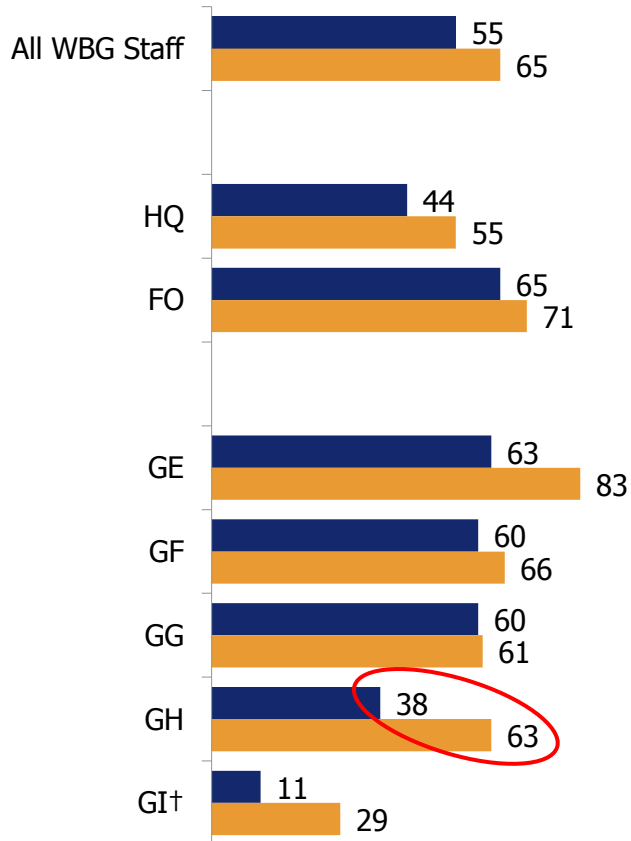
- a. The effectiveness of the World Bank Group's activities
- b. The broader development community's effectiveness



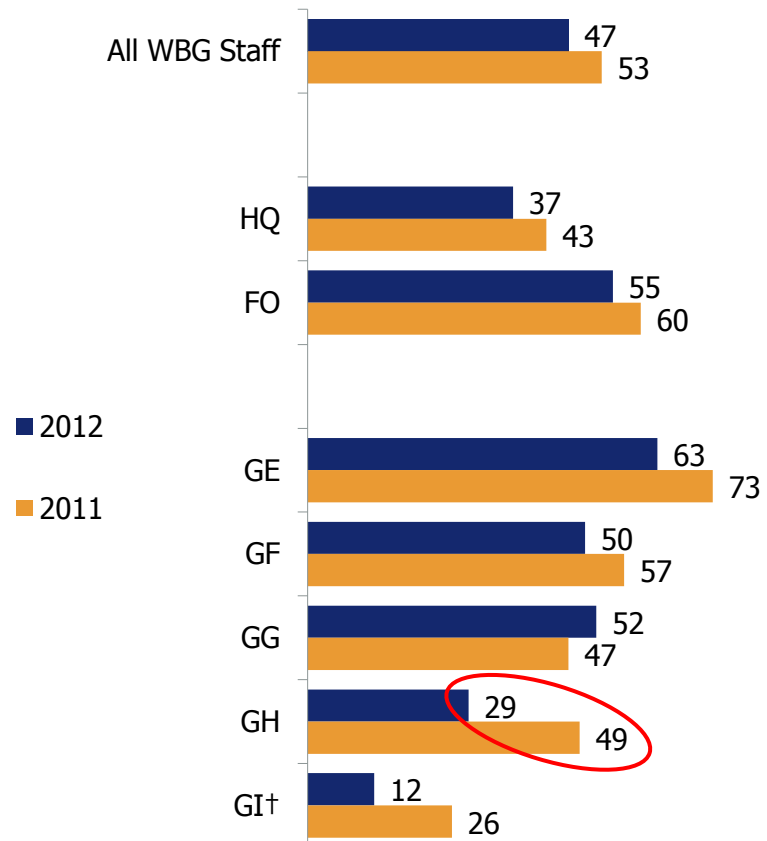
# Impact of IEG's Work—WBG Staff

By Office Location and HR Grade Level, Top Three Boxes,\* 2011–2012\*\*

**Effectiveness of WBG's activities**



**Effectiveness of broader development community**



\*(4+5+6) on a scale of 1 to 6 where 1 means “no impact ” and 6 means “great impact”

\*\*Note that there was a slight change in the question wording in 2012 compared to 2011, as well as sample size variations.

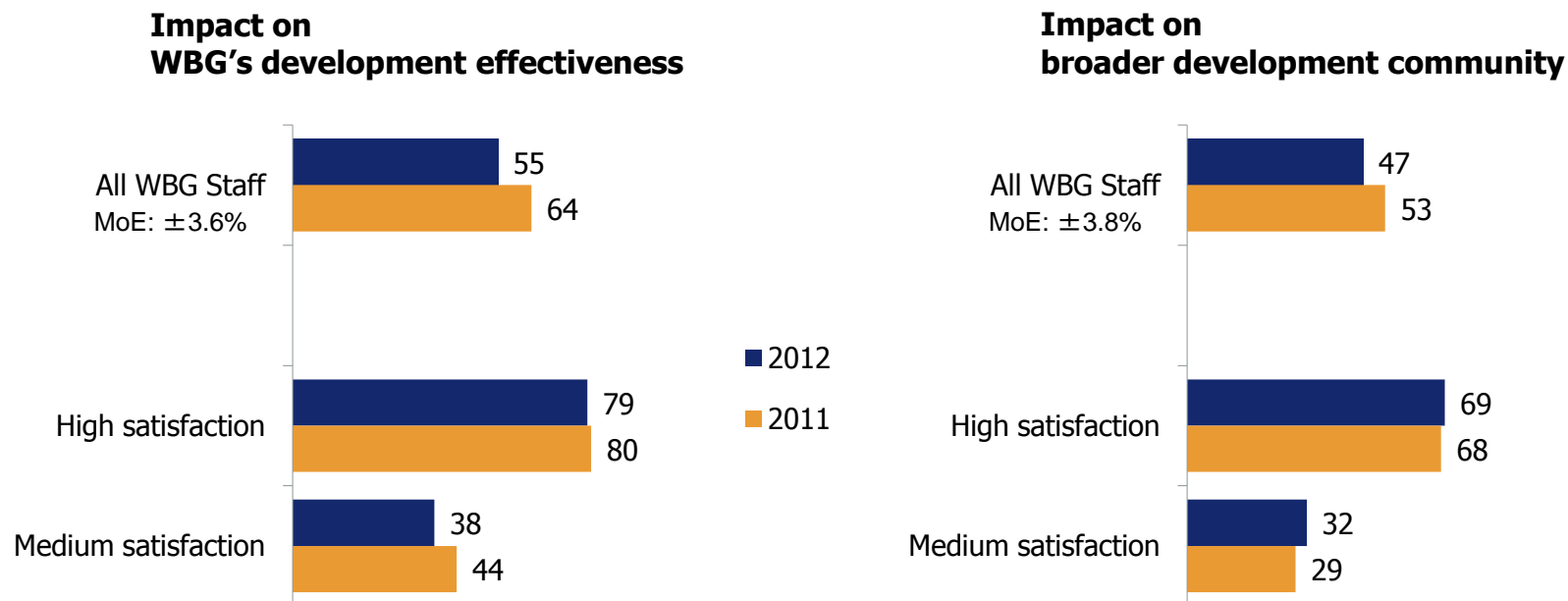
†Caution: very small sample size

Q5t. To what extent do you think that IEG's work has impact on the following?

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

# Impact of IEG on WBG's Effectiveness and Development Community—WBG Staff

By Level of Satisfaction with IEG's Products, Top Three Boxes,\* 2011–2012



Like in 2011, overall satisfaction with IEG's evaluation products and perceptions of the organization's impact are strongly correlated.

\*(4+5+6) on a scale from 1 to 6 where 1 means "no impact" and 6 means "great impact"

Note: Slight change in the question wording for Q5t in 2012 compared to 2011, as well as sample size variations between the two waves.

Q5t. To what extent do you think that IEG's work has impact on the following?

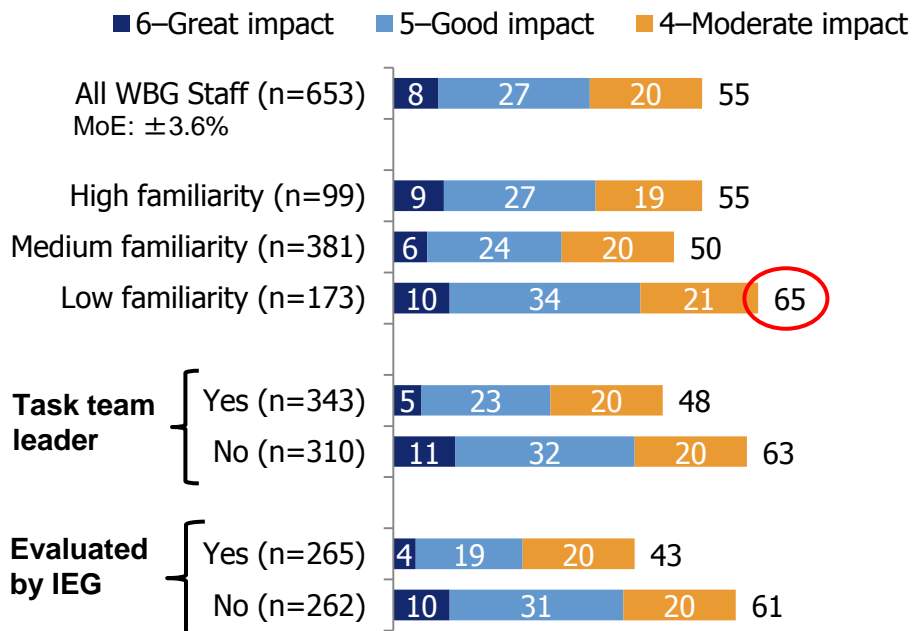
- a. The effectiveness of the World Bank Group's activities
- b. The broader development community's effectiveness

Q9t. For each of the reports listed below, please tell us how satisfied you were overall with the product.

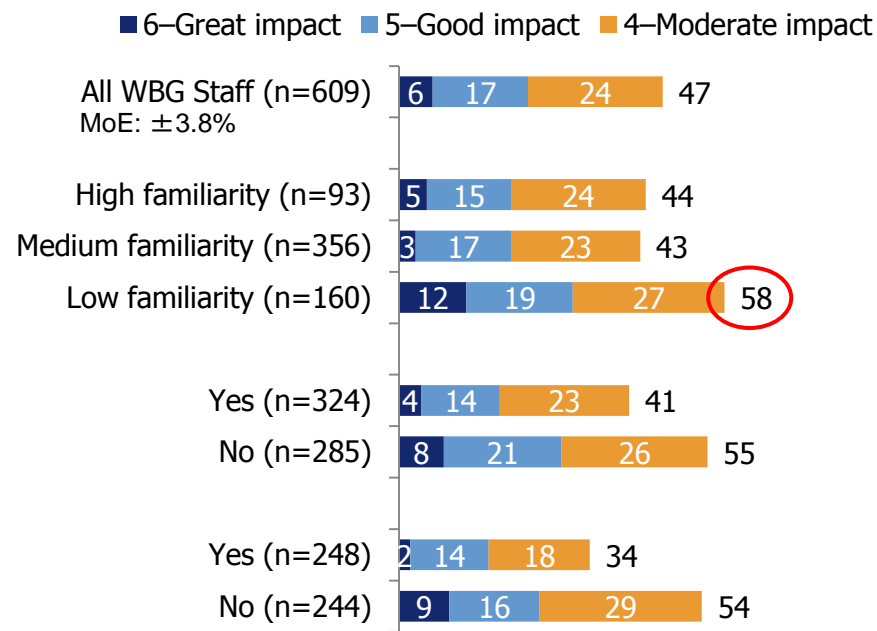
# Impact of IEG on WBG's Effectiveness and Development Community—WBG Staff

By Level of Familiarity with IEG's Role vs Project Management Experience / Evaluation Profile, 2012

## Impact on WBG's development effectiveness



## Impact on broader development community



Respondents that claim low familiarity with IEG's role within the World Bank Group are more likely to think that the organization is impactful than those with high familiarity. This finding is consistent with other results that show that those who have had direct interaction with IEG or had experience of managing projects are less likely to assess IEG's impact positively.

Q5t. To what extent do you think that IEG's work has impact on the following?

- The effectiveness of the World Bank Group's activities
- The broader development community's effectiveness

Q1. To what extent are you familiar with IEG's role in the World Bank Group?

35 dd3. Have you been a task team leader (TTL) for a project within the last three years?

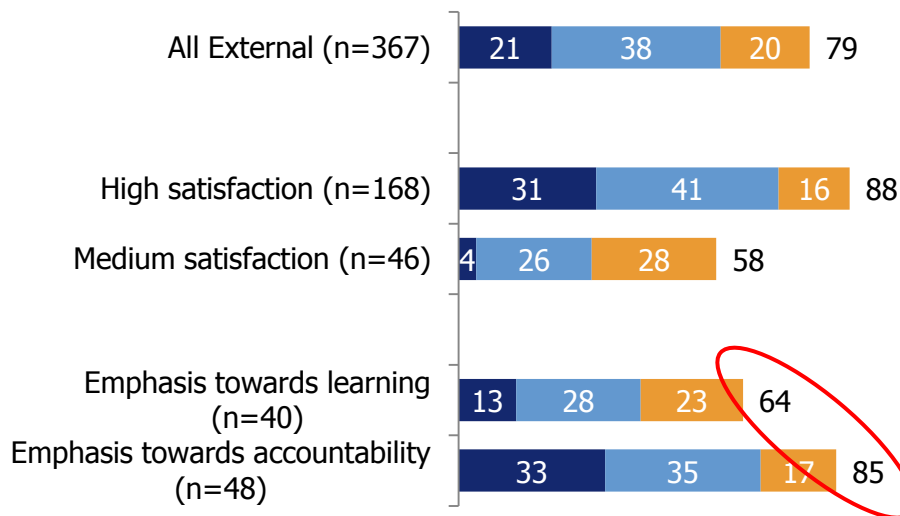
dd4. In the last three years, have any of your projects/programs/activities been evaluated by IEG?

# Impact of IEG on WBG's Effectiveness and Development Community—External

By Level of Satisfaction with IEG's Products and Perception of IEG's Emphasis, 2012

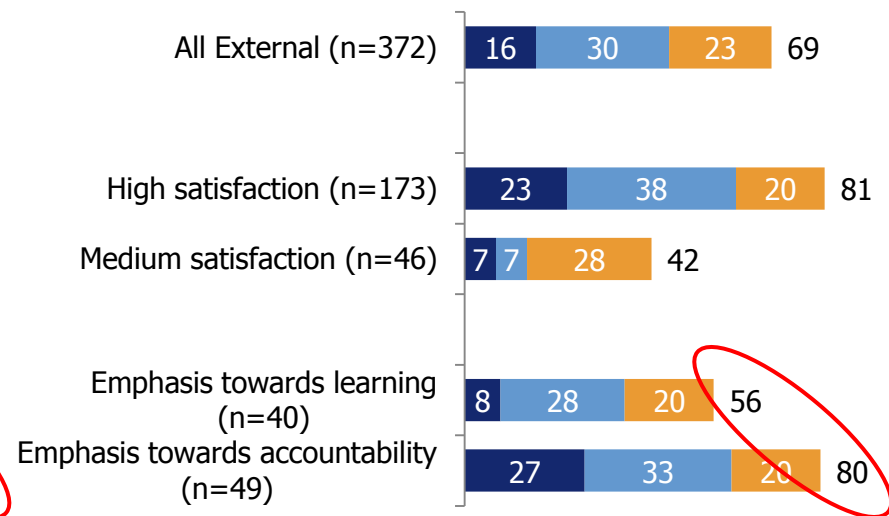
## Impact on WBG's development effectiveness

■ 6—Great impact ■ 5—Good impact ■ 4—Moderate impact



## Impact on broader development community

■ 6—Great impact ■ 5—Good impact ■ 4—Moderate impact



Q5t. To what extent do you think that IEG's work has impact on the following?

- The effectiveness of the World Bank Group's activities
- The broader development community's effectiveness

Q3a. Where would you situate IEG's present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means "emphasis is exclusively towards learning" and 10 means "emphasis is exclusively towards accountability." Q3b. And where do you believe the emphasis should be?

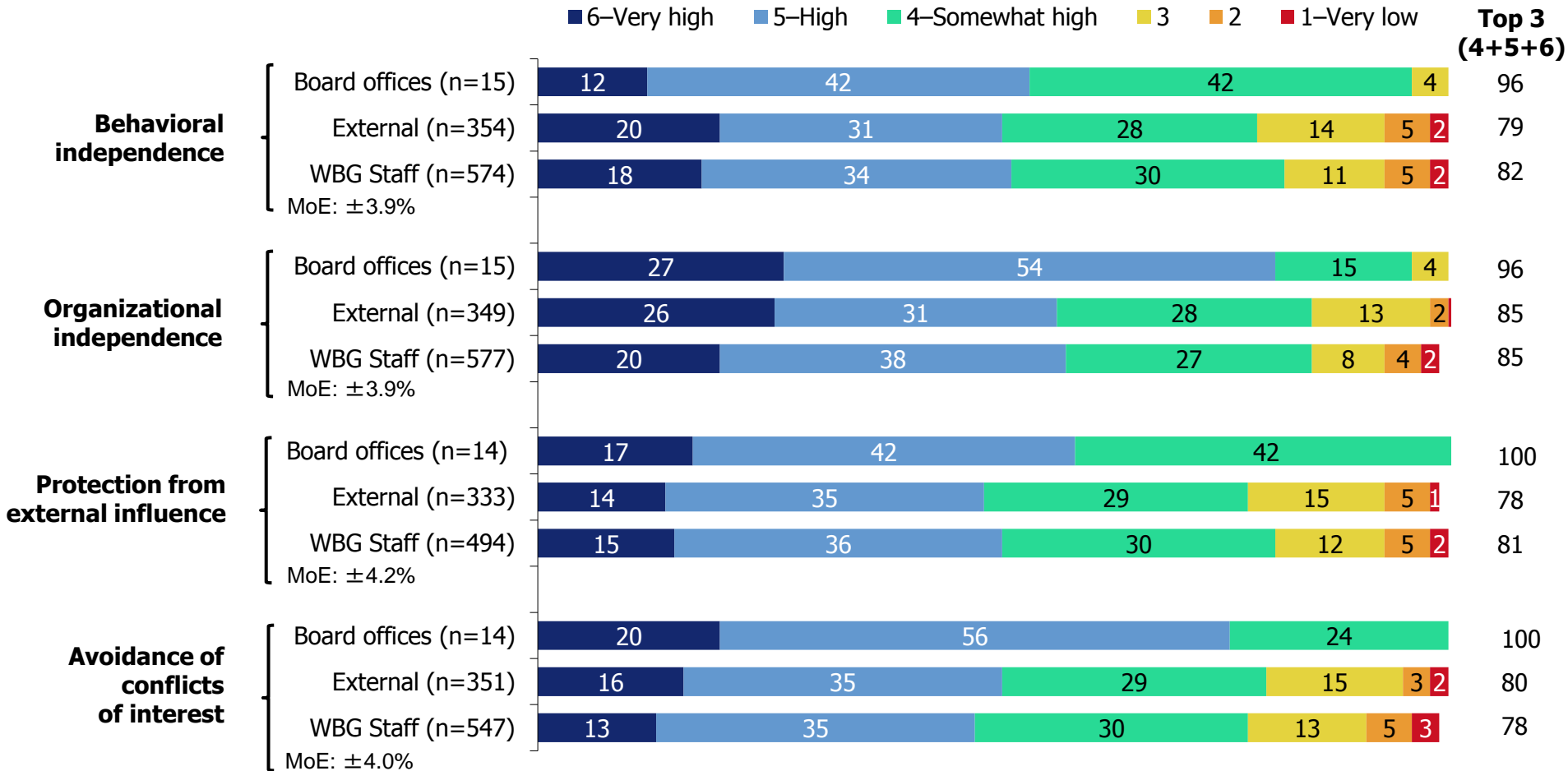
Q9t. For each of the reports listed below, please tell us how satisfied you were overall with the product.



## 5. Ratings for IEG's Independence

# IEG's Independence

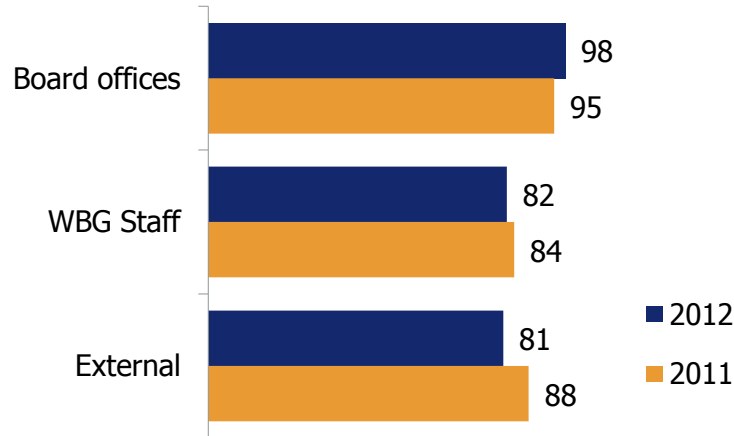
By Attribute of Independence, by Sample Group, 2012



Board respondents consistently give higher ratings on independence, but there is very little difference by attribute across all three groups.

# IEG's Independence

Overall Independence,\* Top Three Boxes,\*\* by Sample Group, 2011–2012



Perceptions of IEG's overall independence have mostly remained very high and steady across all three groups since 2011—but a decline is observed among External stakeholders.

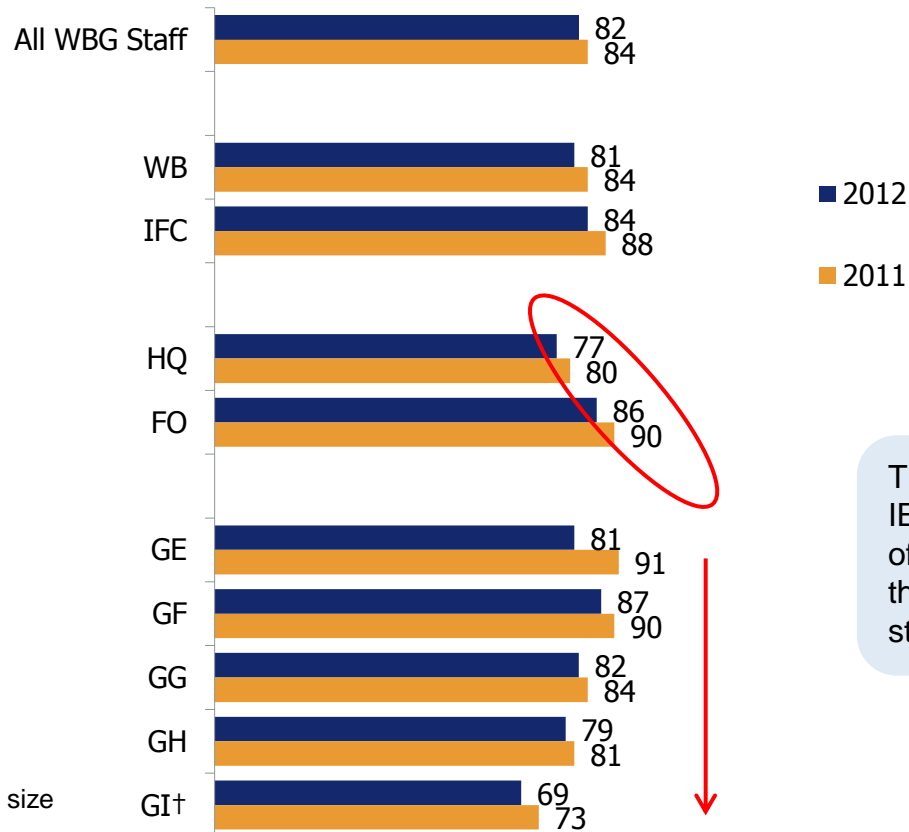
\*Average frequencies of four independence attributes.

\*\* $(4+5+6)$  on a scale from 1 to 6 where 1 means “very low” and 6 means “very high”

Note: 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.

# IEG's Independence—WBG Staff

Overall Independence,\* by Organization, Office Location, and HR Grade Level, Top Three Boxes,\*\* 2011–2012



The differences in perceptions of IEG's independence based on office location and HR grade level that were observed in 2011 are still mostly valid in 2012.

†Caution: very small sample size

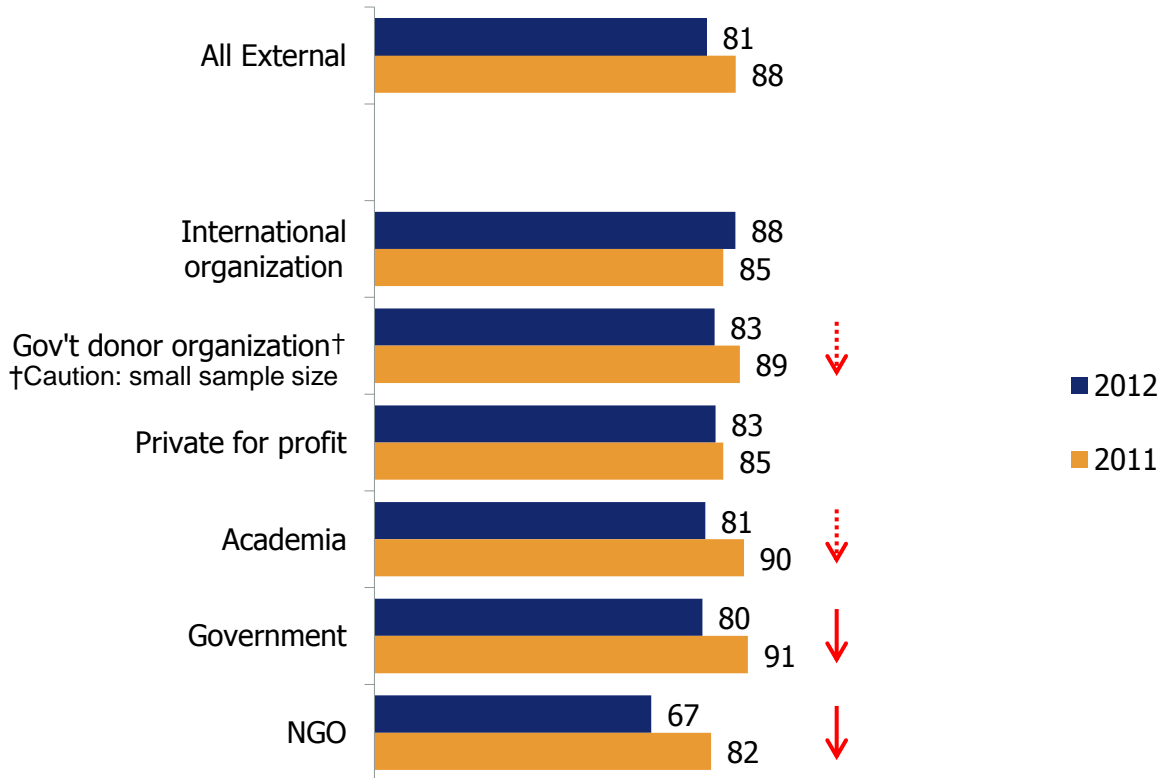
\*Average of four independence attributes  
 \*\*(4+5+6) on a scale of 1 to 6 where 1 means "very low" and 6 means "very high"

Note: 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.



# IEG's Independence—External

Overall Independence,\* by Category of External Stakeholders, Top Three Boxes,\*\* 2011–2012



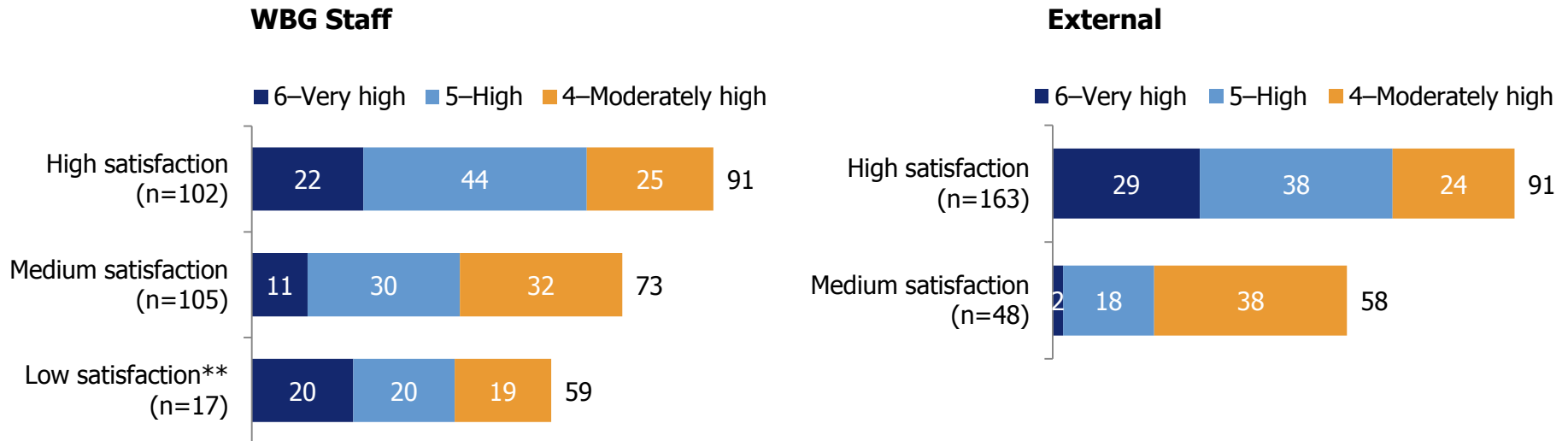
\*Average of four independence attributes

\*\* (4+5+6) on a scale of 1 to 6 where 1 means “very low ” and 6 means “very high”

Note: 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.

# IEG's Independence

## Overall Independence\* by Level of Satisfaction with IEG's Products, WBG Staff vs External, 2012



Perceptions of IEG's overall independence and satisfaction with the organizations' evaluation products are strongly correlated. Among WBG Staff respondents, results also show that there is no relationship between the level of familiarity with IEG's role within the World Bank Group and ratings on independence (very high overall, independently from the score on familiarity) indicating levels of trust in IEG's independence are intrinsically high. This is a point of differentiation with External stakeholders: the more familiar with IEG's role, the higher the ratings on independence.

\*Average of four independence attributes

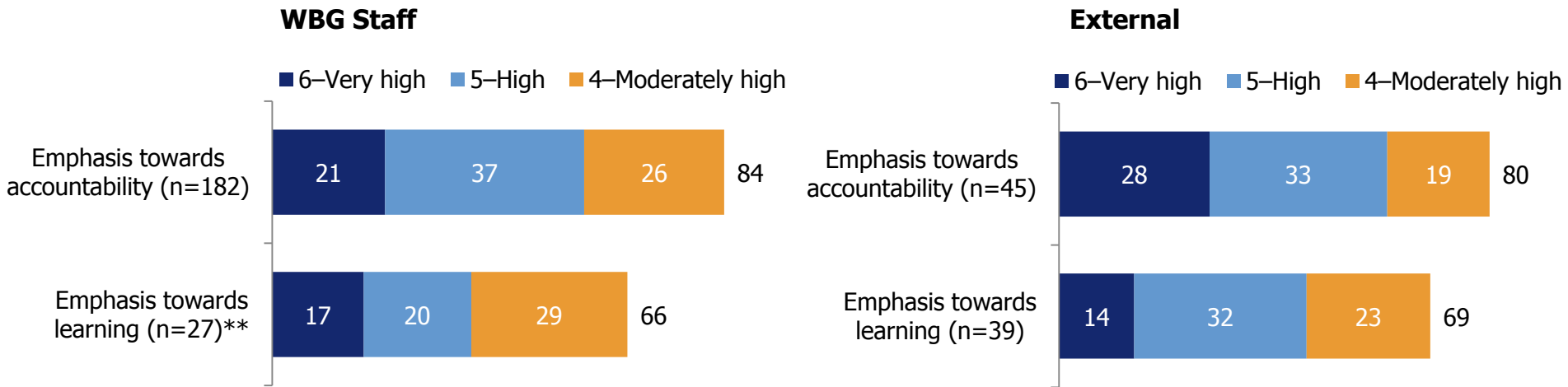
\*\*Caution: very small sample size

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

Q9t. For each of the reports listed below, please tell us how satisfied you were overall with the product.

# IEG's Independence

## Overall Independence,\* by Perceived IEG's Present Work Emphasis WBG Staff vs External, 2012



Among both WBG Staff and External, respondents who think that IEG's present emphasis is towards accountability are more likely to rate the organization higher on independence than respondents who feel the emphasis is towards learning.

\*Average of four independence attributes

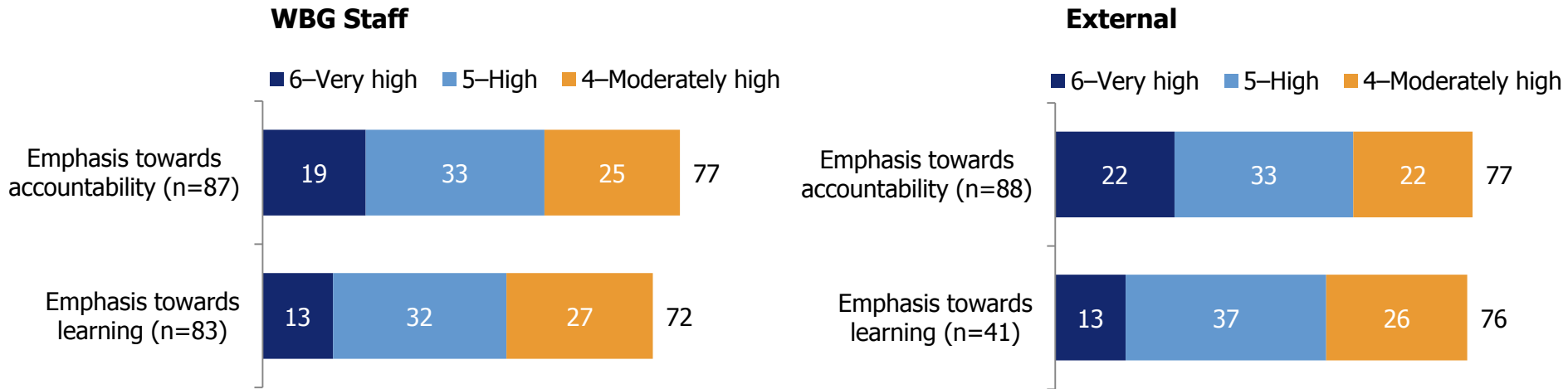
\*\*Caution: small sample size

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

Q3a. Where would you situate IEG's present emphasis between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means "emphasis is exclusively towards learning" and 10 means "emphasis is exclusively towards accountability."

# IEG's Independence

## Overall Independence,\* by Expected IEG's Work Emphasis WBG Staff vs External, 2012



Respondents who think that IEG's work emphasis should be towards accountability are slightly more likely to rate the organization "very high" and "high" on independence than respondents who feel the emphasis is towards learning. However, there is not much difference when we look at the whole scale measuring independence.

\*Average of four independence attributes

\*\*Caution: small sample size

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

Q3b. Where do you believe IEG's emphasis should be between learning and accountability? In answering, please use a scale of 1 to 10 where 1 means "emphasis is exclusively towards learning" and 10 means "emphasis is exclusively towards accountability."



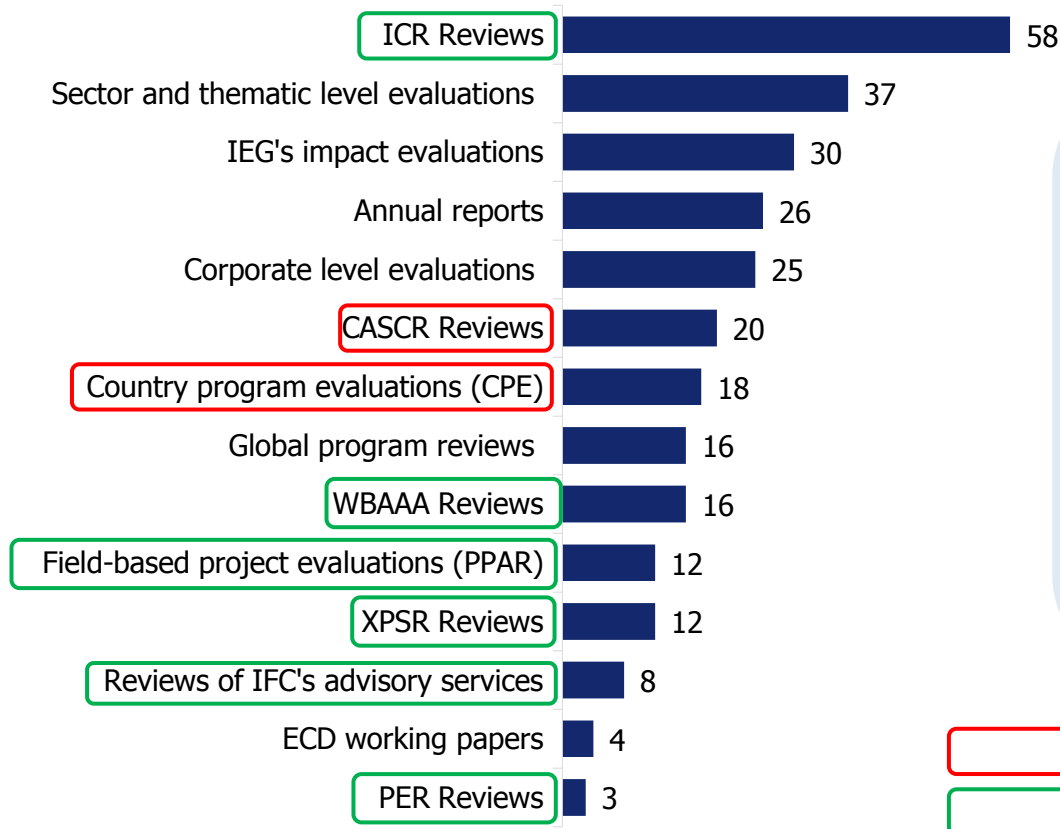
***PART 2:***  
**RATINGS OF EVALUATION PRODUCTS  
AND SERVICES**



# 1. Readership of Products and Frequency of Usage

# Readership of IEG's Products—WBG Staff

Products Respondents Have Read in the Past 12 Months, Total Mentions, 2012



The average number of products read by WBG respondents is 2.63.

Results show that readership increases with HR grade level, or with professional experience in general.

HQ-based respondents read more products than those based in field offices, and respondents who have been evaluated by IEG are also more assiduous readers than those who have not.

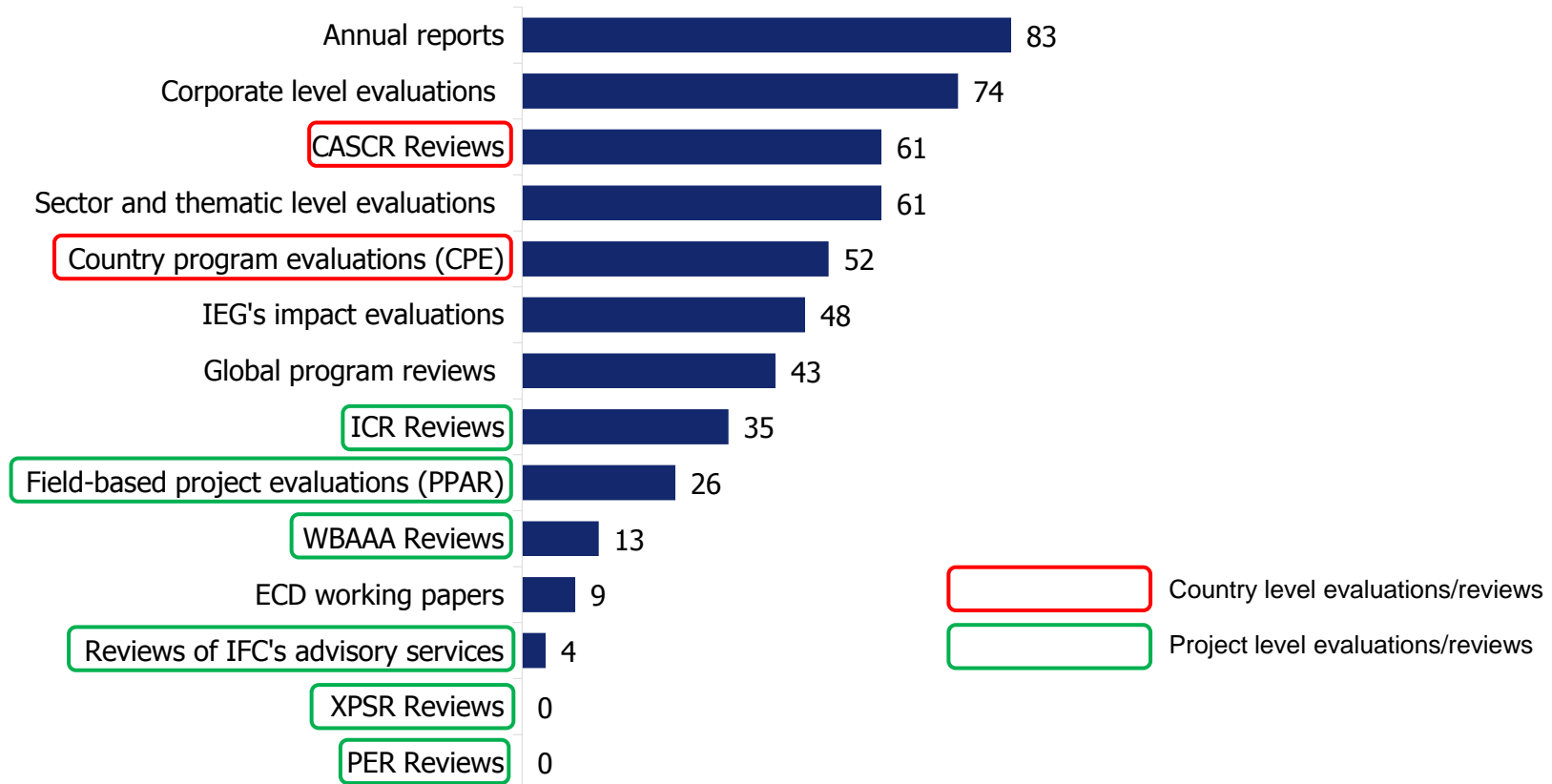
  Country level evaluations/reviews  
  Project level evaluations/reviews

Sample size:  $n=434$   
 MoE:  $\pm 4.5\%$

Q7. Which of the following IEG products have you read in the last 12 months?

# Readership of IEG's Products—Board

Products Respondents Have Read in the Past 12 Months  
Total Mentions, *n*=15 Offices Responding, 2012

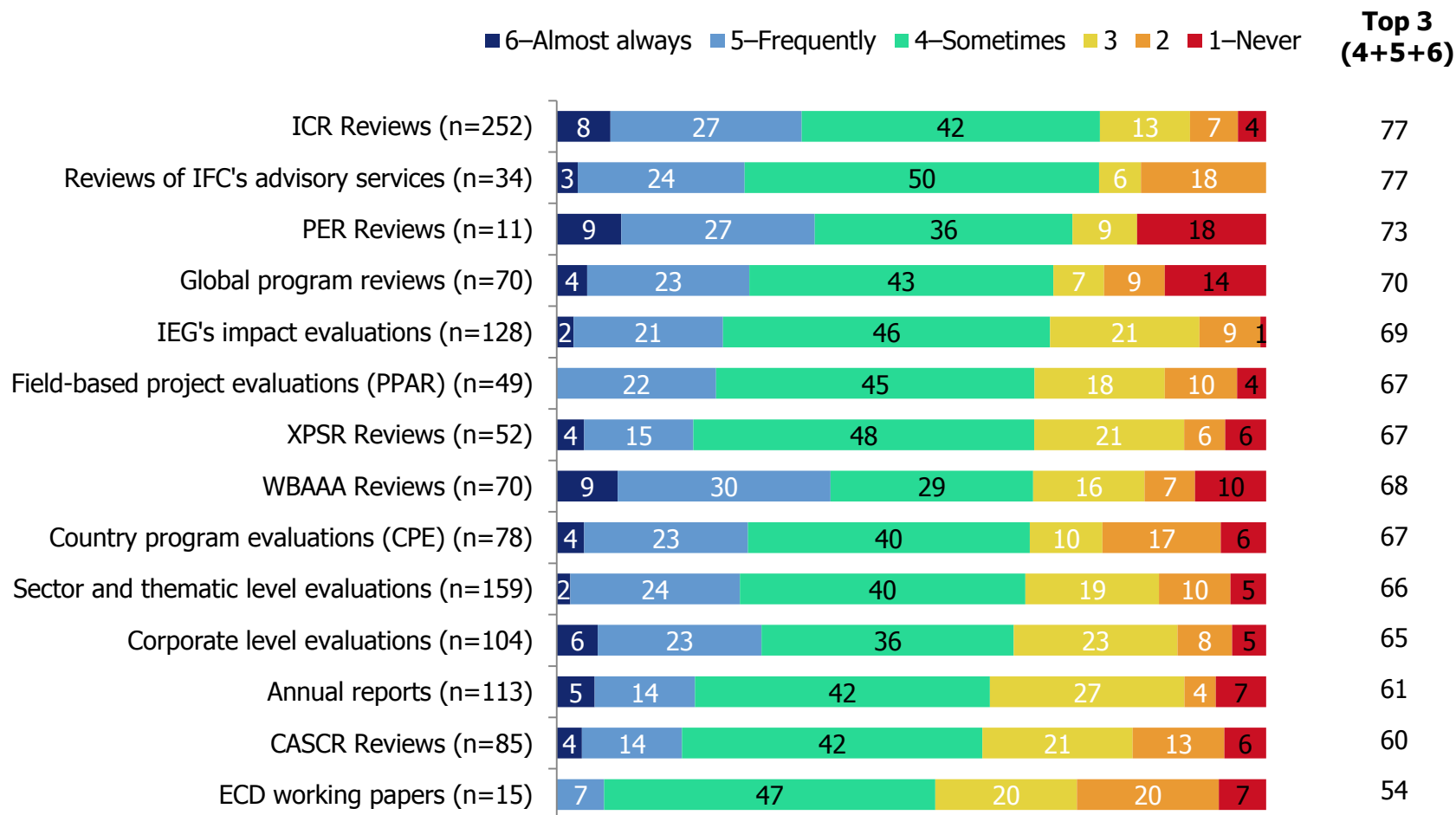


Q7. Which of the following IEG products have you read in the last 12 months?



# Frequency of Usage of IEG's Products— WBG Staff

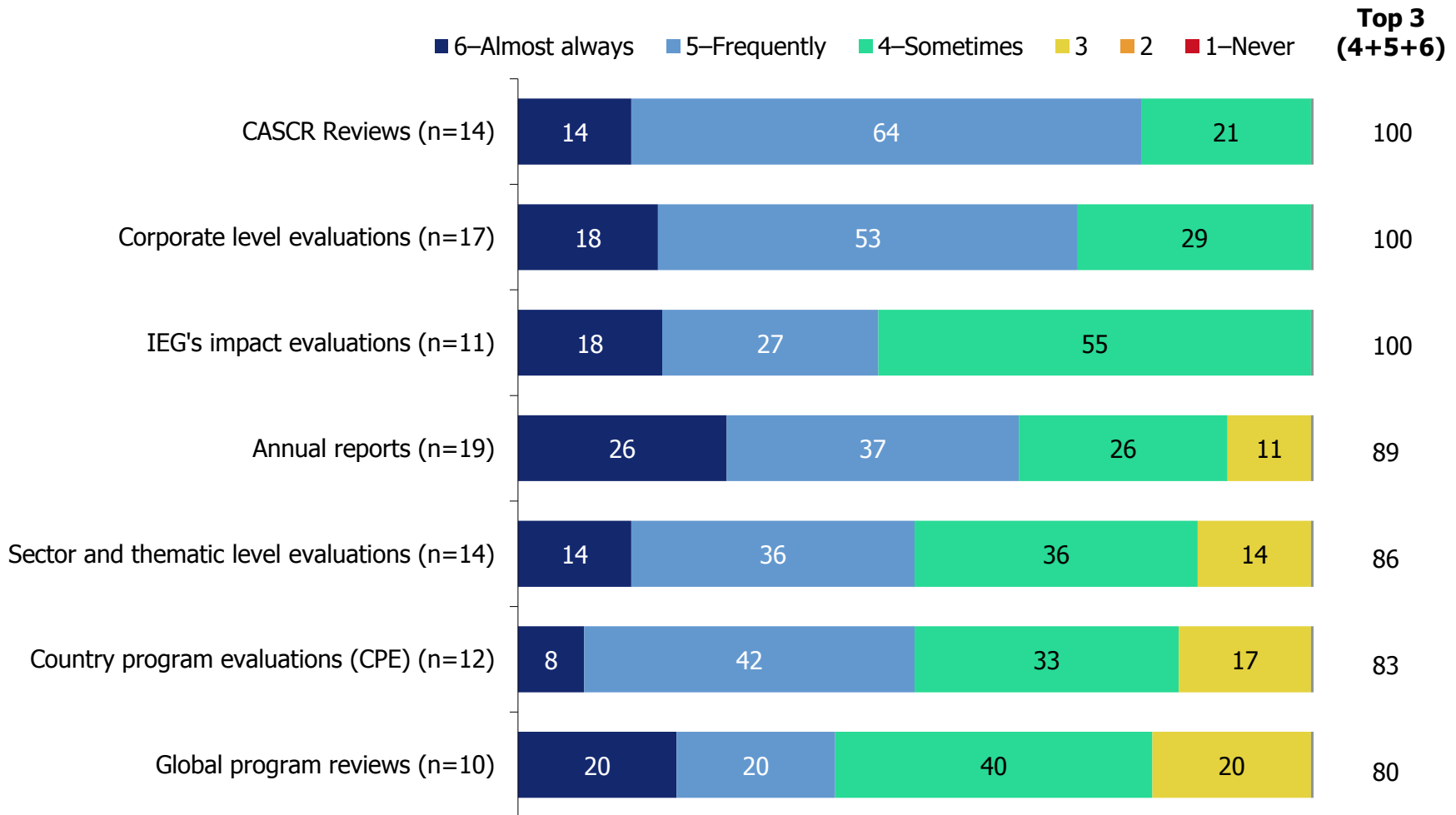
By Type of Products, WBG Staff, 2012



Q7Bt. For each of the products listed below, please tell us how frequently you use each of them in your work?

# Frequency of Usage of IEG's Products— Board Respondents

By Type of Products, 2012



Note: the *n* sizes reported in this chart are the number of individual ratings per product, not the number of Board offices.

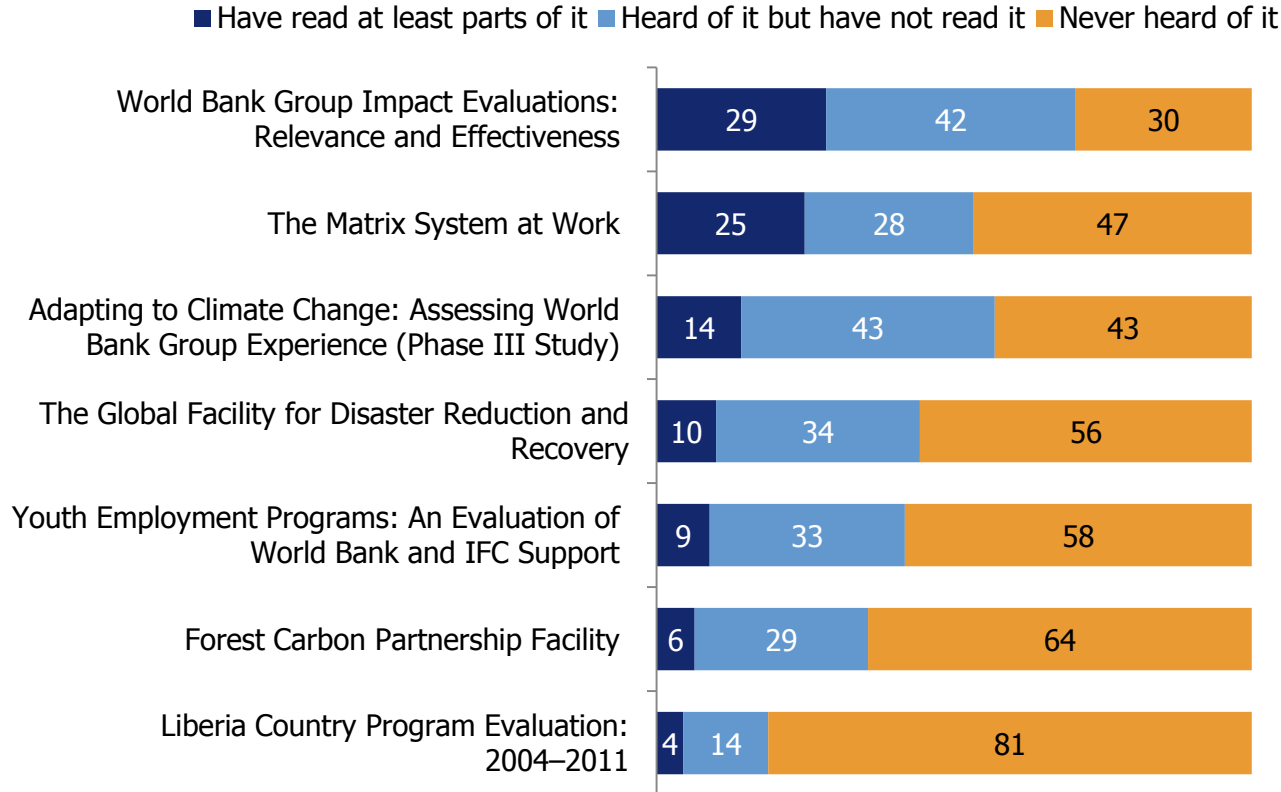
Q7Bt. For each of the products listed below, please tell us how frequently you use each of them in your work?



## **2. Familiarity and Satisfaction with IEG's Recent Evaluation Products**

# Familiarity with IEG's Evaluation Products— WBG Staff

Products Respondents Are Most Familiar With, *n*=470, 2012

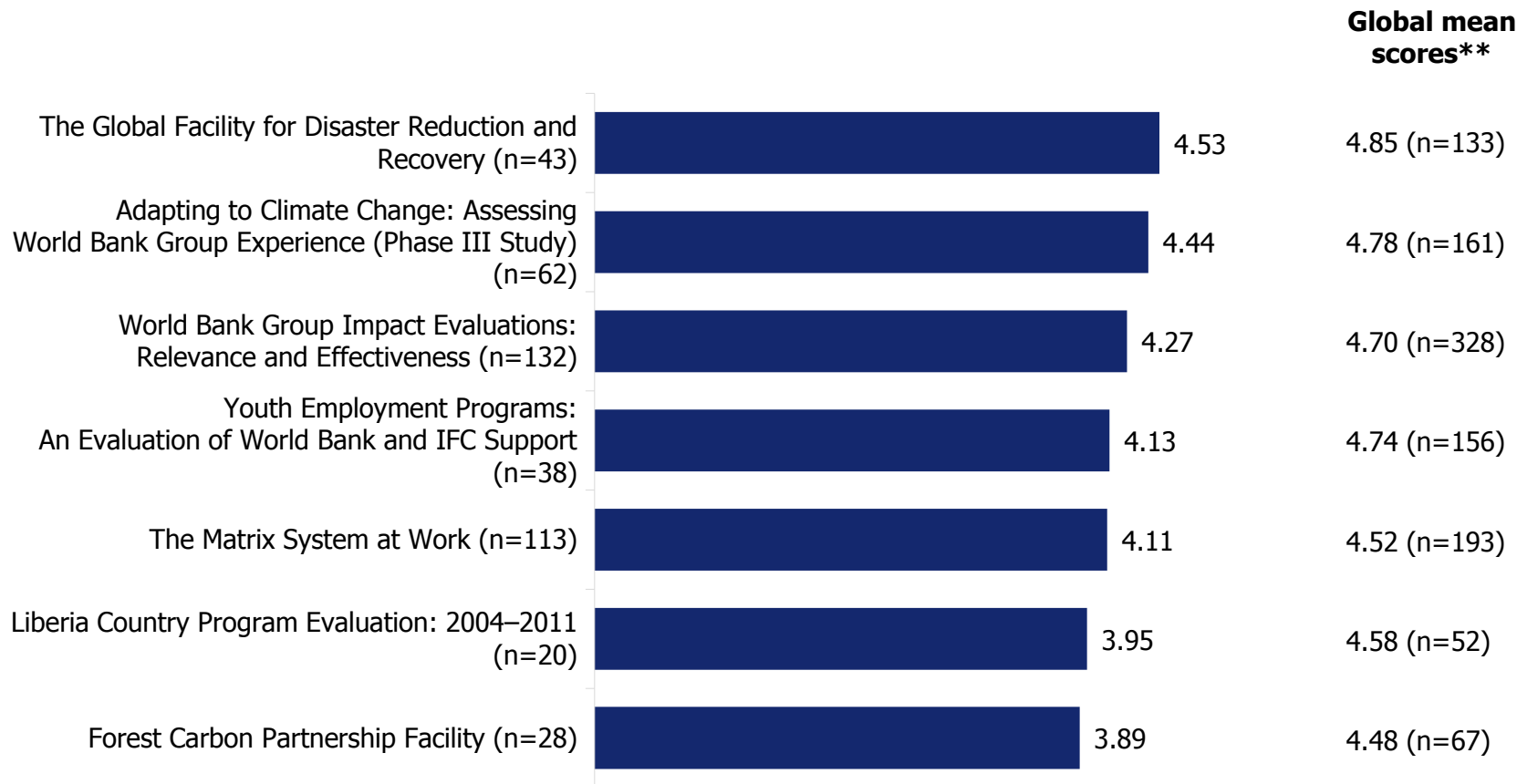


Sample size: *n*=470  
MoE: ±4.4%

Q8t. IEG has recently completed the following evaluation products. Please let us know which of these you are familiar with.

# Overall Satisfaction with IEG's Evaluation Products—WBG Staff

By Evaluation Product, Mean Scores,\* 2012



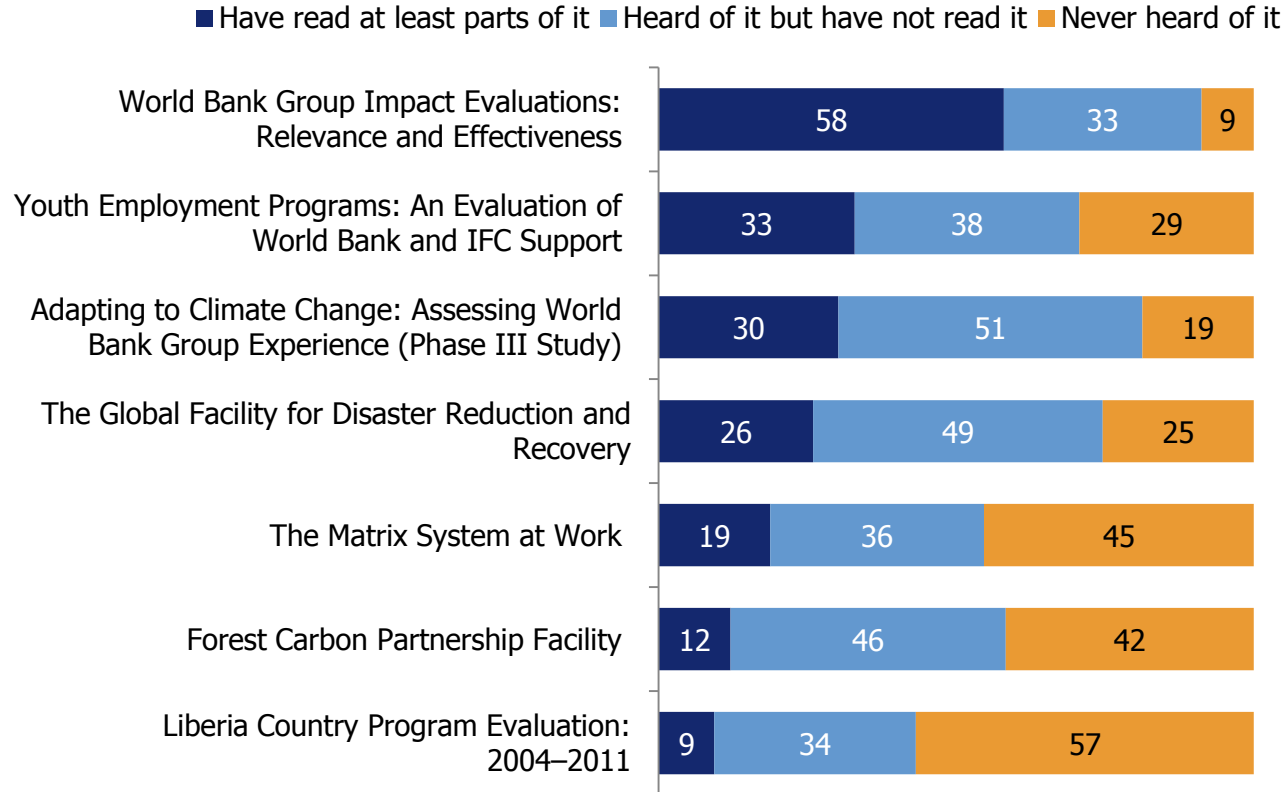
\*On a scale from 1 to 6 where 1 means “very dissatisfied” and 6 means “very satisfied.”

\*\*Include satisfaction ratings on products across all three groups: WBG Staff, External, and Board

Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.

# Familiarity with IEG's Evaluation Products— External

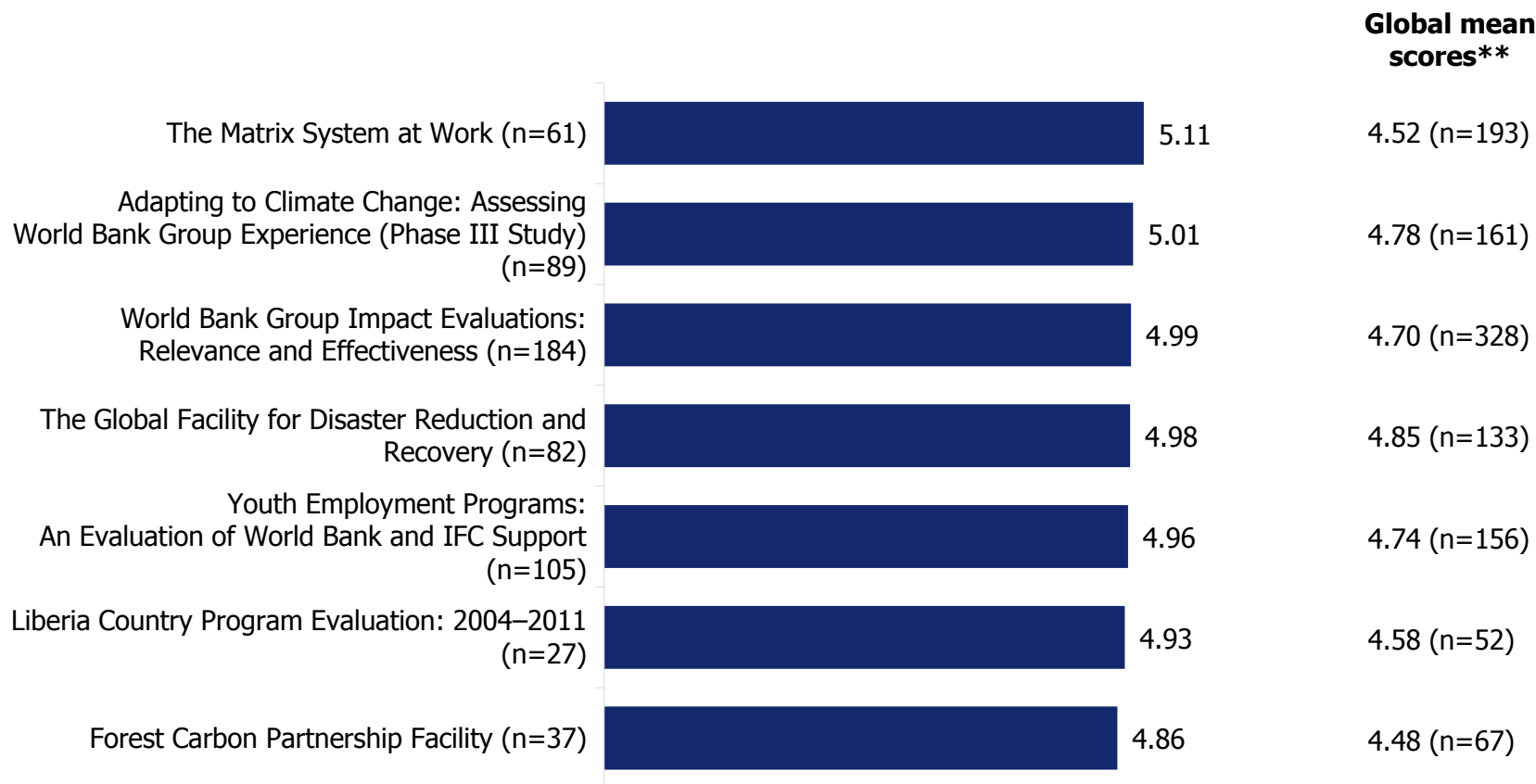
Products Respondents Are Most Familiar With, *n*=331, 2012



Q8t. IEG has recently completed the following evaluation products. Please let us know which of these you are familiar with.

# Overall Satisfaction with IEG's Evaluation Products—External

By Evaluation Product, Mean Scores,\* 2012



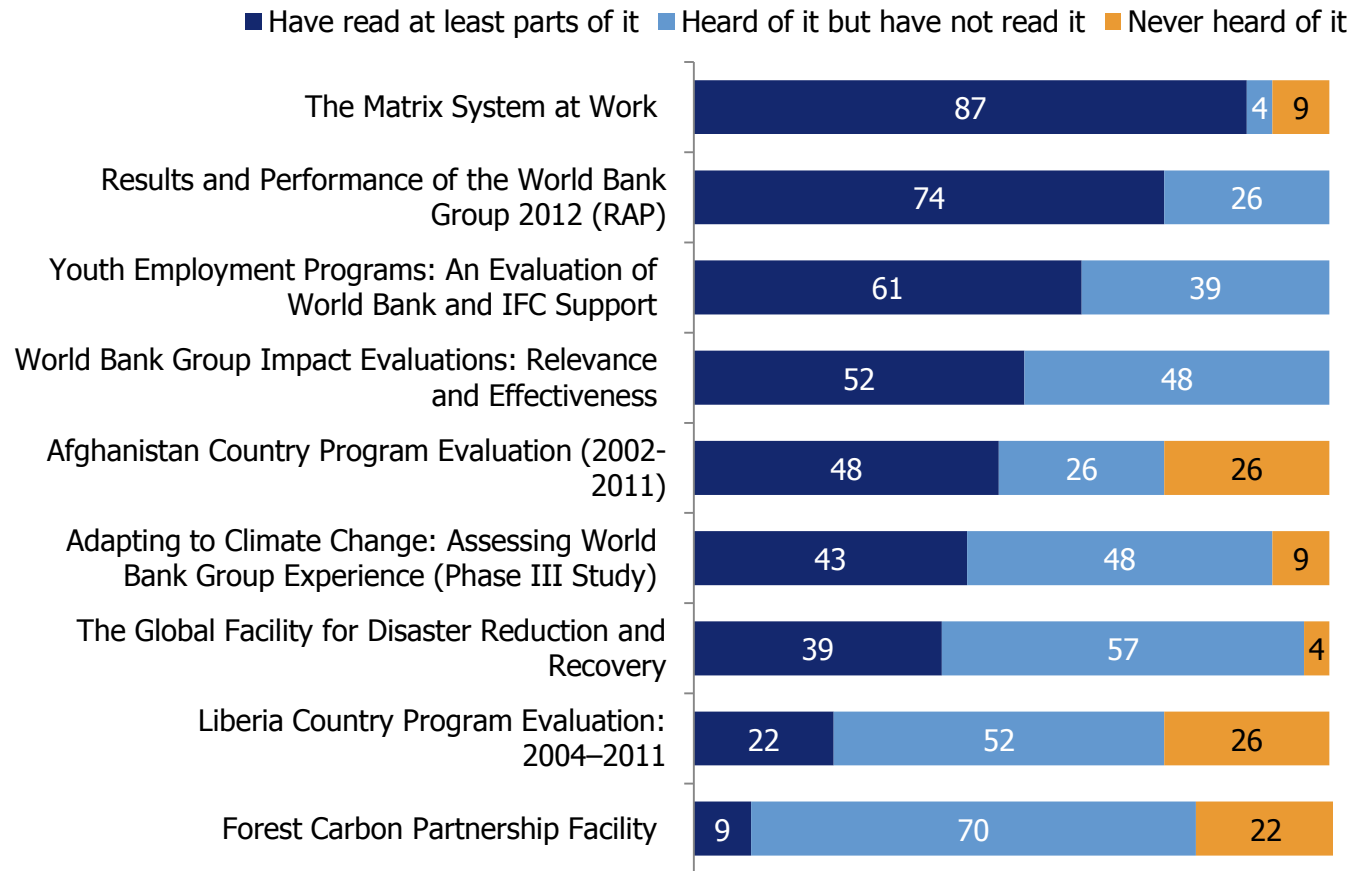
\*On a scale from 1 to 6 where 1 means “very dissatisfied” and 6 means “very satisfied.”

\*\*Include satisfaction ratings on products across all three groups: WBG Staff, External, and Board

Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.

# Familiarity with IEG's Evaluation Products— Board

Products Respondents Are Most Familiar With, *n*=15 Offices Responding, 2012

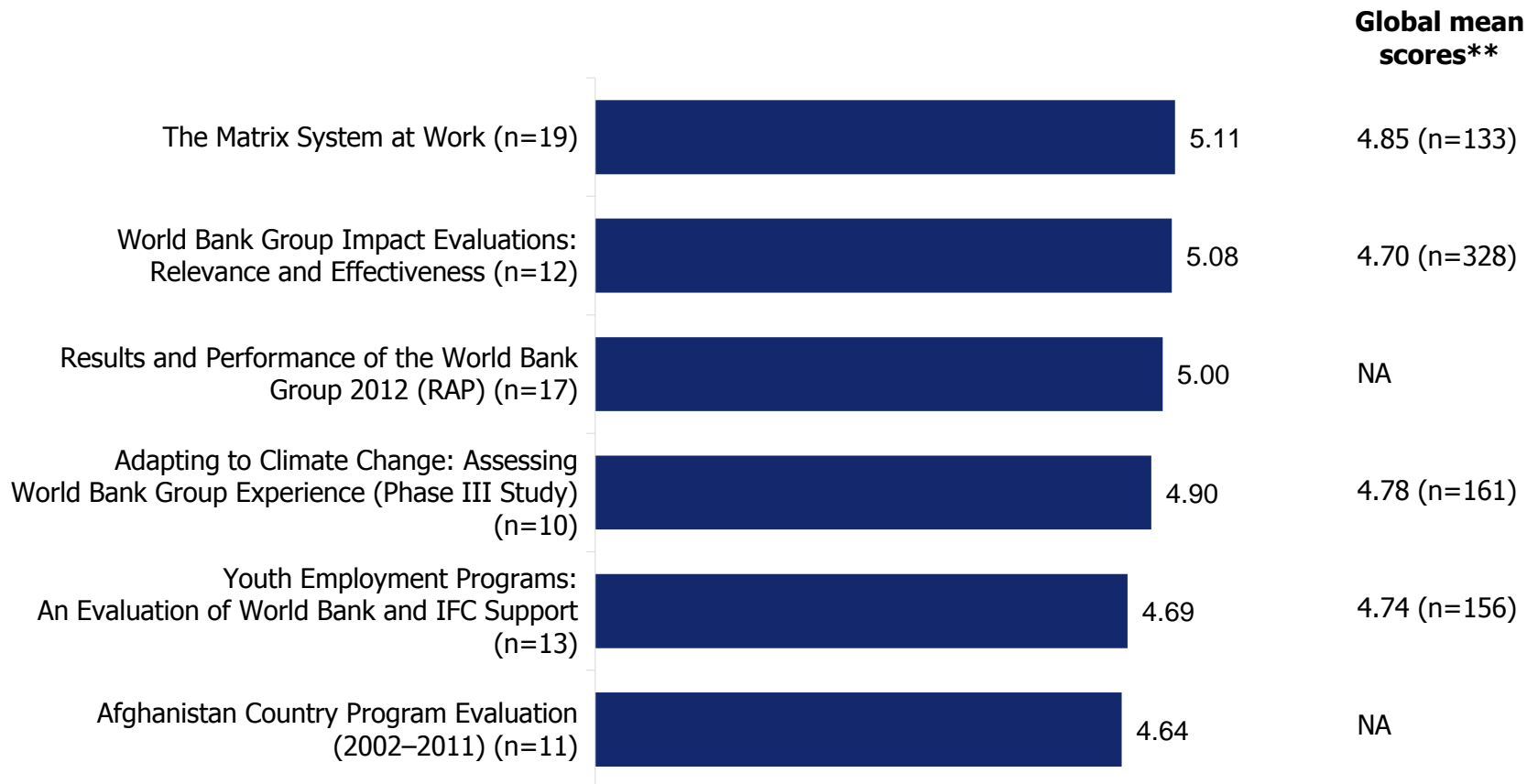


Q8t. IEG has recently completed the following evaluation products. Please let us know which of these you are familiar with.



# Overall Satisfaction with IEG's Evaluation Products—Board Respondents

By Evaluation Product, Mean Scores,\* 2012



Note: the *n* sizes reported in this chart are the number of individual ratings per product, not the number of Board offices.

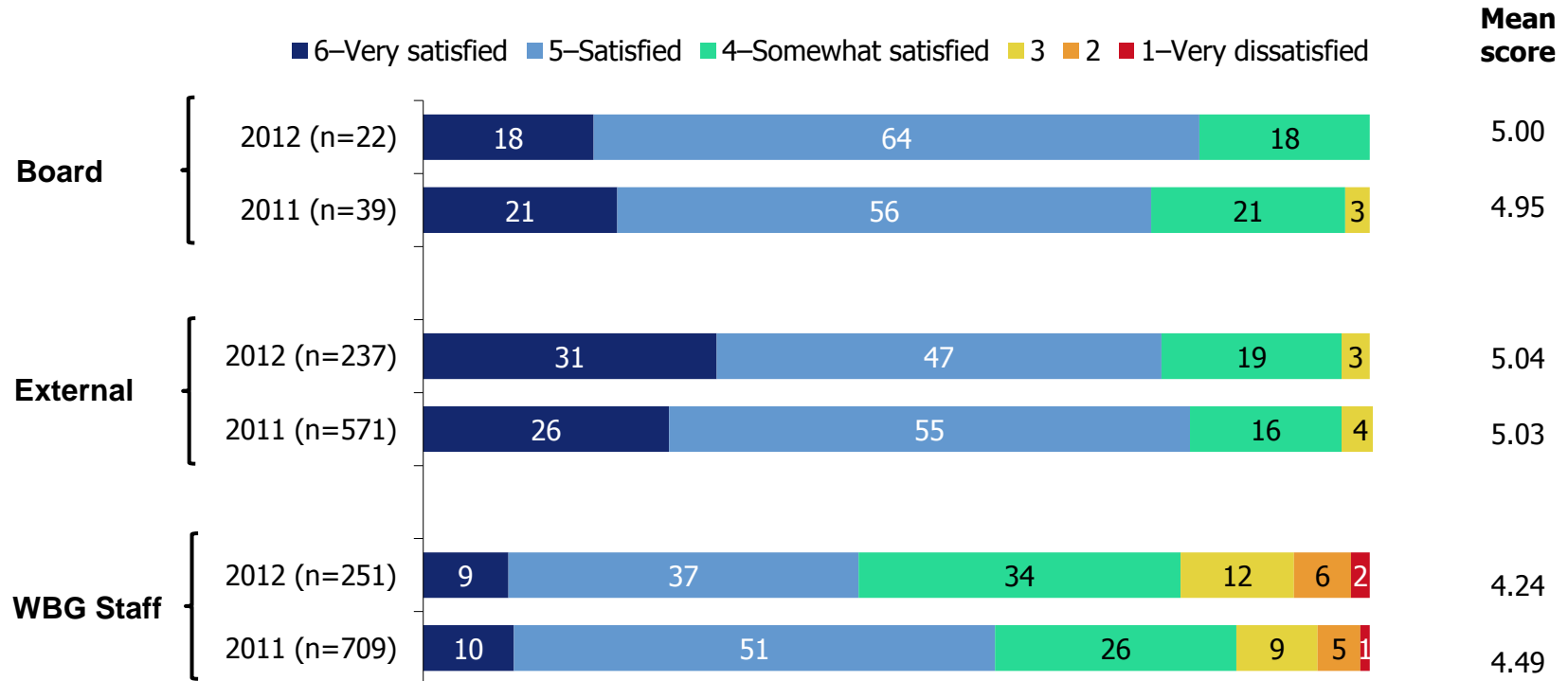
\*On a scale from 1 to 6 where 1 means “very dissatisfied” and 6 means “very satisfied.”

\*\*Include satisfaction ratings on product s across all three groups: WBG Staff, External, and Board

Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.

# Overall Satisfaction with IEG's Recent Products

Overall Satisfaction,\* by Sample Group, 2011–2012\*\*



Ratings on overall satisfaction with IEG's evaluation products have remained stable and high among External and Board respondents, but they have decreased among WBG Staff respondents.

Note: for the Board audience, the *n* sizes reported in this chart are the number of individual respondents, not the number of Board offices.

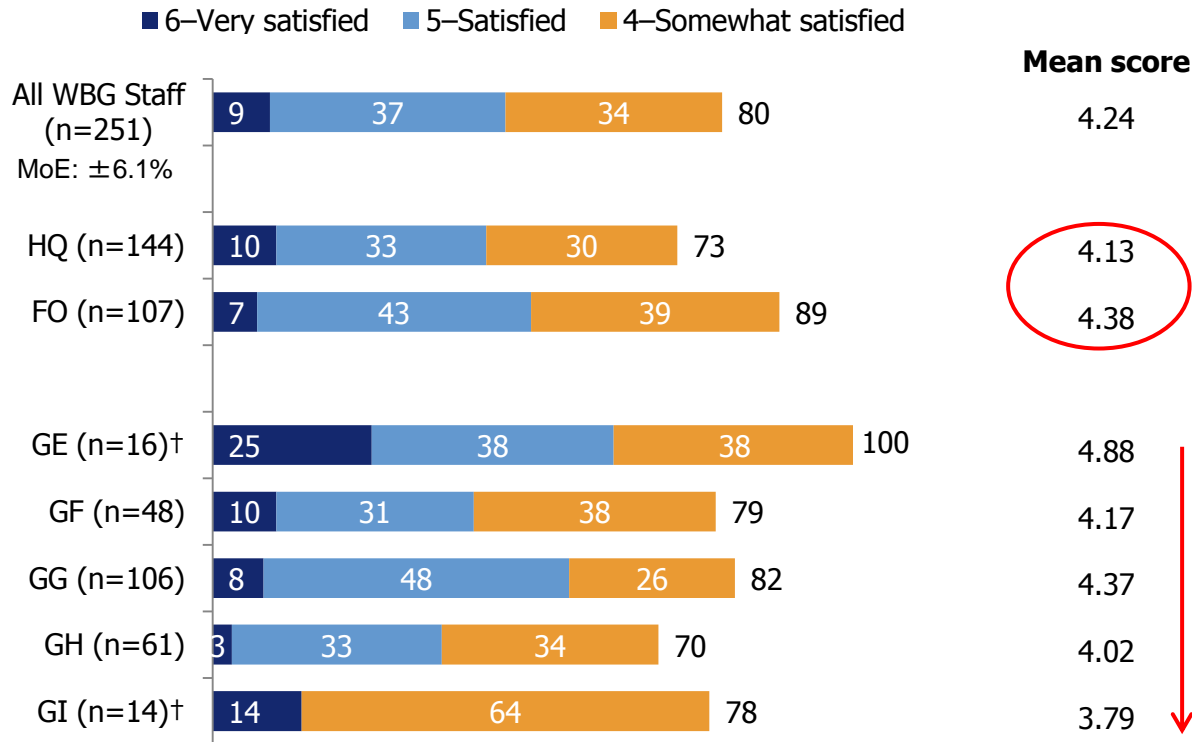
\*Based on the average rating of all products rated by each respondent.

\*\*Sample size variations since 2011. The number of evaluation products available for ratings was also higher. As a result, tracking results should be treated cautiously.

Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.

# Overall Satisfaction with IEG's Recent Products— WBG Staff

Overall Satisfaction,\* by HR Grade Level and Office Location, 2012



Like last year, field office-based respondents are more satisfied overall with IEG's products than HQ-based respondents (4.38 vs 4.13), and overall satisfaction tend to decrease as HR grade level gets higher (when looking at the mean scores). However, the variation in sample sizes prevents a formal tracking comparison.

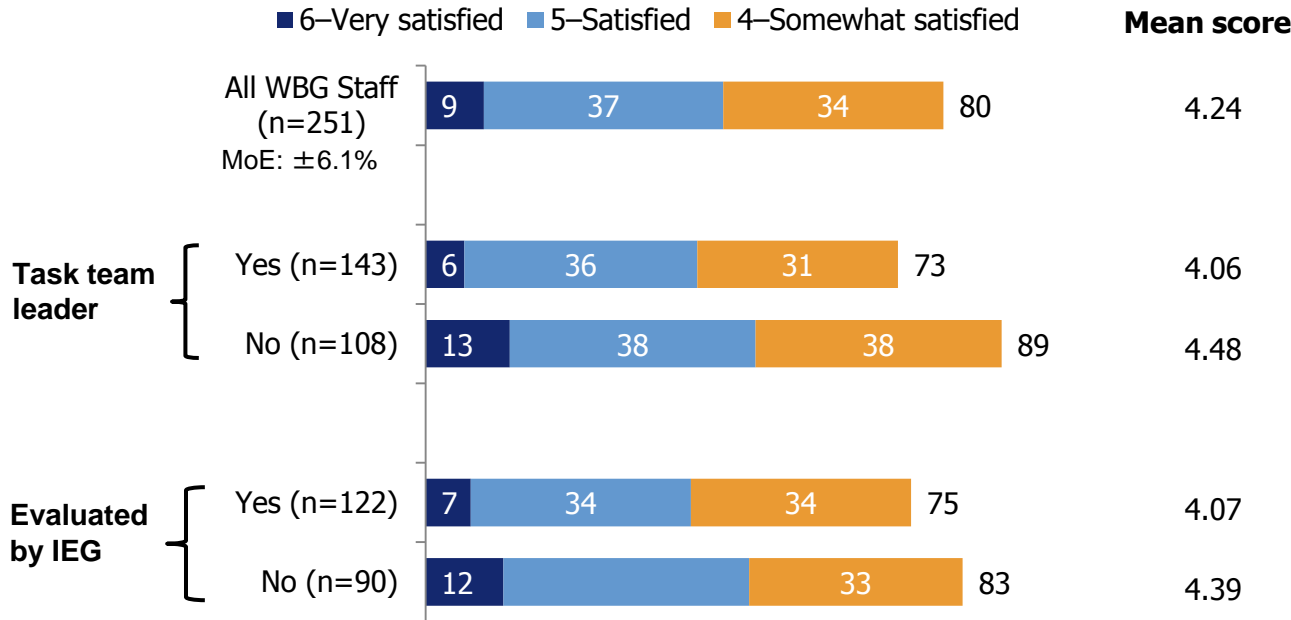
\*Based on the average rating of all products rated by each respondent

†Caution: very small sample sizes

Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.

# Overall Satisfaction with IEG's Recent Products— WBG Staff

Overall Satisfaction,\* by Project Management Experience and Evaluation Profile, 2012



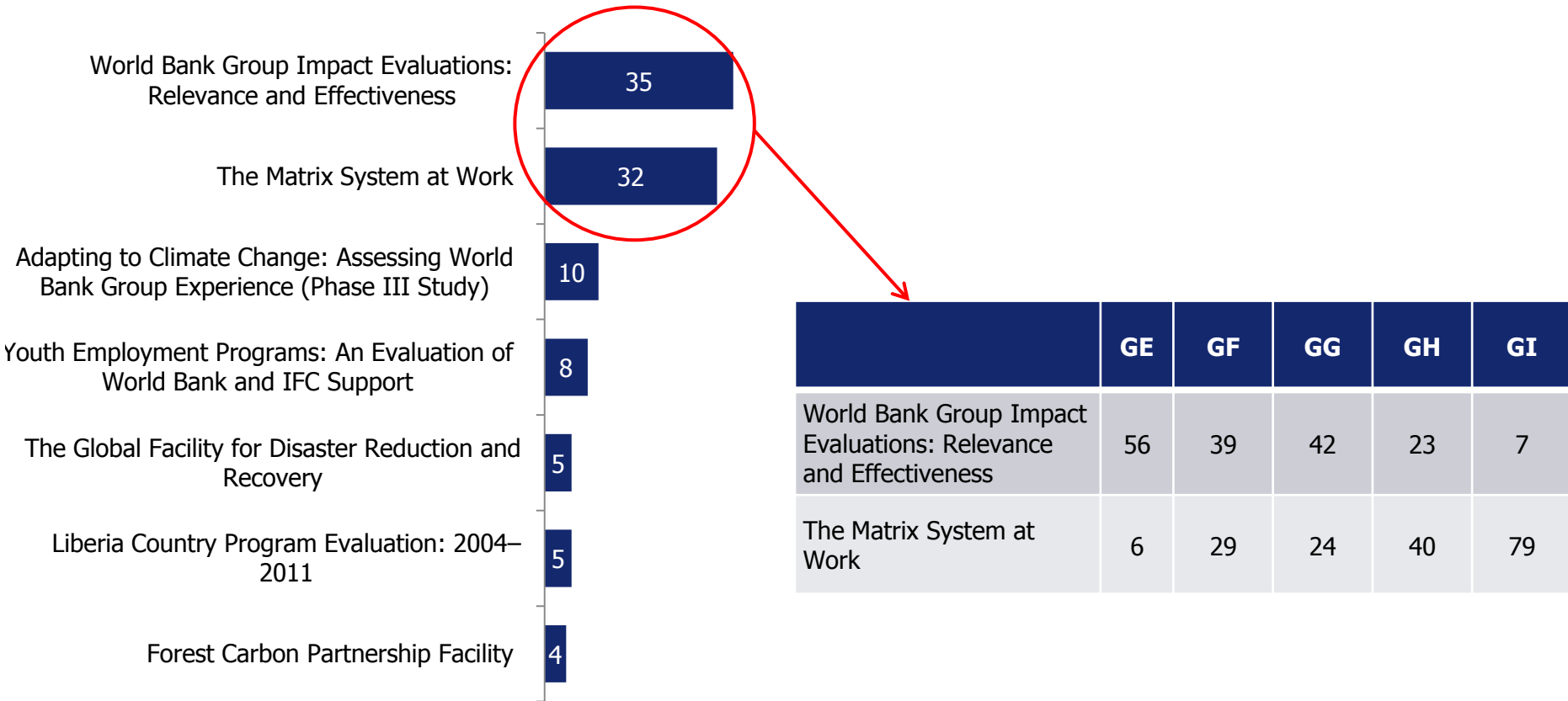
WBG Staff respondents who have been a task team leader or have been evaluated by IEG on a project are less satisfied overall with IEG's evaluation products than respondents who have neither managed a team nor been evaluated.

\*Based on the average rating of all products rated by each respondent

Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.

# Preferred Evaluation Product Chosen for Detailed Assessment—WBG Staff

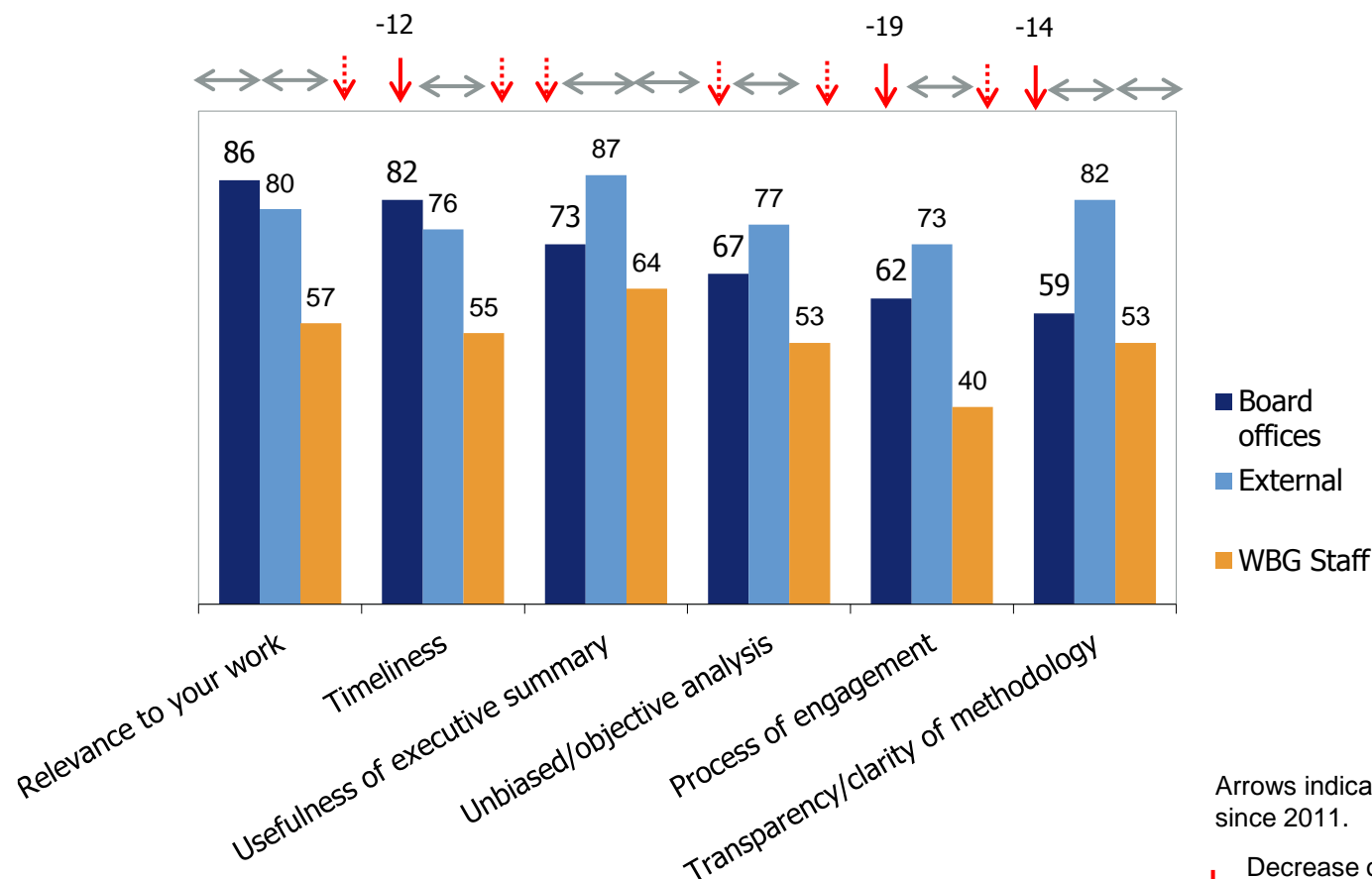
WBG Staff, *n*=257, 2012



While two reports stand out of the picture as the preferred ones chosen by respondents to answer more detailed assessment questions, a clear differentiation in their choice appears among respondents, based on their HR grade level: respondents at lower HR grade level are more interested in *World Bank Group Impact Evaluations* whereas the focus of respondents at higher HR grade levels is much more towards *The Matrix System at Work*.

# Detailed Satisfaction with IEG's Evaluation Products

“Satisfied” and “Very Satisfied,”\* Selected Attributes, by Sample Group, 2011–2012\*\*



Very little movement is seen among External respondents on the ratings for key satisfaction attributes with IEG's evaluation products since 2011.

Levels of satisfaction among Board and WBG Staff respondents are mostly lower than for External stakeholders and have decreased over the past year.

Arrows indicate movement in “Top 2” figures since 2011.

\* (5+6) on a scale from 1 to 6 where 1 means “very dissatisfied” and 6 means “very satisfied”

\*\* Sample variations since 2011

Arrows indicate movement in “Top 2” figures since 2011.

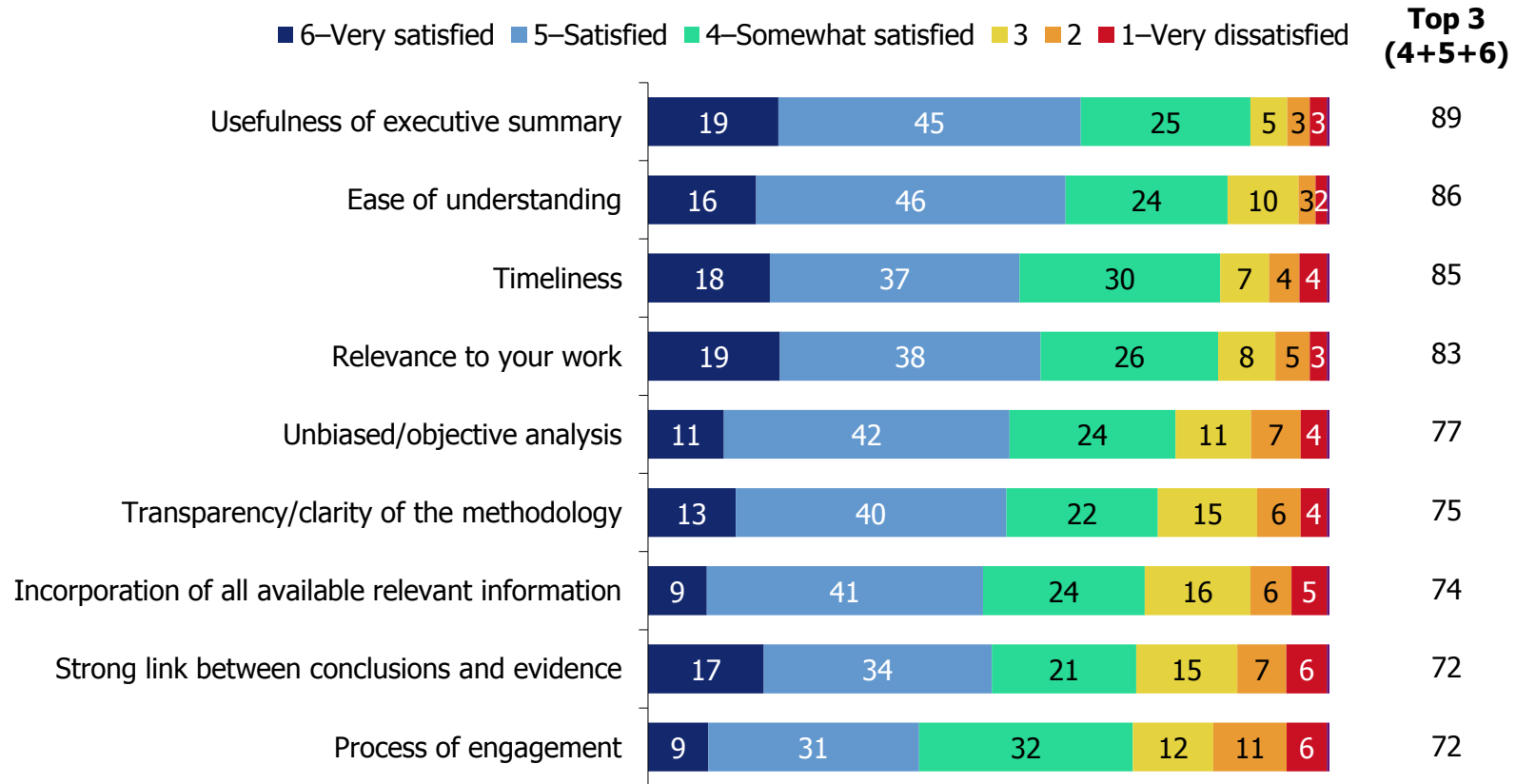
Red arrow: Decrease of more than 10 percent since 2011

Red dashed arrow: Decrease between 6 and 10 percent since 2011

Grey double arrow: No marked change from 2011

# Detailed Satisfaction with IEG's Evaluation Products—WBG Staff

By Attribute of Satisfaction, 2012



WBG Staff appear very well satisfied with the ease of understanding and usefulness of the executive summary (89%). The timeliness of the reports, their easy understanding, and the relevance to the respondents' work are also highly appreciated. At the bottom of the list, the process of engagement does not yield as much satisfaction (71% for Top 3, but only 40% for Top 2).

Sample sizes between  $n=203$  and  $n=240$   
MoE ranges from  $\pm 6.2\%$  to  $6.8\%$

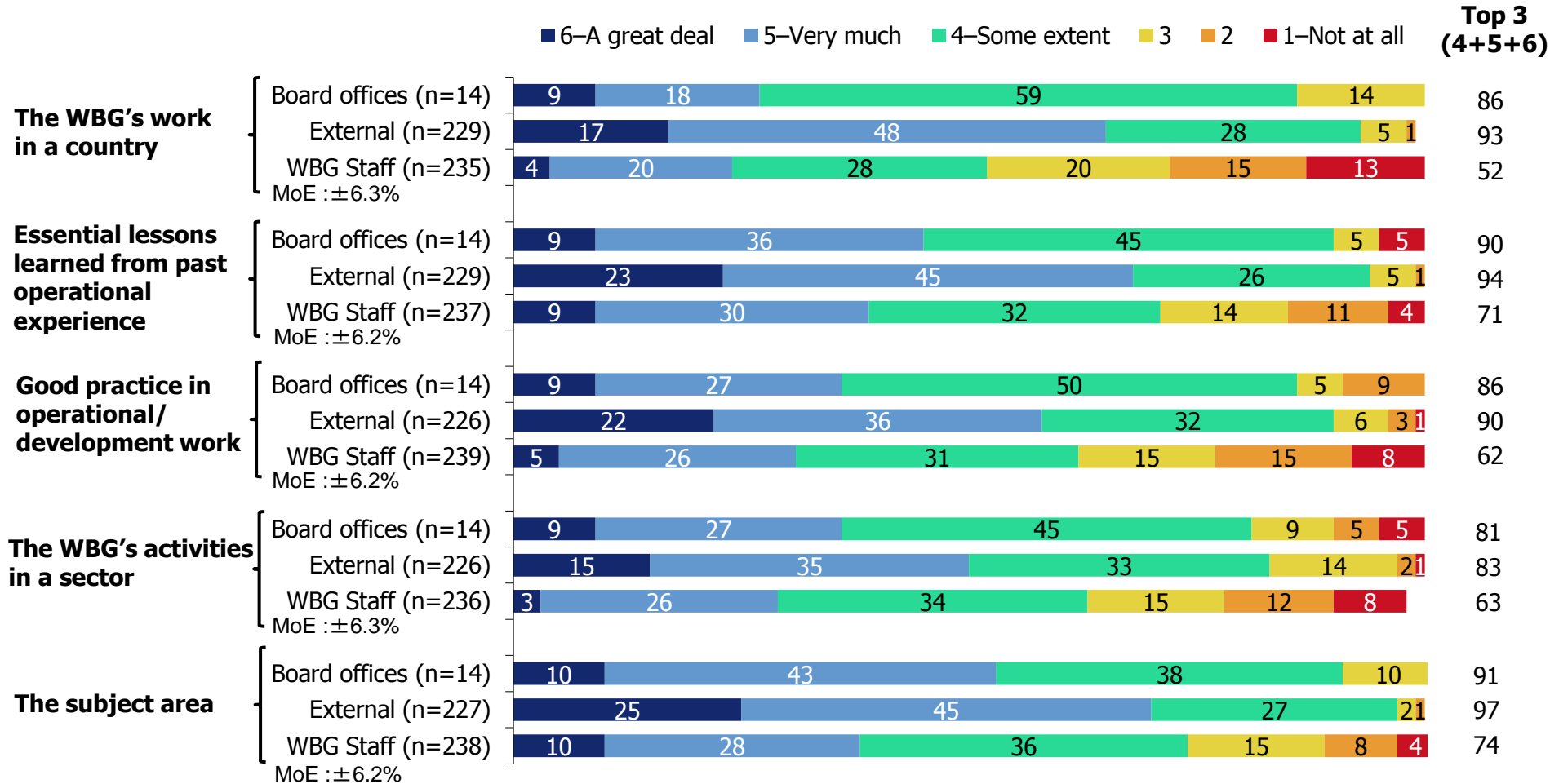


## **3. Influence of IEG's Evaluation Products**



# Influence of IEG's Evaluation Products

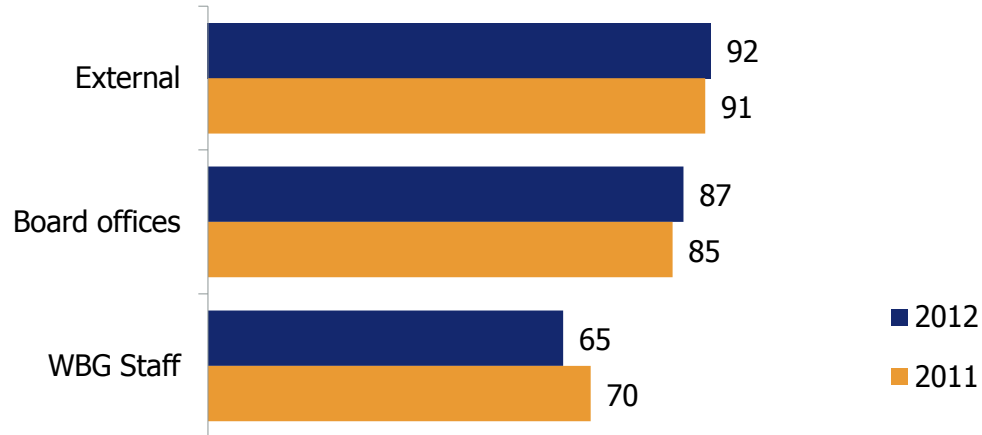
By Attribute of Influence, by Sample Group, 2012



\*\*For External, the exact wording was "The WBG's activities in a sector" and "The WBG's work in a country."

# Influence of IEG's Evaluation Products

Overall Influence,\* Top Three Boxes,\*\* by Sample Group, 2011–2012



Perceptions of IEG's overall influence through its evaluation products have remained stable across all three groups since 2011. As in 2011, the overall influence of IEG's evaluation products is rated the highest by External respondents (92%), ahead of the Board members (87%). WBG Staff are lagging behind with only 65 percent (down 5 points) who think IEG products are influential.

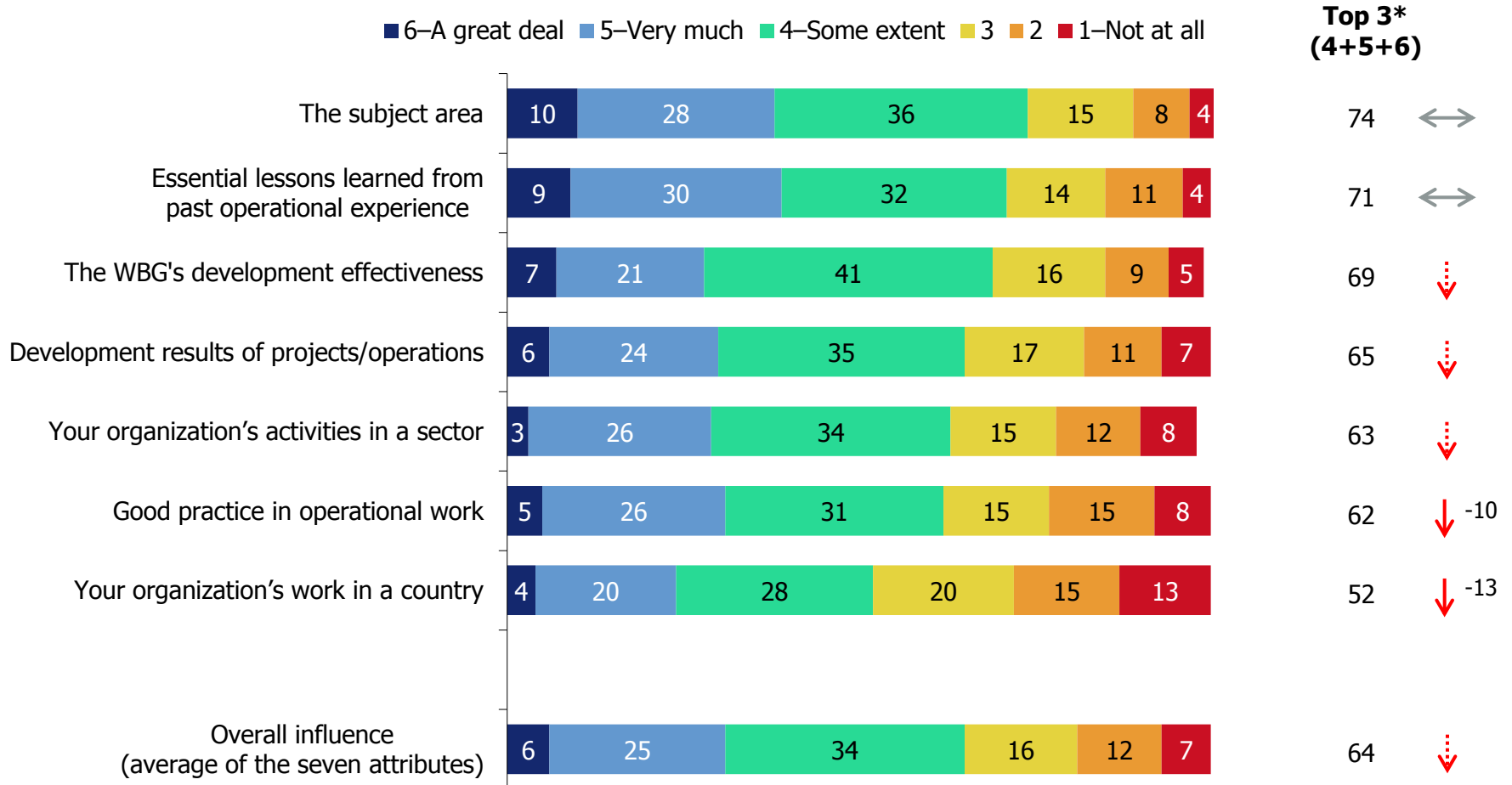
\*Average of five influence attributes

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

Note: Slight wording change since (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.

# Influence of IEG's Evaluation Products— WBG Staff

By Attribute of Influence, 2012

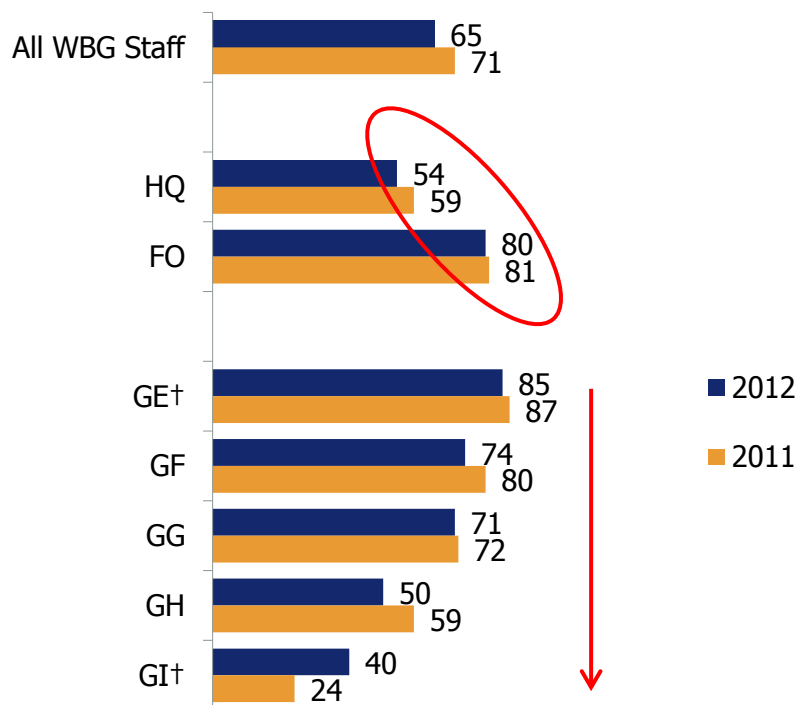


Sample sizes between  $n=235$  and  $n=239$   
MoE ranges from  $\pm 6.2\%$  to  $6.3\%$

\*Arrows indicate movement in "Top 3" figures since 2011. Due to sample size variations with 2011, tracking should be interpreted cautiously.

# Influence of IEG's Evaluation Products— WBG Staff

Overall Influence,\* by Office Location, and HR Grade Level, Top Three Boxes,\*\* 2011–2012



The differences in perceptions of IEG's influence based on office location and HR grade level that were observed in 2011 remain valid in 2012: respondents based in field offices are more likely to think that IEG is influential than HQ-based respondents. Respondents with lower HR grade level rate IEG's influence more highly than respondents above them in the hierarchy.

\*Average of seven influence attributes

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

†Caution: very small sample sizes in 2012

Note: sample size variations since 2011. As a result, tracking results should be treated cautiously.

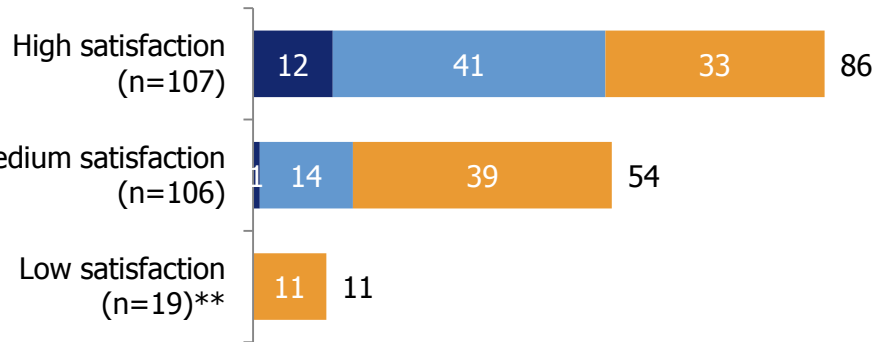
Q12t. To what extent has this evaluation product improved your understanding of the following?

# Influence of IEG's Evaluation Products

Overall Influence,\* by Level of Satisfaction with IEG's Products, WBG Staff vs External, 2012

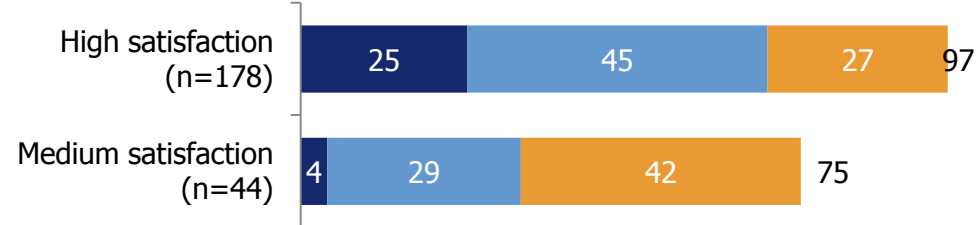
## WBG Staff

■ 6–A great deal ■ 5–Very much ■ 4–Some extent



## External

■ 6–A great deal ■ 5–Very much ■ 4–Some extent



Respondents the most satisfied overall with IEG's evaluation products are much more likely to rate their influence highly.

\*Average of seven influence attributes for WBG Staff, and five for External

\*\*Caution: very small sample size

Note: all sample sizes in the charts above are the averages of sample sizes of the seven and five attributes, and are reported as indicators only.

Q12t. To what extent has this evaluation product improved your understanding of the following?

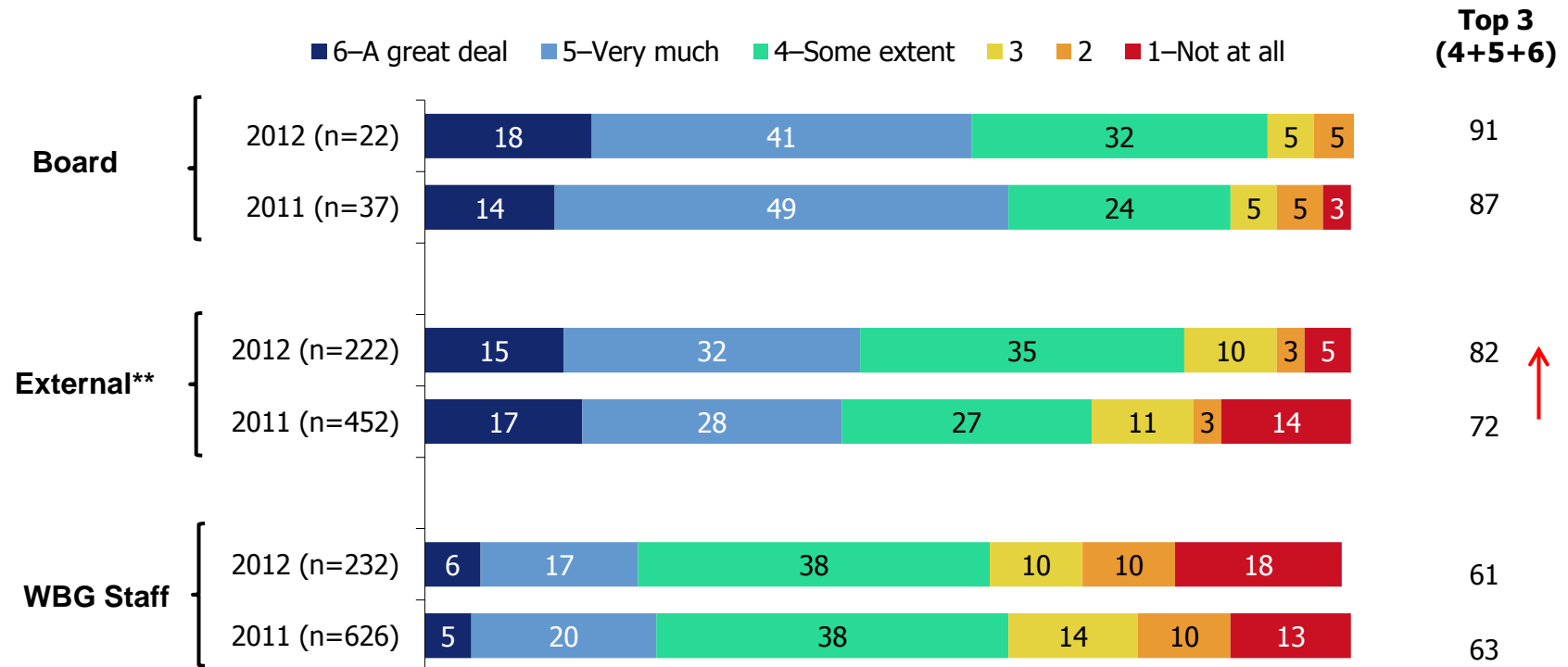
69 Q9t. For each of the products listed below, please tell us how satisfied you were overall with the product.



## 4. Use of IEG's Products

# Use of IEG's Products

## Overall Use, by Sample Group, 2011–2012\*



Note: for the Board audience, the *n* sizes reported in this chart are the number of individual respondents, not the number of Board offices.

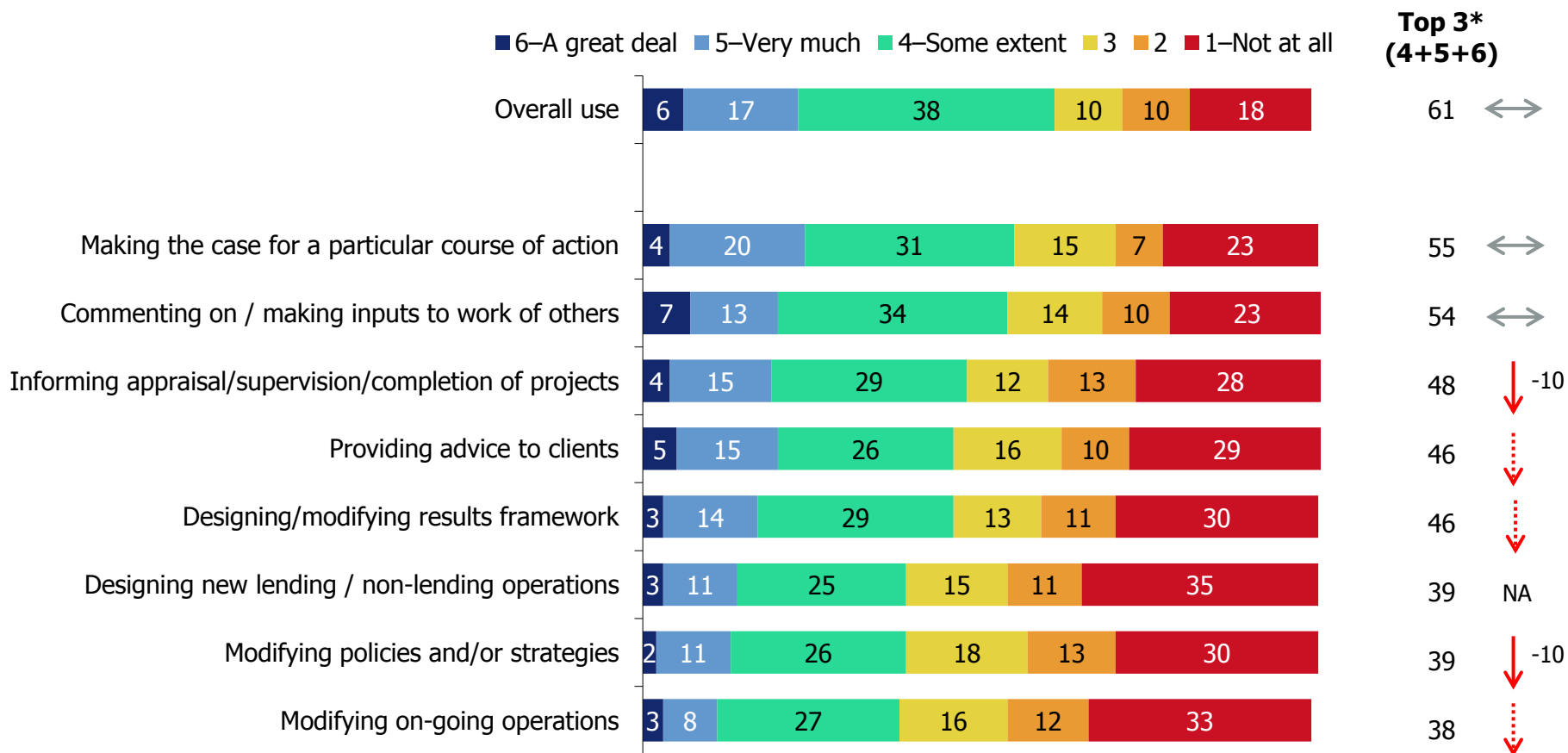
\*Sample size variations since 2011. As a result, tracking results should be treated cautiously.

\*\*In 2011, for the External audience, the “overall use” measure was not asked directly and figures were based on the average frequencies of five different uses.

Q13t. To what extent did you use the selected IEG evaluation report for the following? a) Overall use

# Use of IEG's Evaluations—WBG Staff

## By Type of Use, 2012



Sample sizes between  $n=224$  and  $n=233$

MoE ranges from  $\pm 6.3\%$  to  $6.4\%$

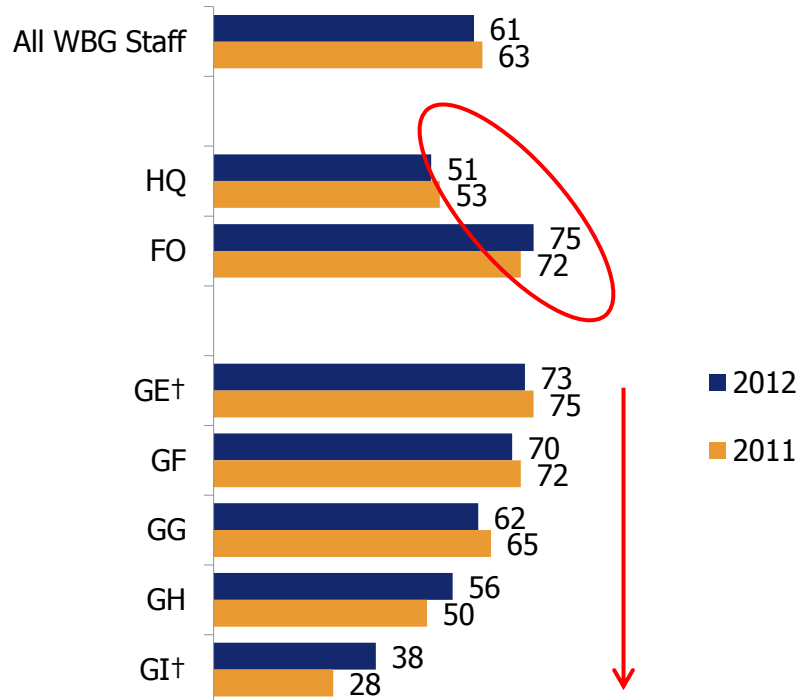
\*Arrows indicate movement in “Top 3” figures since 2011. Due to sample size variations with 2011, tracking should be interpreted cautiously.

Q13t. To what extent did you use the selected IEG evaluation product for the following?



# Use of IEG's Evaluations—WBG Staff

Overall Use, by Office Location and HR Grade Level, Top Three Boxes,\* 2011–2012



The differences in the overall use of IEG's products based on office location and HR grade level that were observed in 2011 remain valid in 2012: respondents based in field offices are more frequent users of IEG's evaluations products overall than HQ-based respondents. As in 2011, overall use also decreases as HR grade level increases.

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

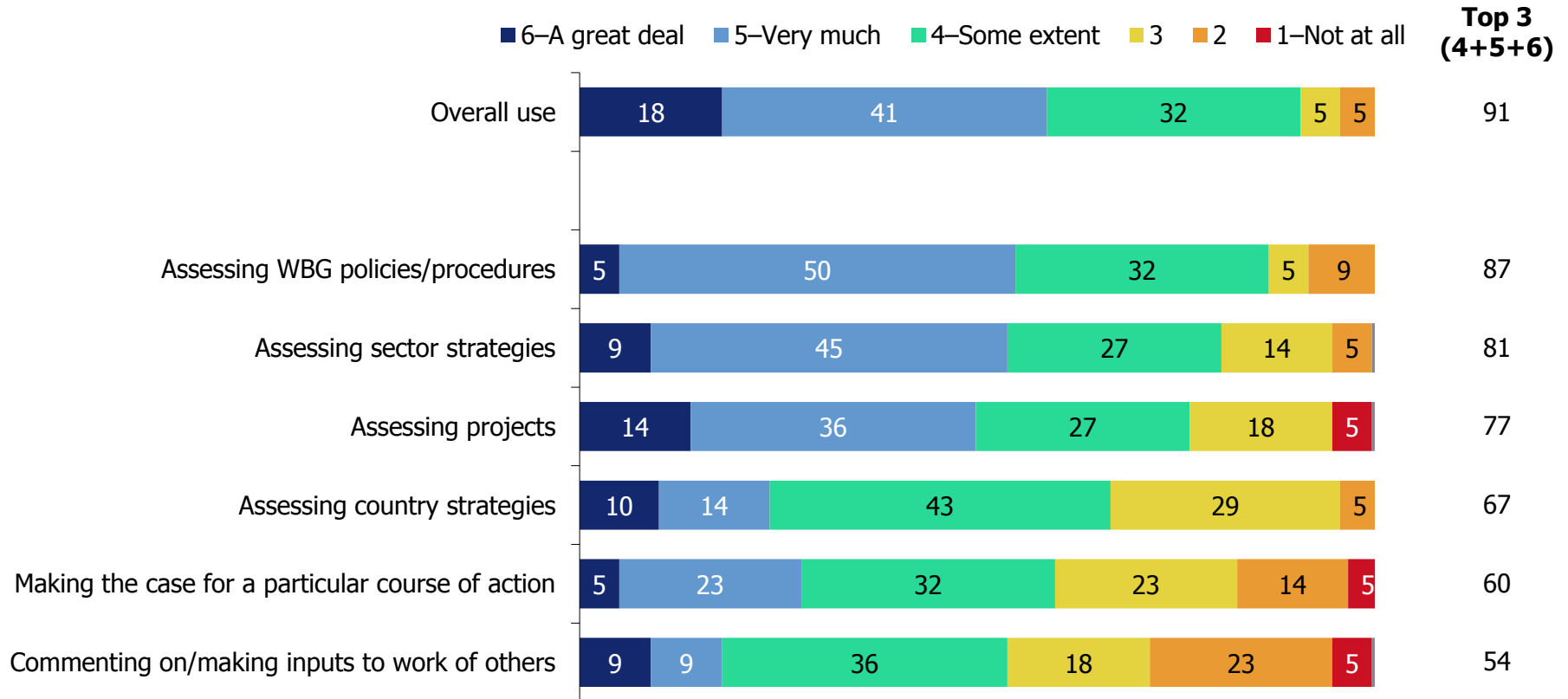
† Caution: very small sample sizes in 2012

Note: sample size variations since 2011. As a result, tracking results should be treated cautiously.

Q13t. To what extent did you use the selected IEG evaluation product for the following? a) Overall use

# Use of IEG's Evaluations—Board

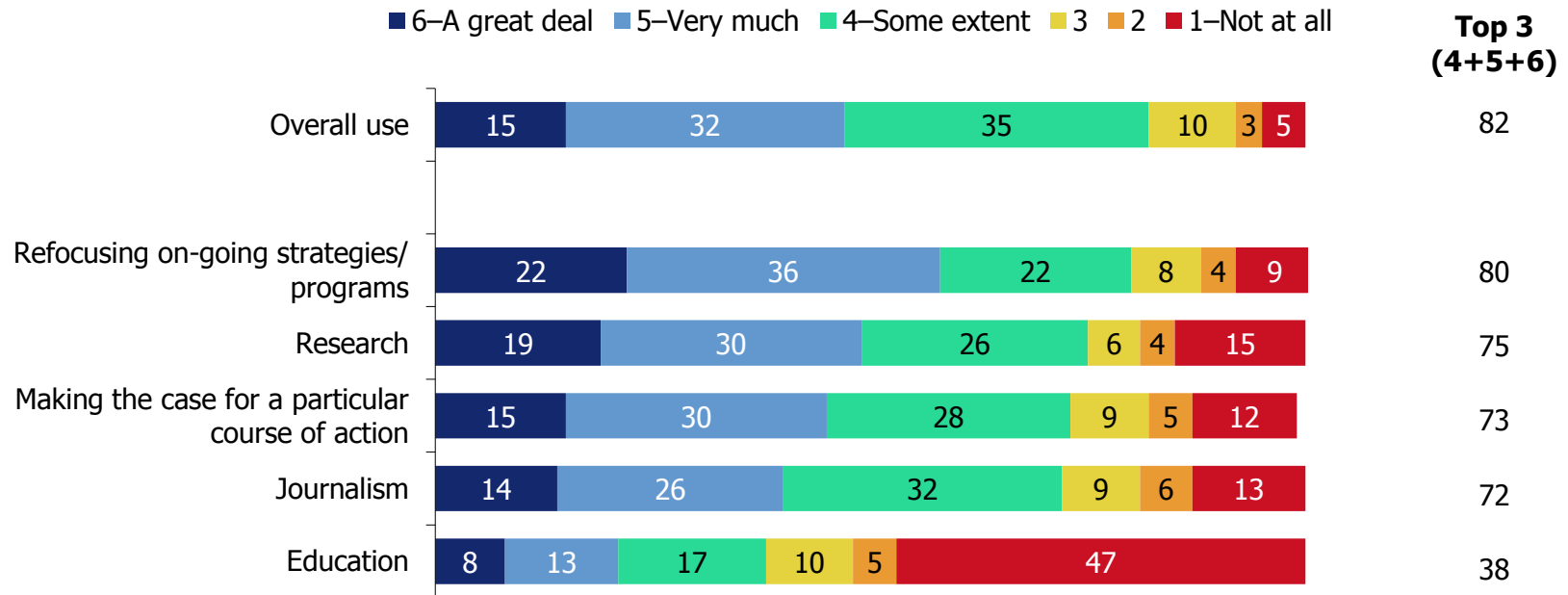
By Type of Use, *n*=14 Offices Responding, 2012



Q13t. To what extent did you use the selected IEG evaluation product for the following?

# Use of IEG's Evaluations—External

## By Type of Uses, 2012



Sample sizes between  $n=208$  and  $n=225$

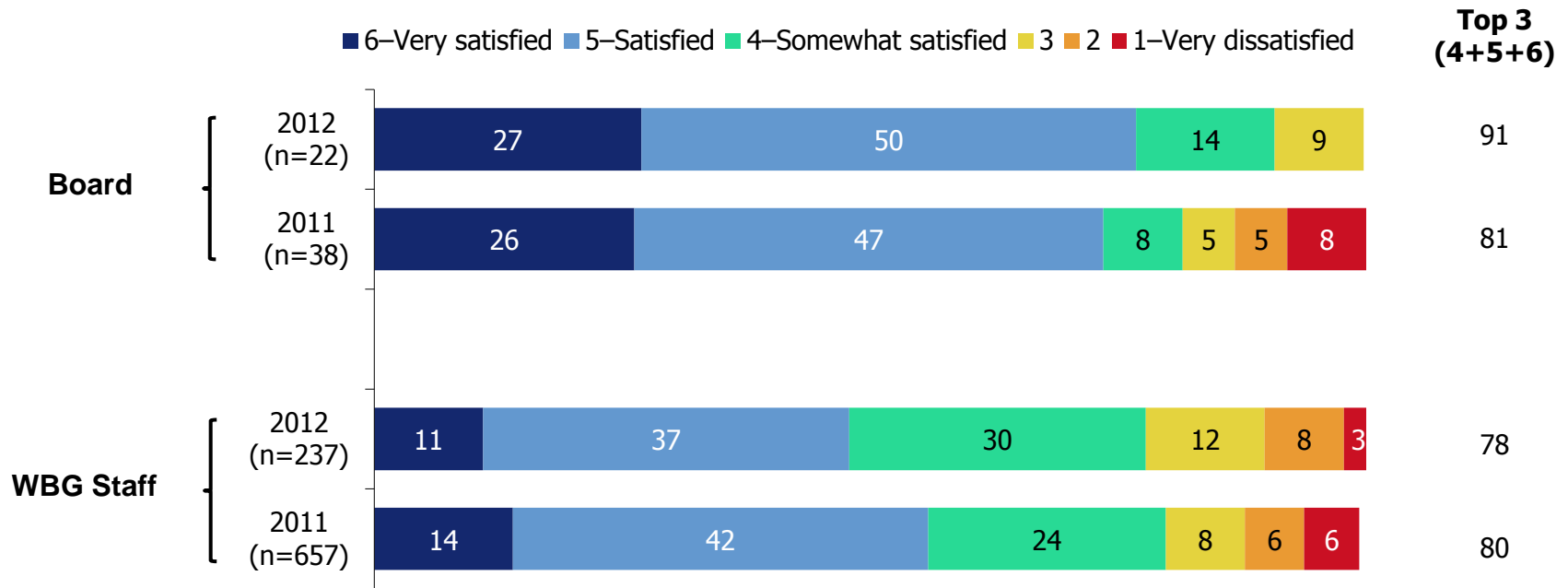
Q13t. To what extent did you use the selected IEG evaluation product for the following?



## 5. Satisfaction with IEG's Recommendations

# Satisfaction with IEG's Recommendations

Overall Quality, Board Respondents vs WBG Staff, 2011–2012\*

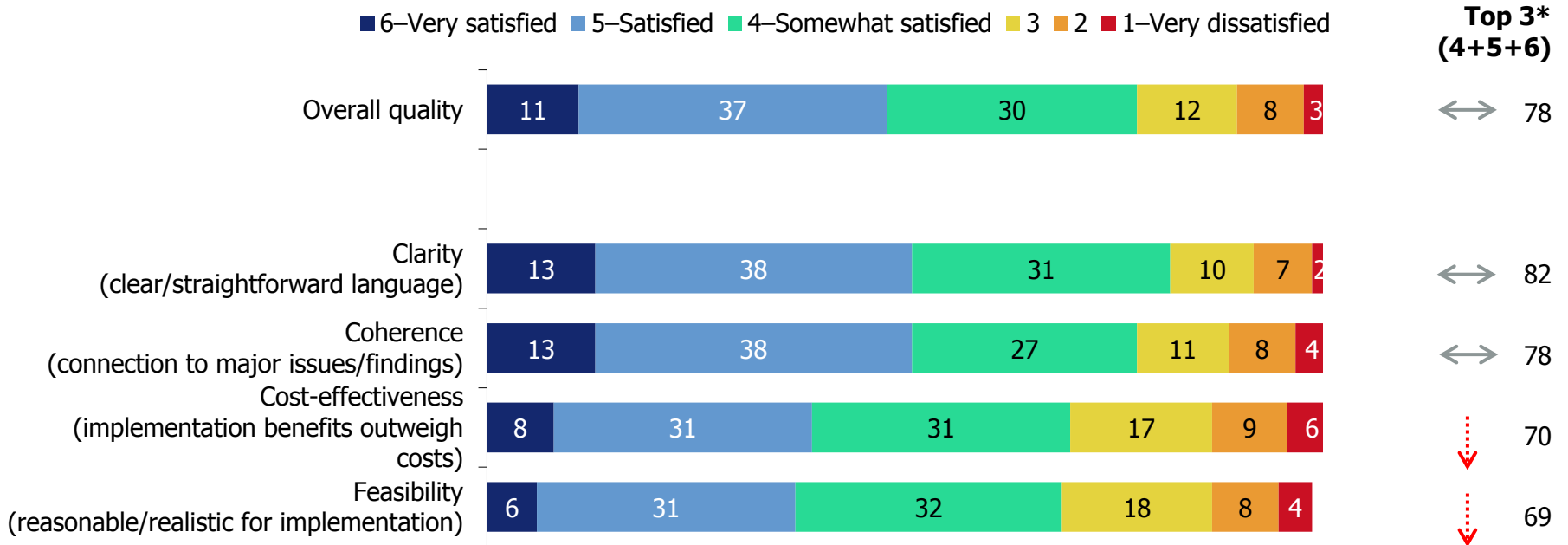


Note: for the Board audience, the *n* sizes reported in this chart are the number of individual respondents, not the number of Board offices.

\*Sample size variations since 2011. As a result, tracking results should be treated cautiously.

# Satisfaction with IEG's Recommendations— WBG Staff

By Type of Recommendation, 2012



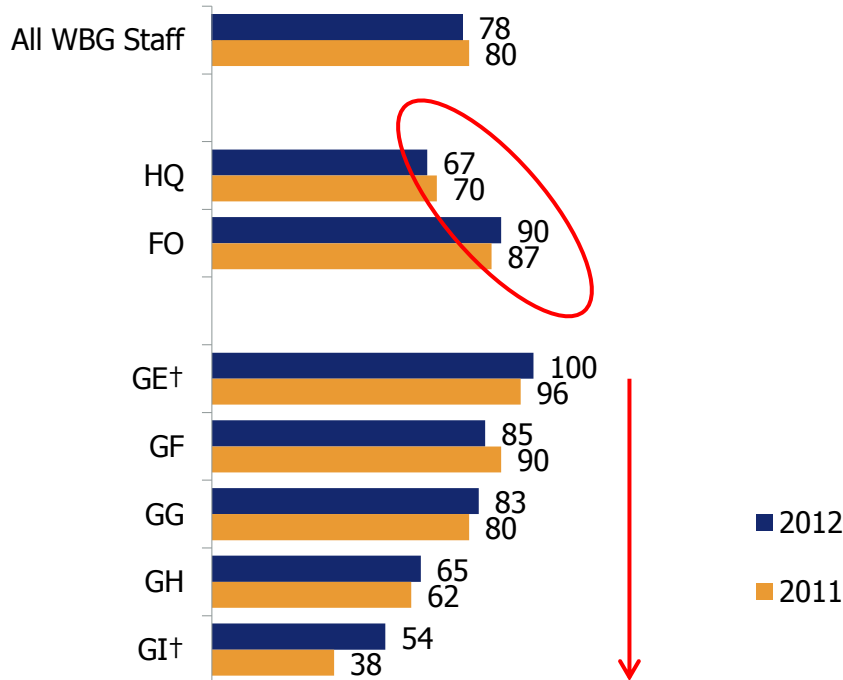
WBG Staff respondents are widely satisfied with the recommendations present in IEG's evaluation products. However, they are less convinced with the practical/concrete recommendations (on cost-effectiveness and feasibility) than with the analytical ones (clarity and coherence). Levels of satisfaction are relatively stable with the 2011 figures.

Sample sizes between  $n=199$  and  $n=239$   
MoE ranges from  $\pm 6.2\%$  to  $6.8\%$

\*Arrows indicate movement in "Top 3" figures since 2011. Due to sample size variations with 2011, tracking should be interpreted cautiously.

# Satisfaction with IEG's Recommendations— WBG Staff

Overall Quality, by Office Location, and HR Grade Level, Top Three Boxes,\* 2011–2012



Satisfaction with the overall quality of IEG's recommendations has remained very stable since 2011. As for many other questions, the differences based on office location and HR grade level that were observed in 2011 remain valid in 2012.

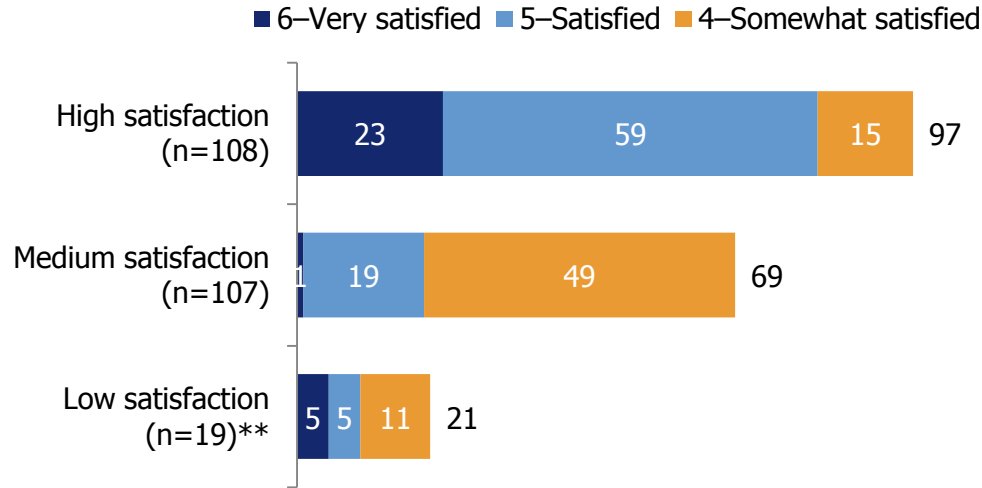
\* (4+5+6) on a scale of 1 to 6 where 1 means "very dissatisfied" and 6 means "very satisfied"

† Caution: very small sample sizes in 2012

Note: sample size variations since 2011. As a result, tracking results should be treated cautiously.

# Satisfaction with IEG's Recommendations— WBG Staff

## Overall Quality, by Level of Satisfaction with IEG's Products, 2012



Respondents most satisfied overall with IEG's evaluation products are very satisfied with the overall quality of IEG's recommendations. The correlation is also valid for all attributes that measure different types of recommendations (clarity, cost-effectiveness, coherence, feasibility).

Q14t. How satisfied are you with the recommendations from the IEG evaluation product you selected above based on the following criteria? a) Overall quality

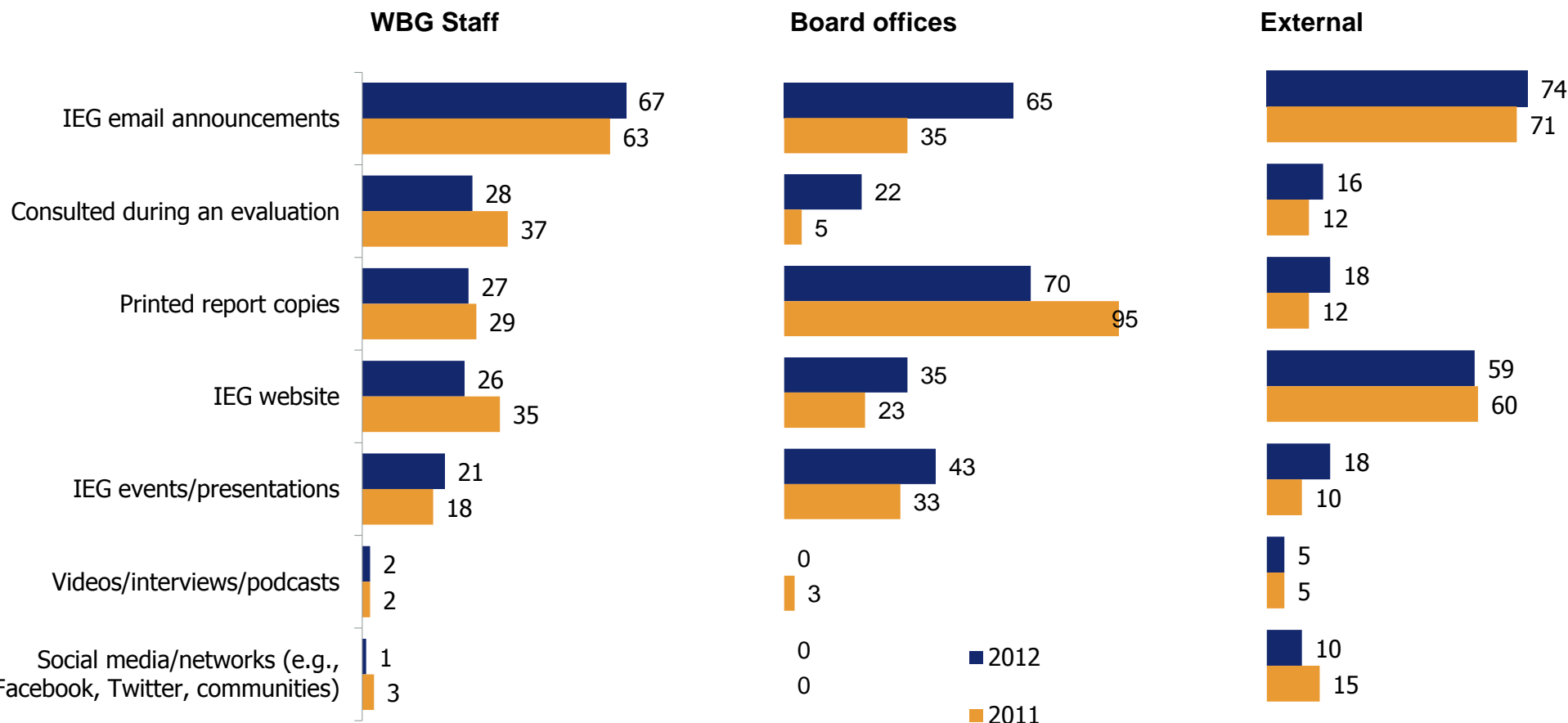




## **6. Access to IEG's Products / Ratings of IEG's Outreach**

# Access to IEG's Products in General

Total Mentions, by Sample Group, 2011–2012



Note: Slight wording change in the question, and sample size variations since 2011. As a result, tracking results should be treated cautiously.

# Access to IEG's Products in General—WBG Staff

Total Mentions, by HR Grade Level and by Office Location, 2012

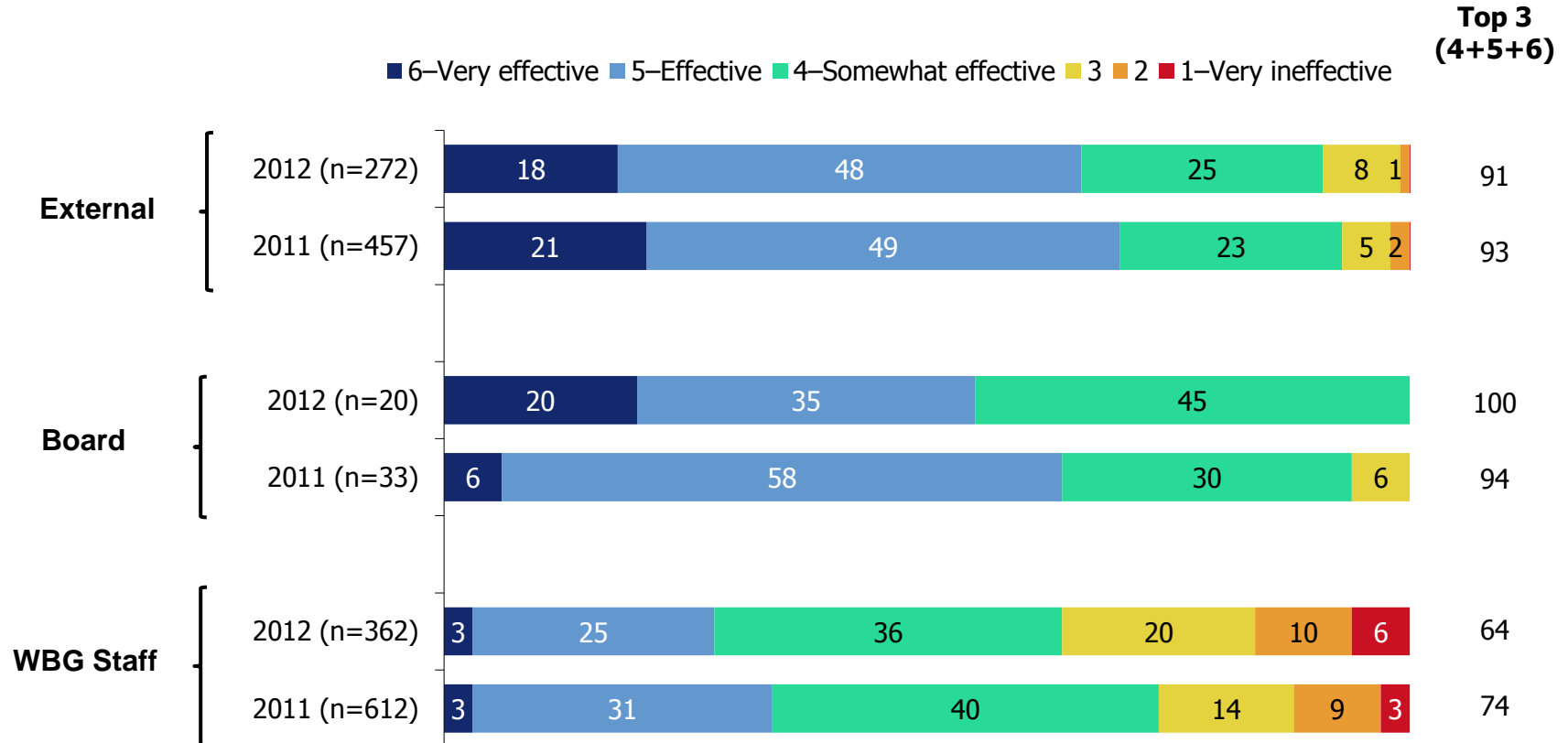
	All WBG Staff (n=459) MoE: ±4.4%	GE* (n=28)	GF (n=111)	GG (n=199)	GH (n=97)	GI* (n=18)	HQ (n=244)	FO (n=226)
IEG email announcements	67	64	63	71	63	78↓ -12	69	65
During evaluation consultation	28	25	21	25↓ -13	44↓ -13	33↓ -14	29↓ -13	27
Printed report copies	27	18	29↑ 11	22	34↓ -14	50	26	29
IEG website	26	36	28	25↓ -10	25	22	27↓ -12	25
IEG events/presentations	21	21↑ 13	16	22	26	11↓ -13	30	12

\*Small / very small sample sizes

Note: Arrows indicate movement since 2011. Due to sample size variations with 2011, tracking should be interpreted cautiously.

# IEG's Outreach and Dissemination Efforts

## Overall Outreach, by Sample Group, 2011–2012\*



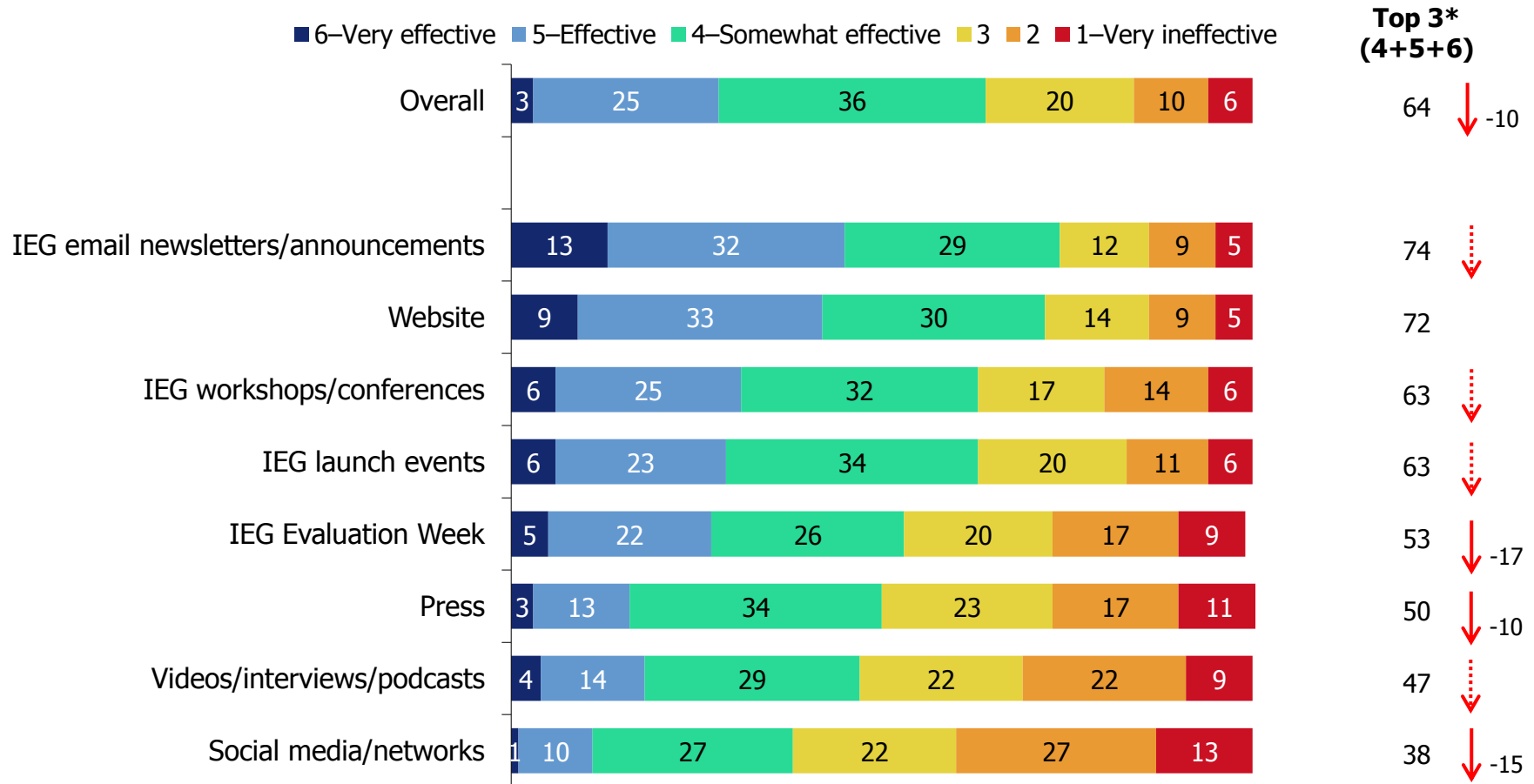
IEG's efforts on outreaching stakeholders continue to be very well rated overall, particularly among External stakeholders and Board members.

Note: for the Board audience, the *n* sizes reported in this chart are the number of individual respondents, not the number of Board offices.

\*Sample size variations since 2011. As a result, tracking results should be treated cautiously.

# IEG's Outreach and Dissemination Efforts— WBG Staff

By Type of Outreach, WBG Staff, 2012



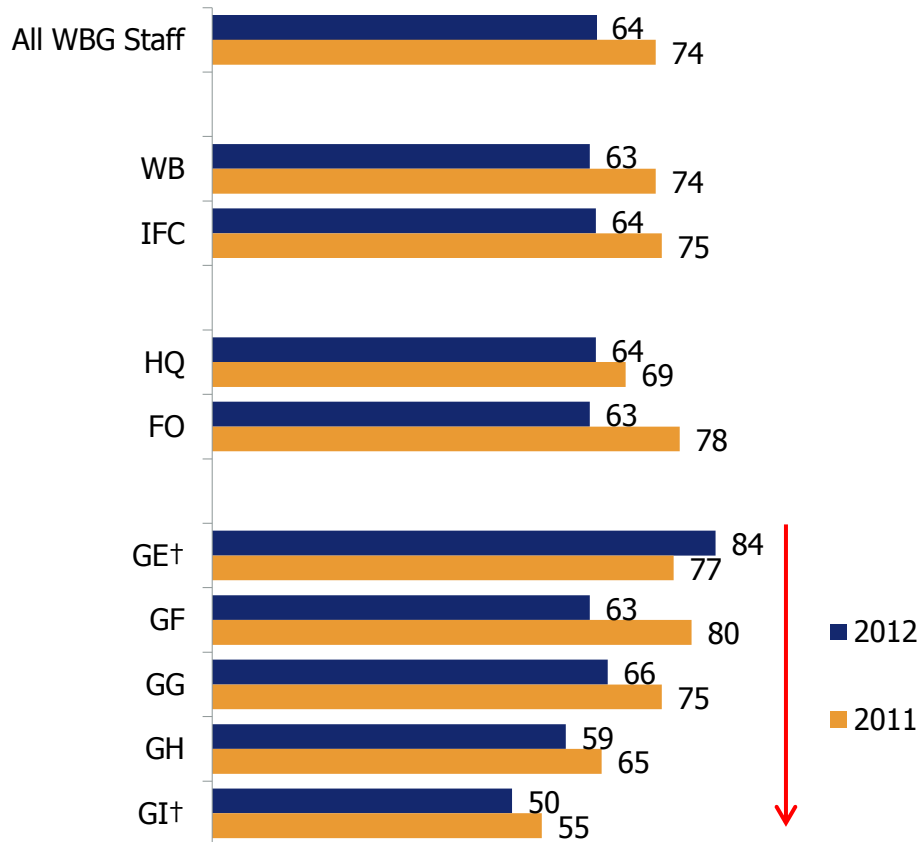
\*Arrows indicate movement in “Top 3” figures since 2011. Due to sample size variations with 2011, tracking should be interpreted cautiously.

Sample sizes between  $n=213$  and  $n=384$   
MoE ranges from  $\pm 4.9\%$  to  $6.6\%$

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

# IEG's Outreach and Dissemination Efforts— WBG Staff

Overall Outreach, by Organization, Office Location, and HR Grade Level, Top Three Boxes,\* 2011–2012



WBG Staff respondents rate IEG's effectiveness for its outreach efforts a bit less positively than in 2011. While the difference of perceptions between HR grade levels that was observed in 2011 remains valid in 2012 (the higher the HR grade, the lower the rating on effectiveness), the contrast that was seen last year between HQ-based respondents and those based in field offices has disappeared in 2012 following a 15-point decrease in the proportion of field office-based respondents who think IEG's overall outreach is effective.

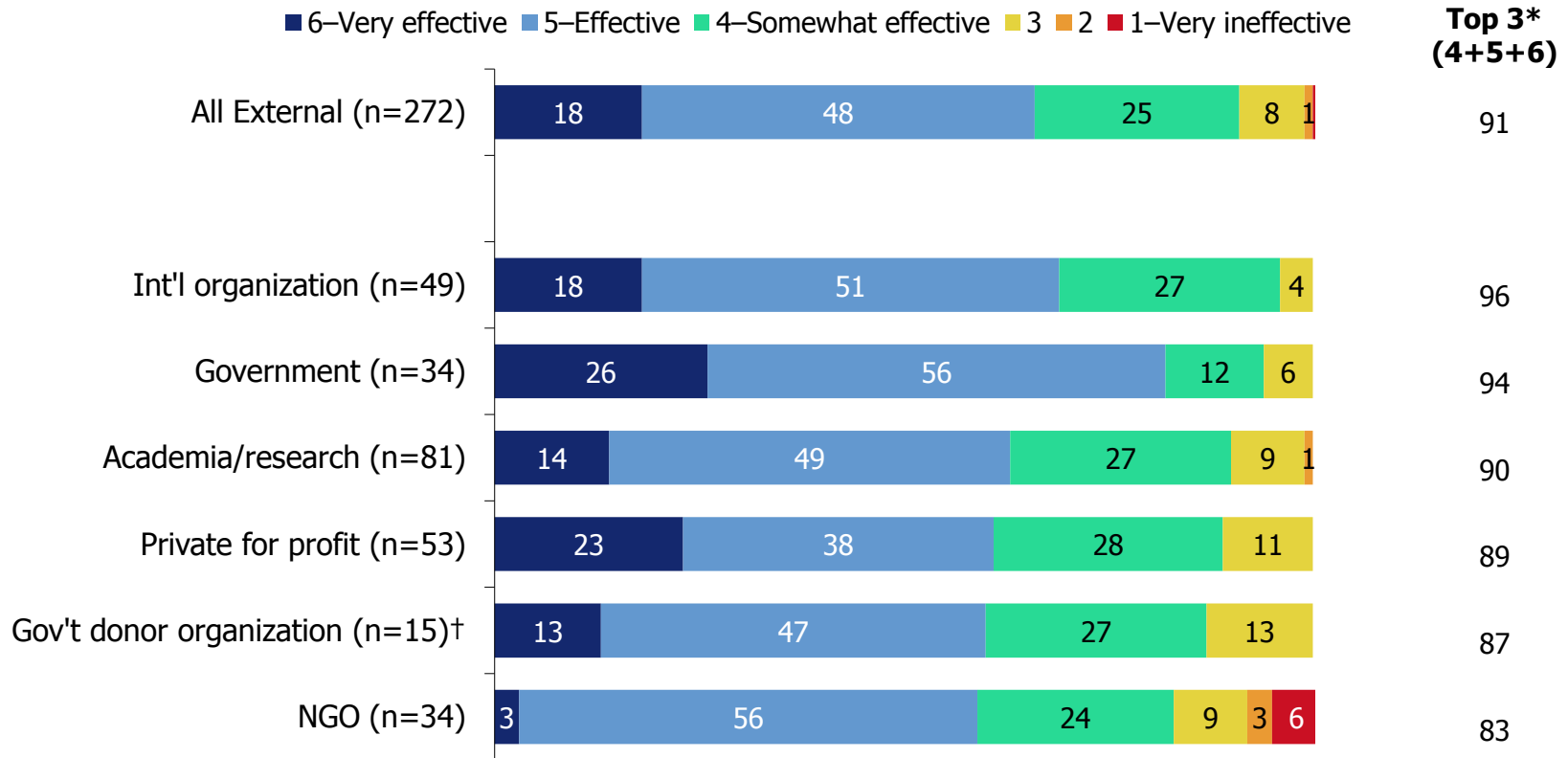
\* (4+5+6) on a scale of 1 to 6 where 1 means "very ineffective" and 6 means "very effective"

† Caution: very small sample sizes in 2012

Note: sample size variations since 2011. As a result, tracking results should be treated cautiously.

# IEG's Outreach and Dissemination Efforts— External

## Overall Outreach, by Category of External Stakeholders, 2012



†Caution: very small sample size

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



evidence and ideas. **applied**

For twenty-five years, GlobeScan has helped clients measure and build value-generating relationships with their stakeholders, and to work collaboratively in delivering a sustainable and equitable future.

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