



WORLD BANK GROUP
World Bank • IFC • MIGA

2017 IEG Client Survey

Final Report

April 3, 2017



Kelli Cember

Senior Director, Client Solutions

Office: +1 513 283 8538

Kelli.Cember@ORCInternational.com

Matthew Conroy

Manager, Client Solutions

Office: +1 513 283 8612

Matthew.Conroy@ORCInternational.com



ISO 20252 Certification


ORC International is ISO 20252 certified. To achieve certification, ORC International passed a comprehensive, on-site audit. The certification establishes globally recognized terms, definitions, and service requirements for project management in research organizations. Processes outlined in ISO 20252 are designed to produce transparent, consistent, well documented and error-free methods of conducting and managing research projects. Adherence and certification to such standards provides a basis of confidence for clients and other constituencies that the work produced is being executed with quality processes and controls in place. The internationally recognized standard also provides a basis for subcontractor evaluation.

Table of Contents

	Page
Introduction	4
Methodology	6
Key Findings: General Overview	7
Key Findings	9
Familiarity	10
Relevance	13
Independence	17
Learning vs. Accountability	21
Impact	26
Utility	28
Overall Use	33
Satisfaction	38
Influence	47
IEG Recommendations	50
Outreach	53
Respondent Profile	60
Coded Verbatims	65

Introduction

- This report presents the findings of the **2017 Client Survey of the World Bank Group's** Independent Evaluation Group (IEG).
- For 15 plus years, IEG has conducted a client survey to gather opinions on the quality and impact of their evaluations to...
 - Obtain feedback on clients' general awareness and attitudes toward IEG;
 - Assess IEG's products and services in line with results framework; and
 - Share research findings with key stakeholders (IEG management and World Bank Group Board) as an assessment of IEG's effectiveness.
- Insights from the 2017 IEG survey will help IEG guide its results framework, inform strategic decision-making, and anticipate demand for its services.
- Specific Key Performance Indicators this report examines include: *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. Additionally, this report compared the results from previous years.

- This study was conducted online simultaneously for the three audiences from January 1, 2017 to March 9, 2017.
- ORC International interviewed a total of 2183 respondents. This sample included:
 - 1239 WBG Staff;
 - 907 Externals; and
 - 37 Board Members.
- 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 last 12 months.
- A copy of the questionnaire may be viewed by clicking on the following icon.

2017 IEG Client Survey
- Throughout this report, statistical testing is conducted at the 90% confidence level.

Key Findings: General Overview

- **Familiarity:** Familiarity with IEG continues to remain strong, particularly with Board Members. Among Staff and Externals, familiarity is highest with senior level WBG Staff and Externals who work in international organizations and academia.
- **Relevance:** IEG continues to hold strong relevance for the WBG's mission. However, this level of relevance has declined slightly among Staff (from 60% in 2015 to 55% in 2017) and Externals (from 79% in 2012 to 73% in 2017).
- **Independence:** Stakeholder perceptions of IEG's independence remain high across all audiences (82% among Staff, 90% Board, and 83% Externals). This perception has remained stable for Staff and Externals but has seen a declining trend among Board Members. This decline continued into 2017.
- **Learning vs. accountability gap:** Relative to 2015, the learning vs. accountability gap shrunk for Board Members and Externals but remained stable for Staff in 2017. Staff believe that IEG's work overemphasizes accountability over learning. Among Staff, this gap is widest with senior level employees. In contrast, Externals see IEG's learning and accountability emphases as well balanced.
- **Impact:** Board Members (85%) and Externals (84%) rate IEG's work as impactful to WBG activities, while Staff remain more skeptical (63%). Compared to 2015, Board Members' rating of IEG's impact increased by a significant 19%.
- **Utility:** About half (53%) of Staff and sizeable majorities of Board Members (80%) and Externals (64%) have used an IEG report over the past 12 months. Externals' reading of IEG reports grew compared to 2015.

Key Findings: General Overview (Continued)

- **Overall use:** Overall use of IEG products remains high across all audiences (Board, 96%; Externals, 91%; and Staff, 75%). Overall Staff use of IEG products has increased significantly since 2015. Staff use IEG products to provide advice to clients, Externals to assess sector and project strategies, and Board Members to assess country strategies.
- **Satisfaction:** Satisfaction with the quality of IEG products is highest with Externals (4.6) but lowest with Staff (4.1). Among Staff, satisfaction is highest at the GF level and lowest at GH. In terms of evaluation reports, Staff are most satisfied with the executive summaries but are least satisfied with the process of engagement and incorporation of all relevant information.
- **Influence:** Across all influence attributes, perceived influence of IEG reports is highest among Externals and lowest among Staff; influence is greatest for past operational experience.
- **Satisfaction with IEG Recommendations:** Both Staff and Board Members report high levels of satisfaction with IEG recommendations.
- **IEG Outreach:** The email newsletter announcements, the IEG website, and IEG publications are the most effective forms of outreach. Client perceptions of the effectiveness of these channels increased significantly relative to 2015.

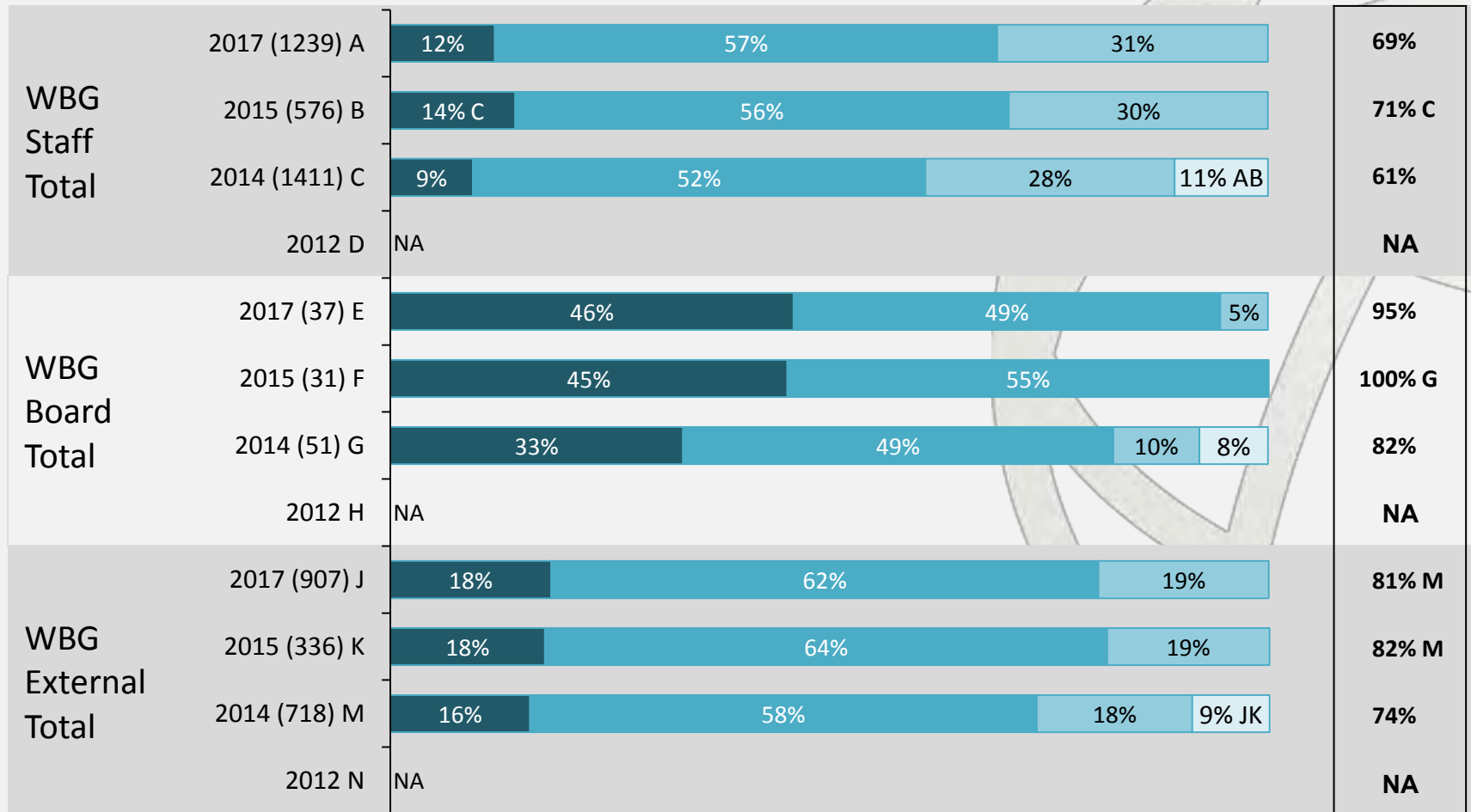
Key Findings

Familiarity with IEG's work remains highest among Board Members

Familiarity

Familiarity among Staff and Externals has grown since 2014, remaining stable for the past 2 years.

Top 2 Box



■ Very Familiar & Frequently Read Reports
 ■ Familiar & Occasionally Read Reports
■ Know About But Have Not Read Reports
 ■ Not Familiar At All

Base: Total

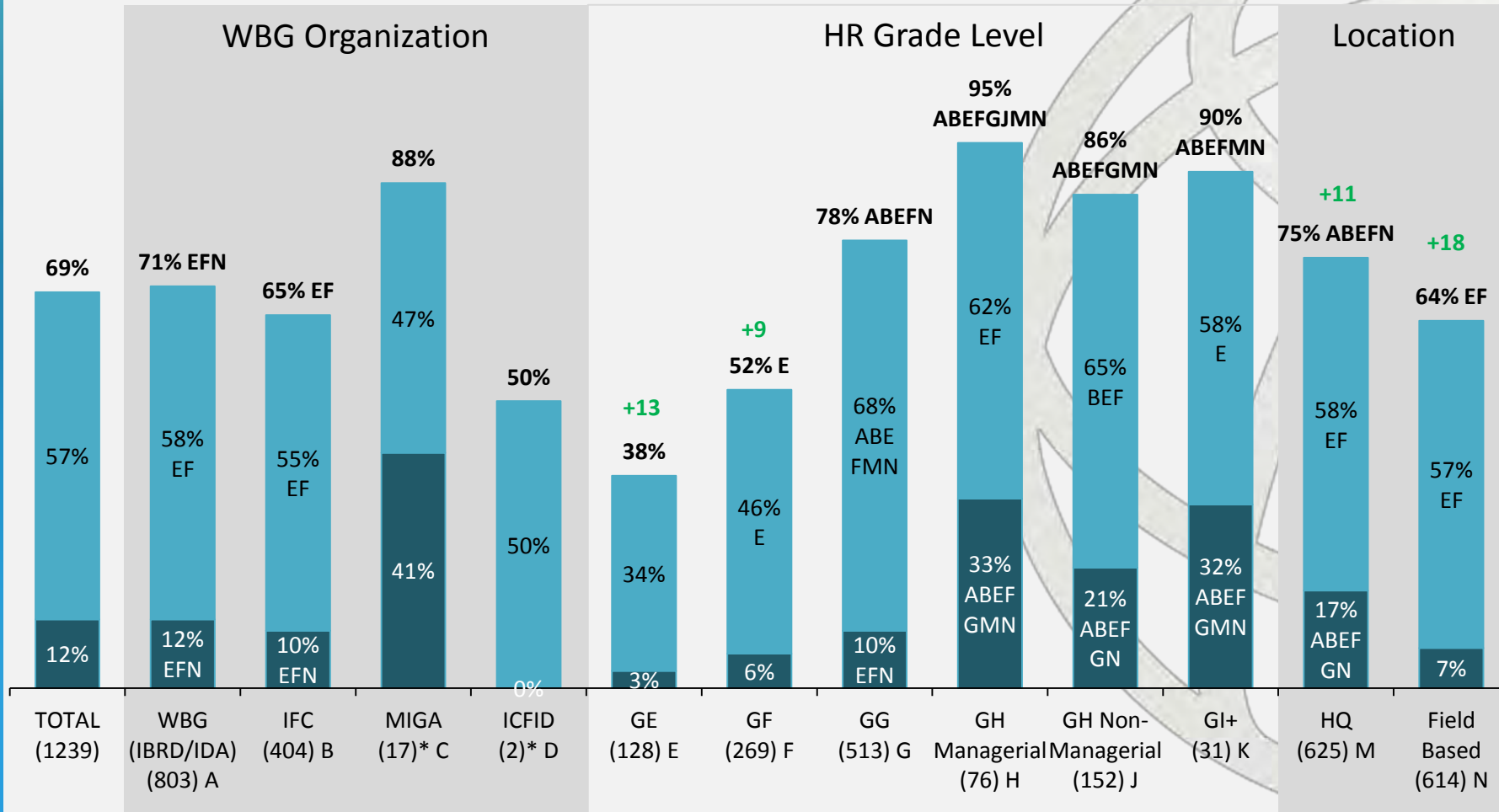
Q13. To what extent are you familiar with IEGs work and reports?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D, E/F/G/H, J/K/M/N).

Among Staff, highest levels among senior level staff and those based in HQ.

Familiarity

The GE and GF grade levels had the lowest awareness levels of any group.



Very Familiar & Frequently Read Reports

Familiar & Occasionally Read Reports

Base: Total

Q13. To what extent are you familiar with IEGs work and reports?

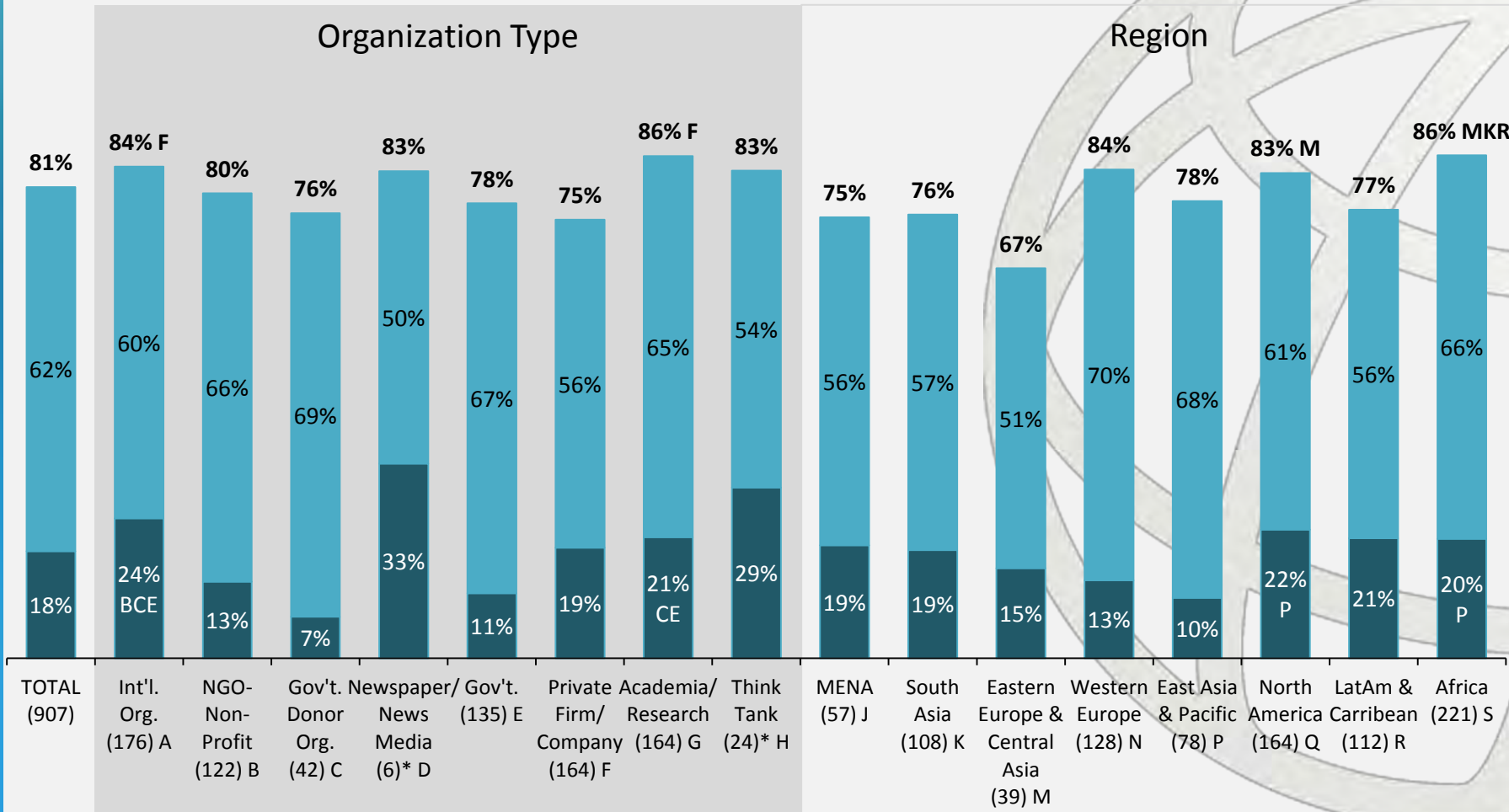
* Caution: Small (<30) base size.

Letters indicate a significant difference at the 90% confidence level (A/B/C/D/E/F/G/H/J/K/M/N).

Among Externals, IEG familiarity is highest among those who work in International Organizations and Academia.

Familiarity

Familiarity is highest in Africa. Lowest among Externals who work in private firms/companies.



Very Familiar & Frequently Read Reports

Familiar & Occasionally Read Reports

Base: Total

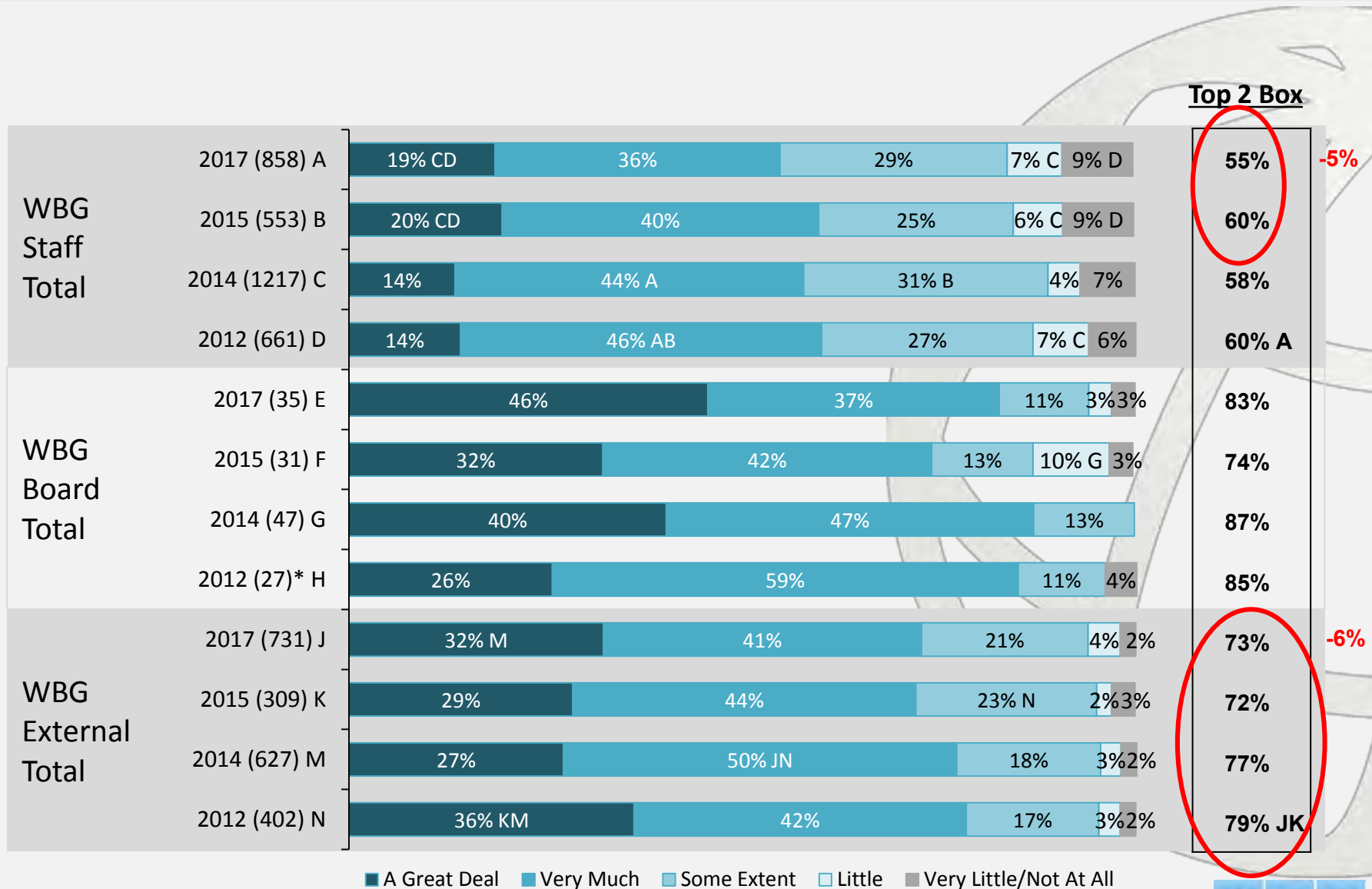
Q13. To what extent are you familiar with IEGs work and reports?

* Caution: Small (<30) base size.

Letters indicate a significant difference at the 90% confidence level (A/B/C/D/E/F/G/H, J/K/M/N/P/Q/R/S).

IEG continues to be seen as relevant to the WBG mission, however this perception has declined slightly among Staff since 2015 and Externals since 2012.

Relevance



Base: Familiar With IEGs Work

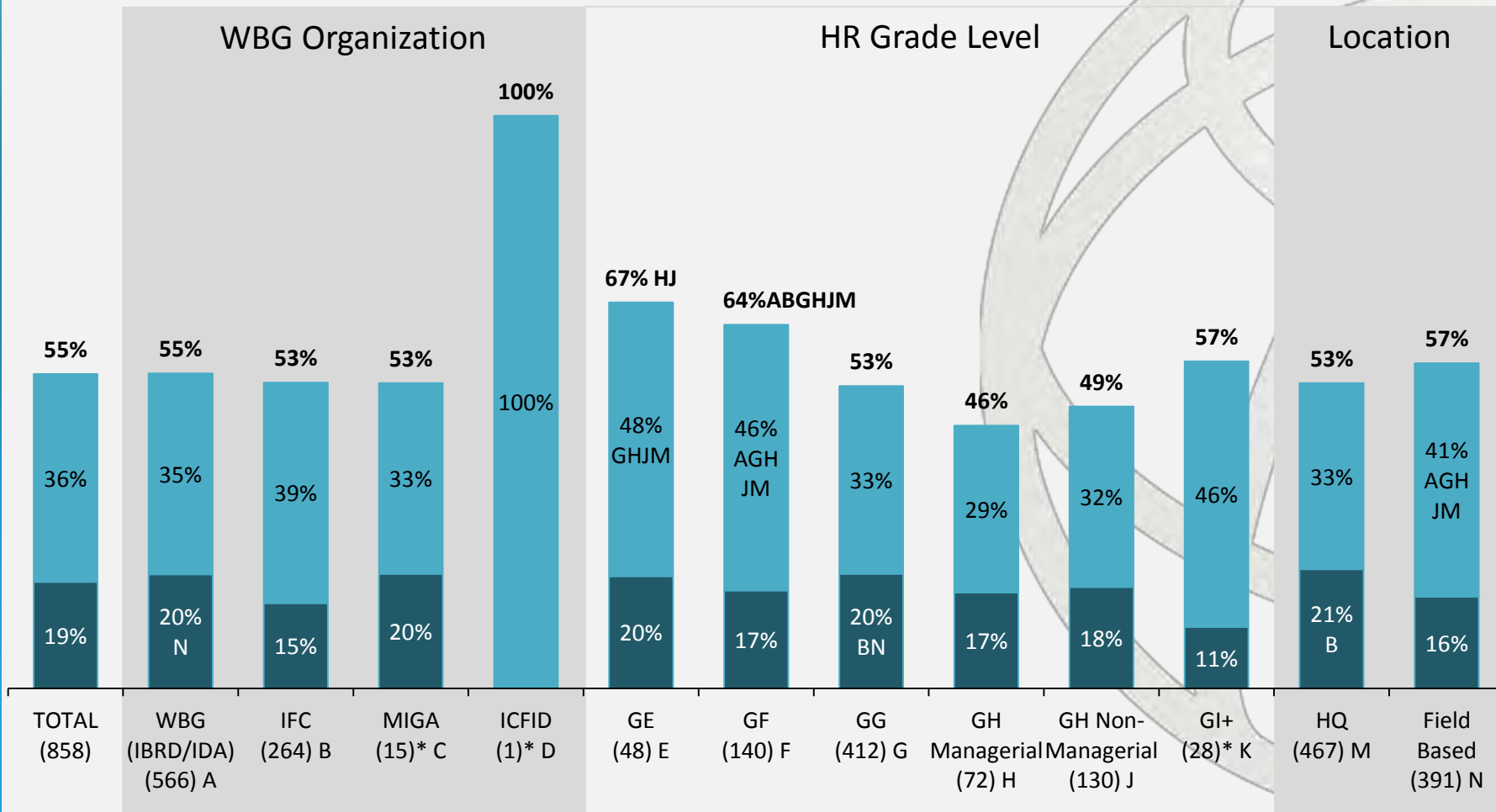
* Caution: Small (<30) base size.

Q17. How relevant do you think is IEGs work to the World Bank Groups overall mission (to end extreme poverty within a generation and boost shared prosperity)?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D, E/F/G/H, J/K/M/N).

Perceived relevance of IEG's work among Staff is highest among the GE and GF levels, lowest among the GH levels.

Relevance



■ Very Familiar & Frequently Read Reports

■ Familiar & Occasionally Read Reports

Base: Familiar With IEGs Work

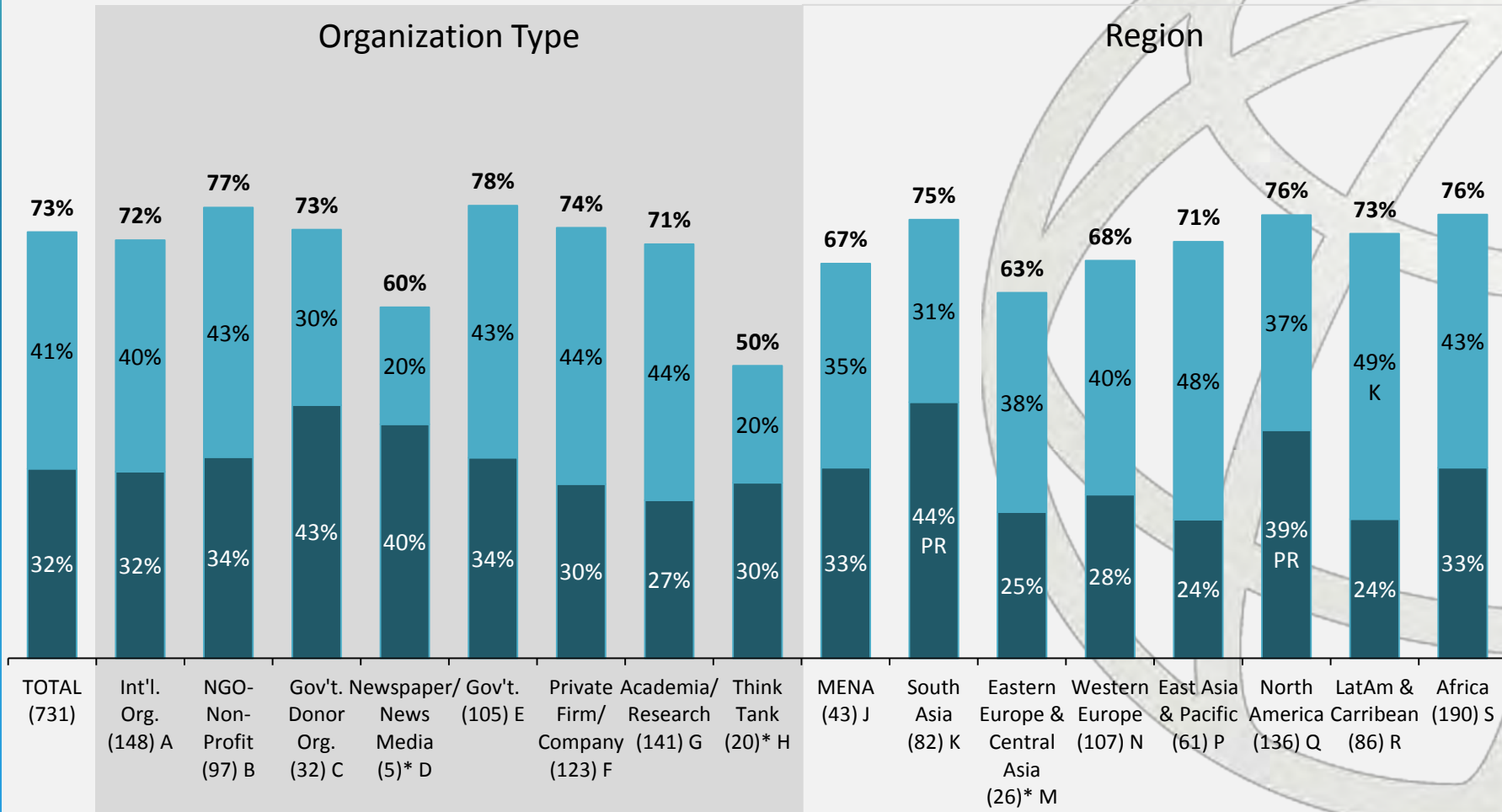
* Caution: Small (<30) base size.

Q17. How relevant do you think is IEGs work to the World Bank Groups overall mission (to end extreme poverty within a generation and boost shared prosperity)?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D/E/F/G/H/J/K/M/N).

Relevance of IEG's work remains high and stable among Externals.

Relevance



Very Familiar & Frequently Read Reports

Familiar & Occasionally Read Reports

Base: Familiar With IEGs Work

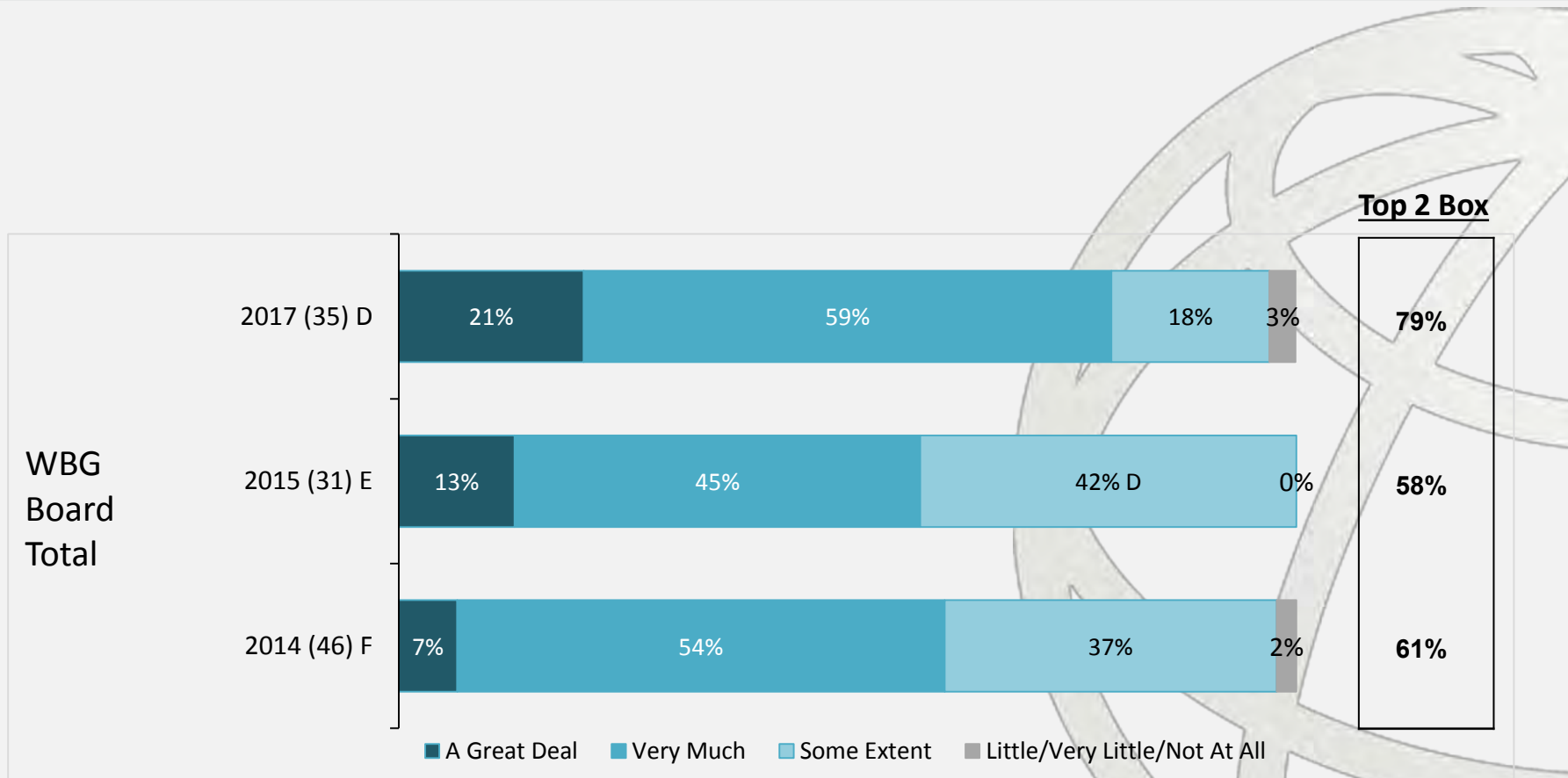
* Caution: Small (<30) base size.

Q17. How relevant do you think is IEGs work to the World Bank Groups overall mission (to end extreme poverty within a generation and boost shared prosperity)?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D/E/F/G/H, J/K/M/N/P/Q/R/S).

Board Members' perceptions of IEG's alignment with WBG goals have grown considerably since 2014.

Relevance

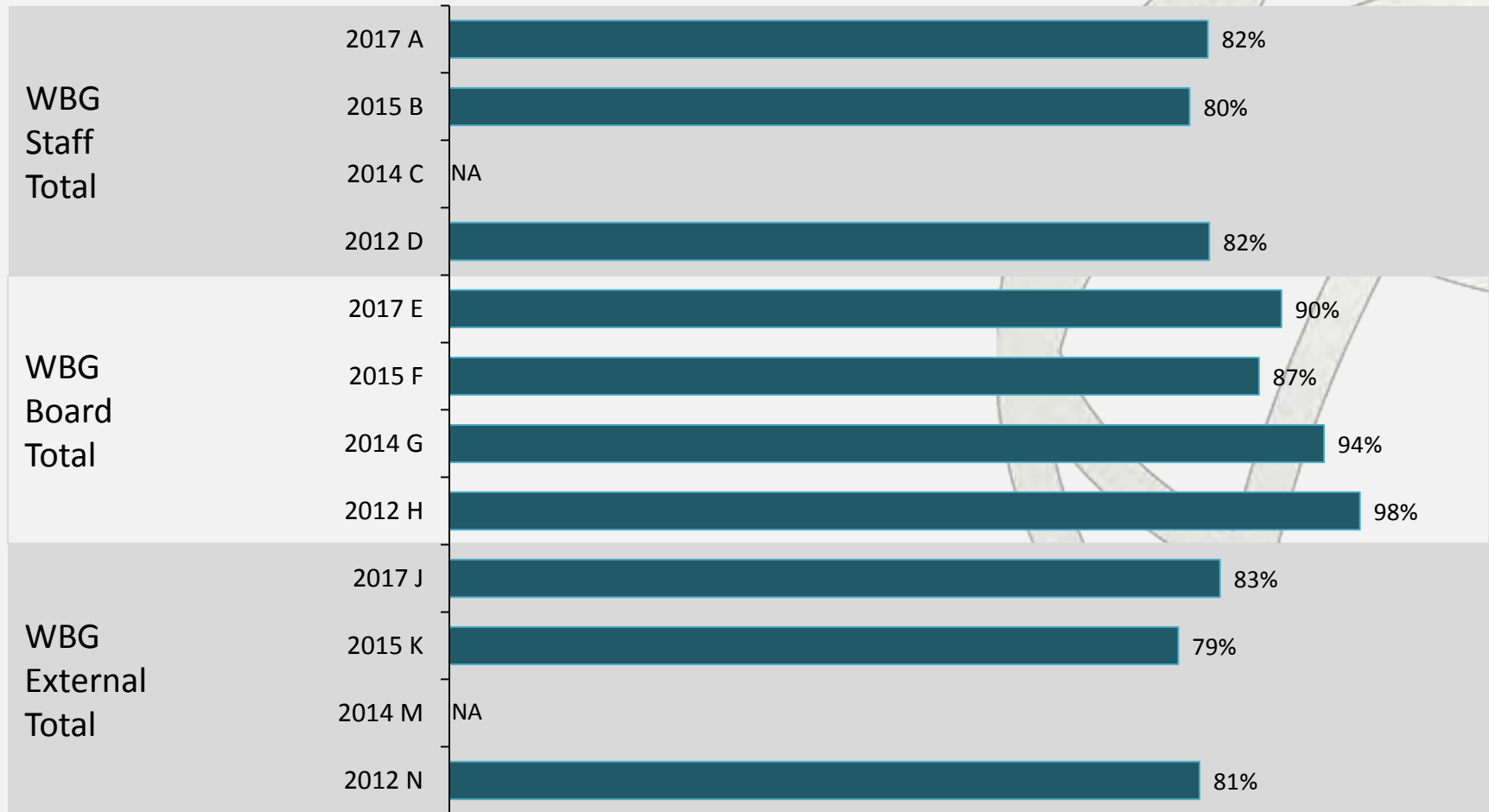


Base: Familiar With IEGs Work
 Q18. In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?
 Letters indicate a significant difference at the 90% confidence level (D/E/F).

IEG's perceived independence is generally rated high across all groups, though this perception has declined slightly among Board Members.

Independence

Top 3 Box Average Across All Attributes



Base: Familiar With IEGs Work

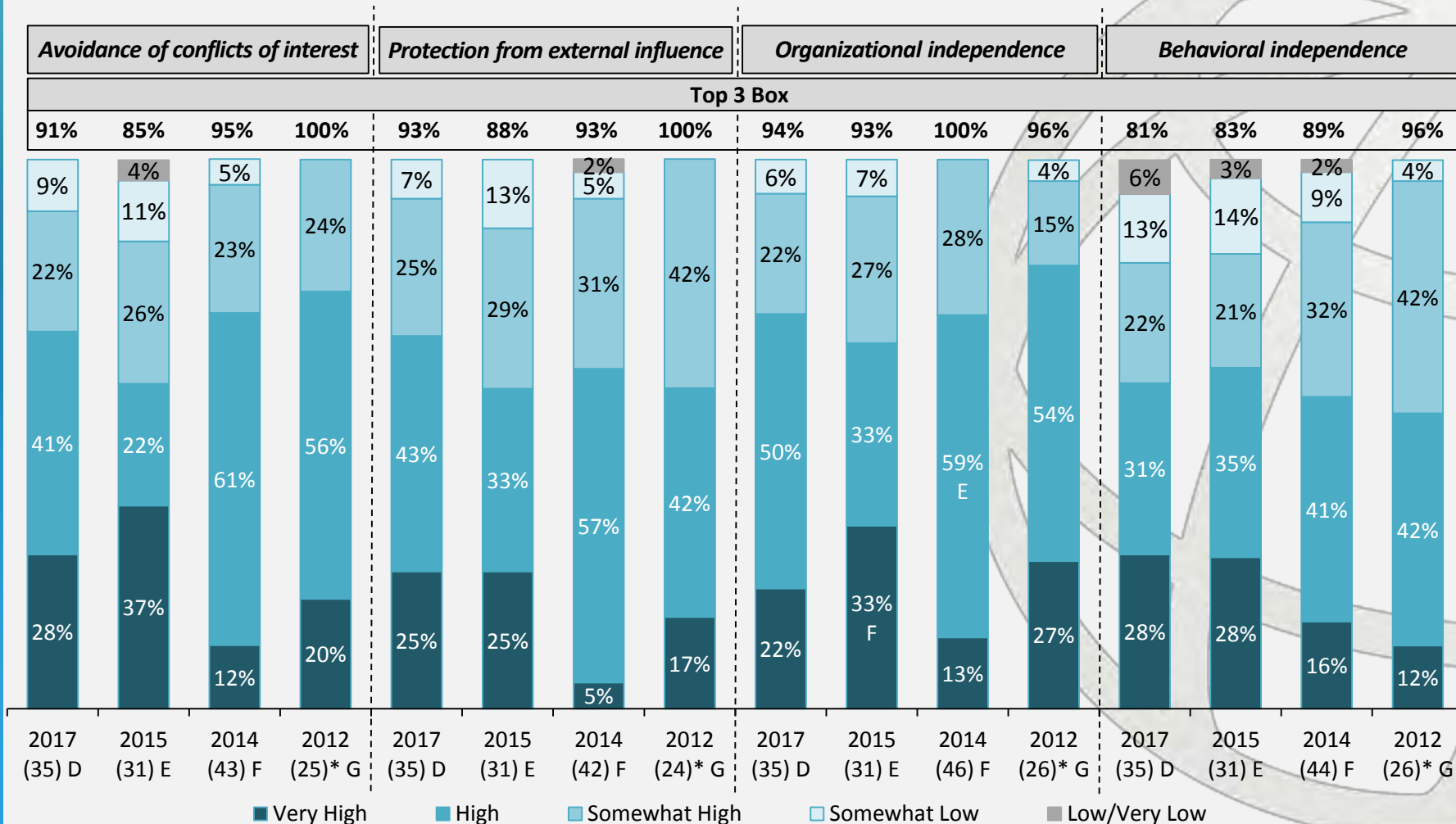
* Caution: Small (<30) base size.

Q21. How would you rate IEG's independence based on these following criteria? (6=Very High, 1=Very Low)

Letters indicate a significant difference at the 90% confidence level (A/B/C/D, E/F/G/H, J/K/M/N).

Among Board Members, IEG's perceived independence remains high and stable, with the exception of "Behavioral independence," which has declined since 2012.

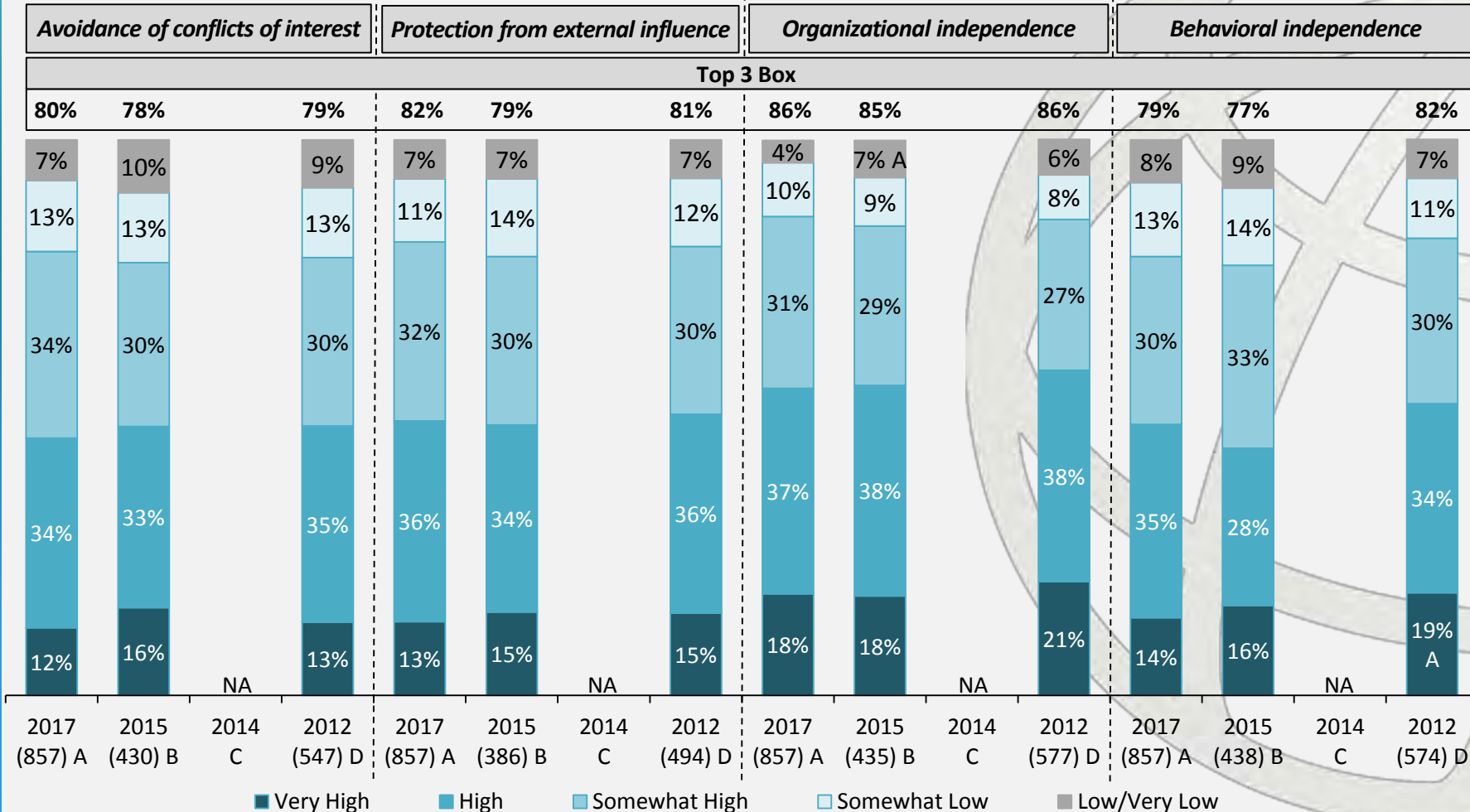
Independence



Base: Familiar With IEGs Work * Caution: Small (<30) base size.
 Q21. How would you rate IEG's independence based on these following criteria?
 Letters indicate a significant difference at the 90% confidence level (D/E/F/G).

WBG Staff continue to see IEG as very independent across all independence attributes.

Independence

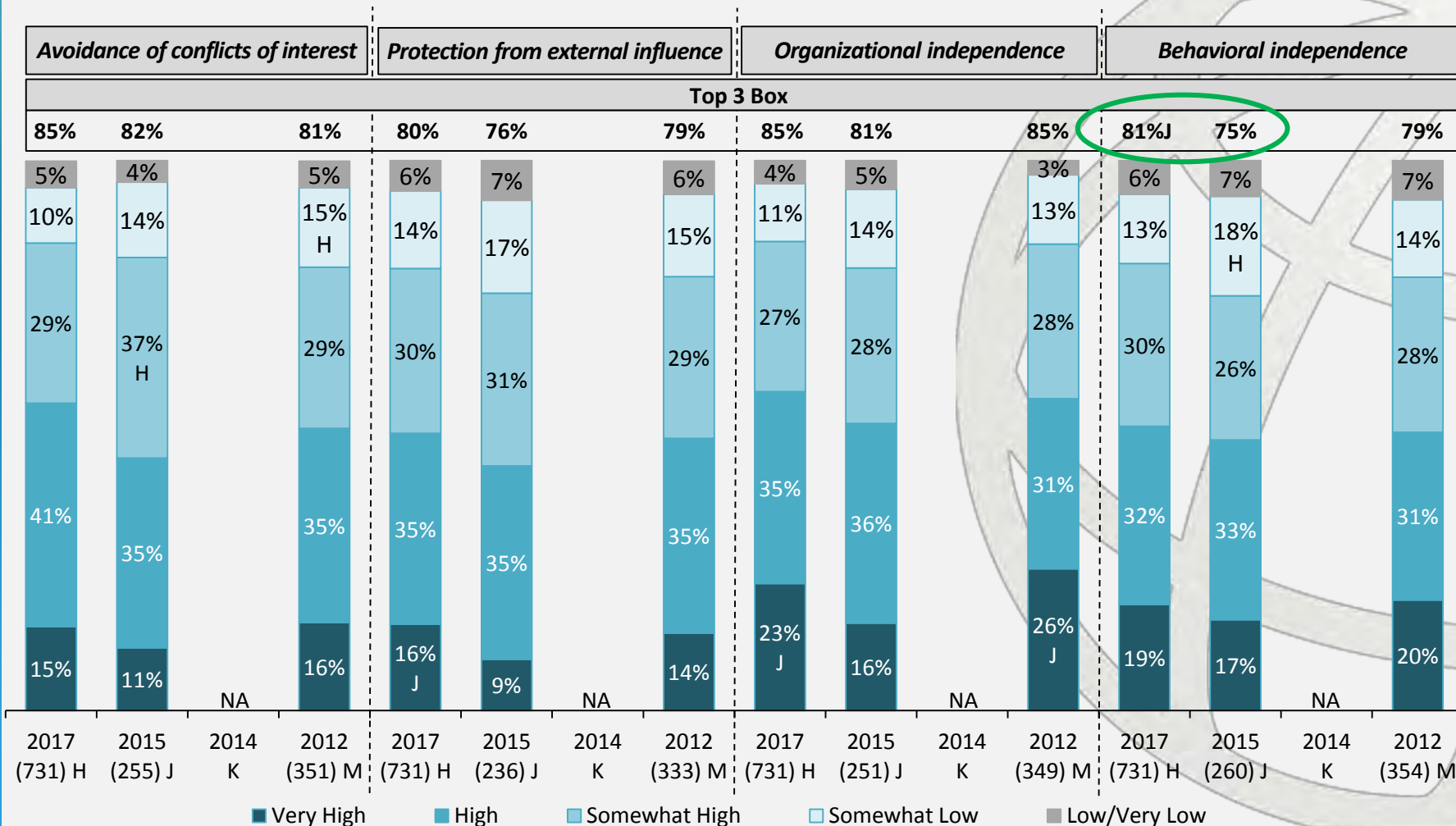


Base: Familiar With IEGs Work * Caution: Small (<30) base size.
 Q21. How would you rate IEG's independence based on these following criteria?
 Letters indicate a significant difference at the 90% confidence level (A/B/C/D).

Among Externals, IEG's perceived independence remains high;

“Behavioral independence” increased relative to 2015.

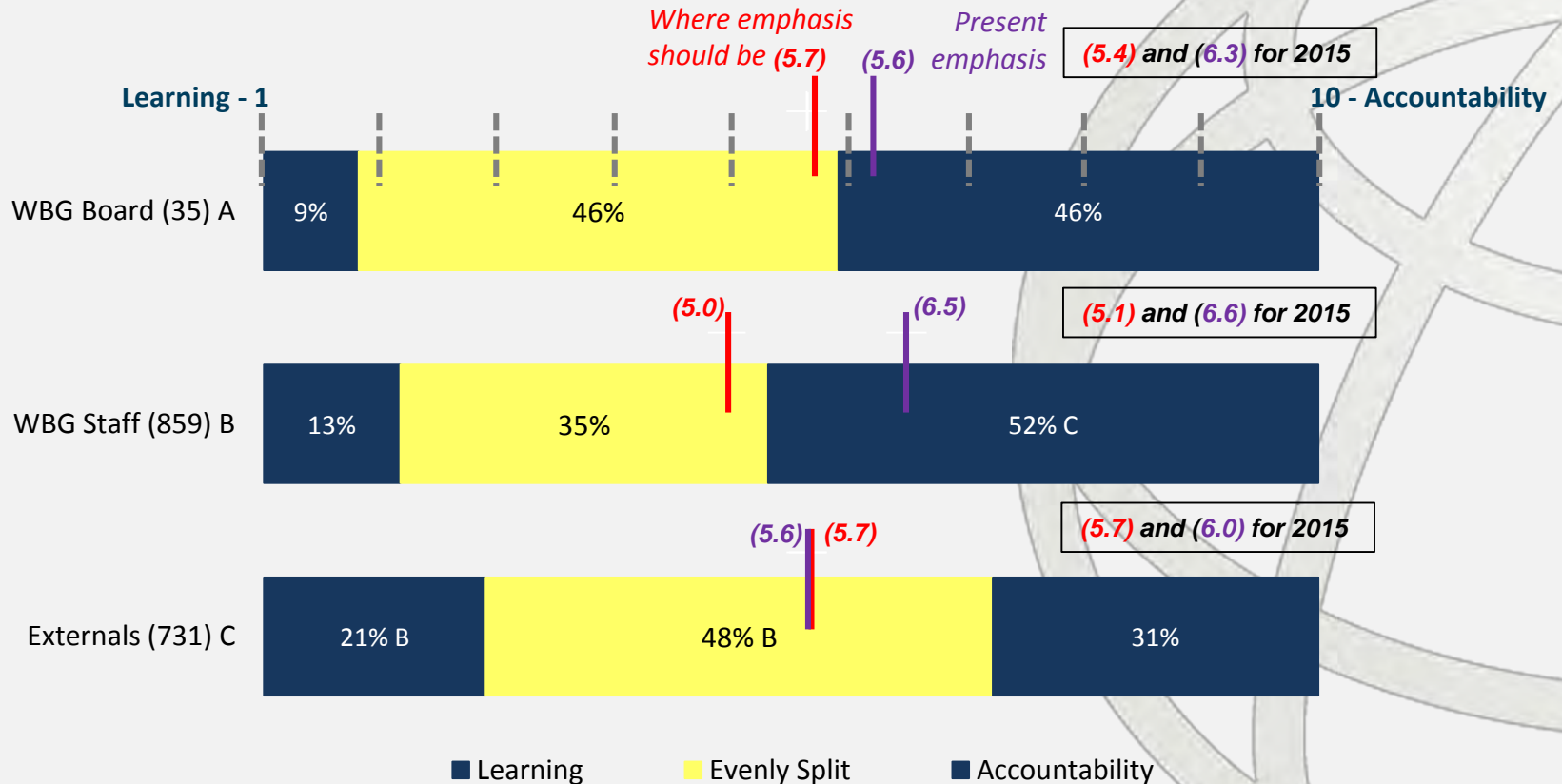
Independence



Base: Familiar With IEGs Work * Caution: Small (<30) base size.
Q21. How would you rate IEG's independence based on these following criteria?
Letters indicate a significant difference at the 90% confidence level (H/J/K/M).

The Learning vs. Accountability gap has shrunk for WBG Board and Externals since 2015 but has remained stable among Staff.

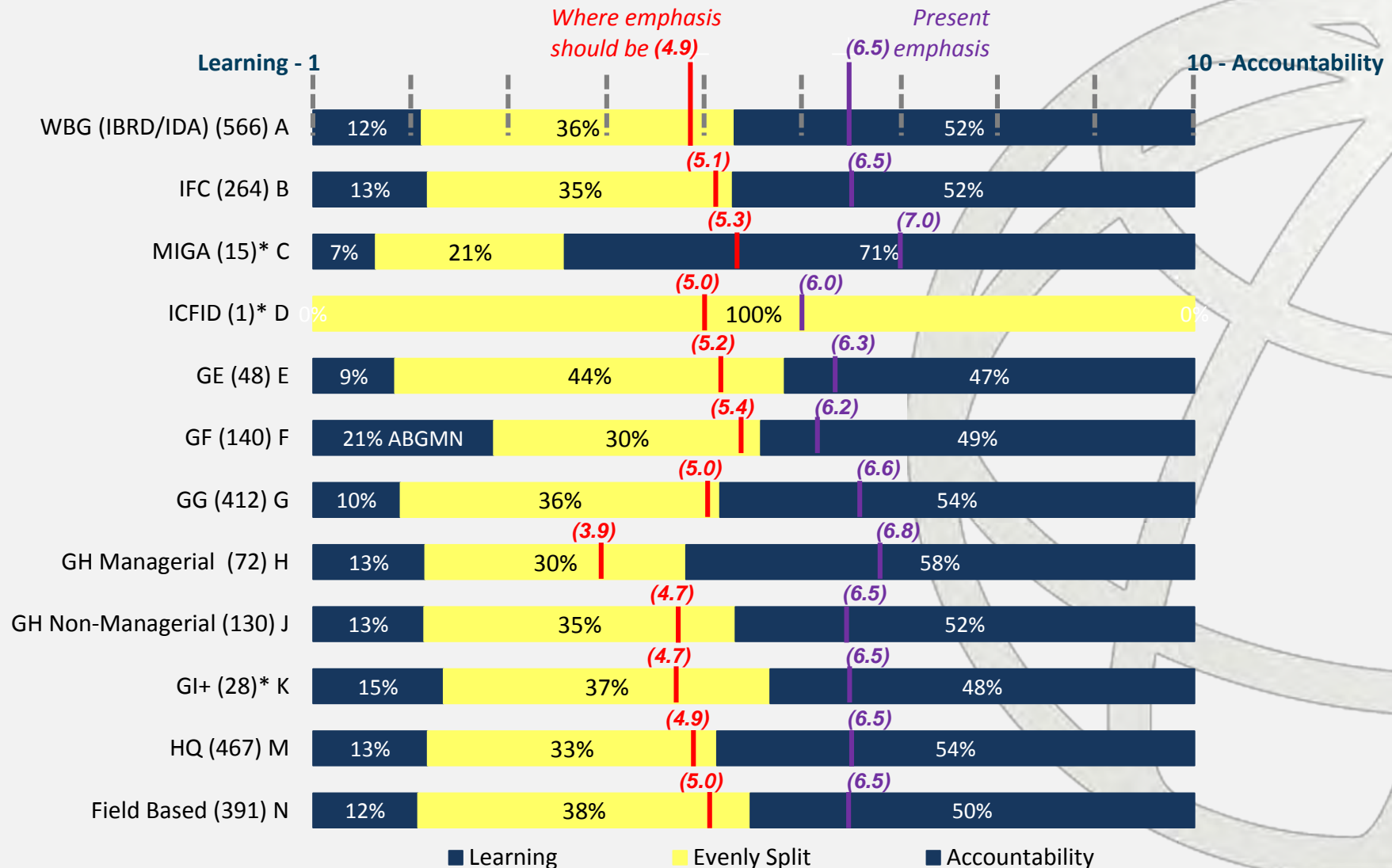
Learning vs. Accountability



Base: Familiar With IEGs Work
 Q15. Where would you put IEG's present emphasis between learning and accountability?
 Q16. And where do you believe the emphasis should be?
 Letters indicate a significant difference at the 90% confidence level (A/B/C).

Among Staff, the Learning vs. Accountability gap remains highest among senior Staff and has grown among the GH level staff.

Learning vs. Accountability



Base: Familiar With IEGs Work

* Caution: Small (<30) base size.

Q15. Where would you put IEG's present emphasis between learning and accountability?

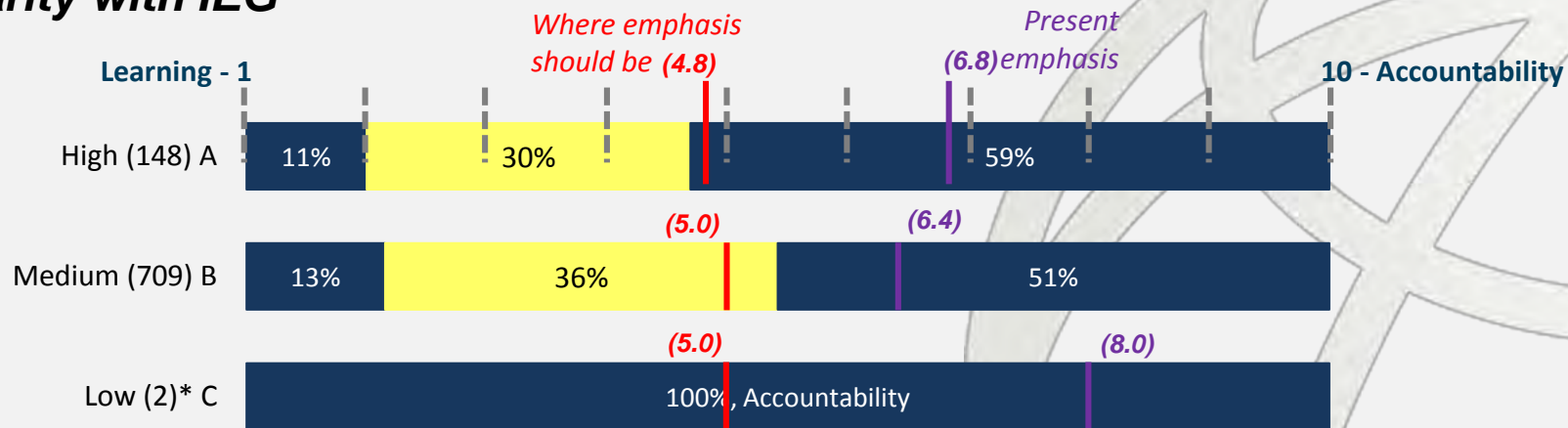
Q16. And where do you believe the emphasis should be?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D/E/F/G/H/J/K/M/N).

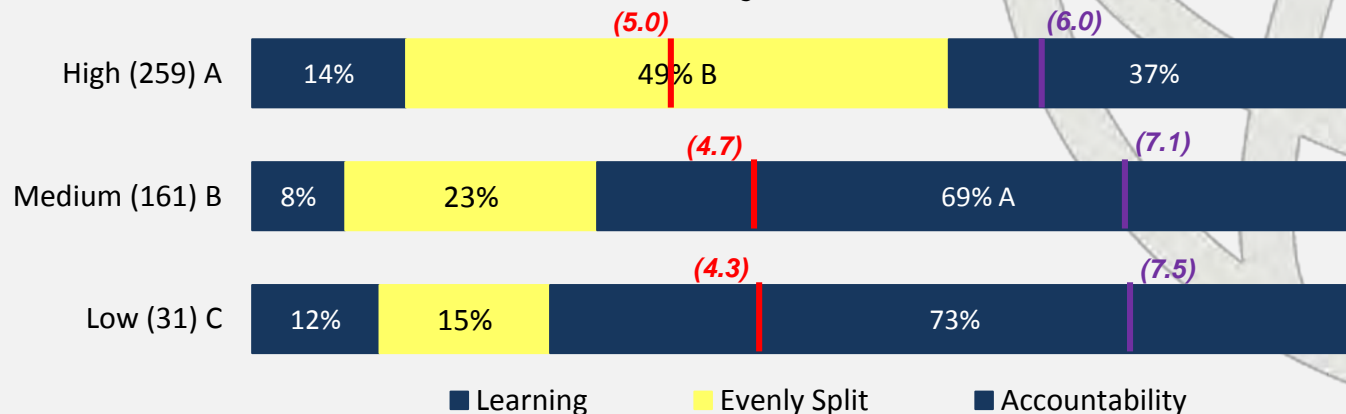
Staff who are less satisfied with IEG products and those most familiar with IEG see the largest Learning vs. Accountability gap.

Learning vs. Accountability

Familiarity with IEG



Overall Satisfaction with Product Quality

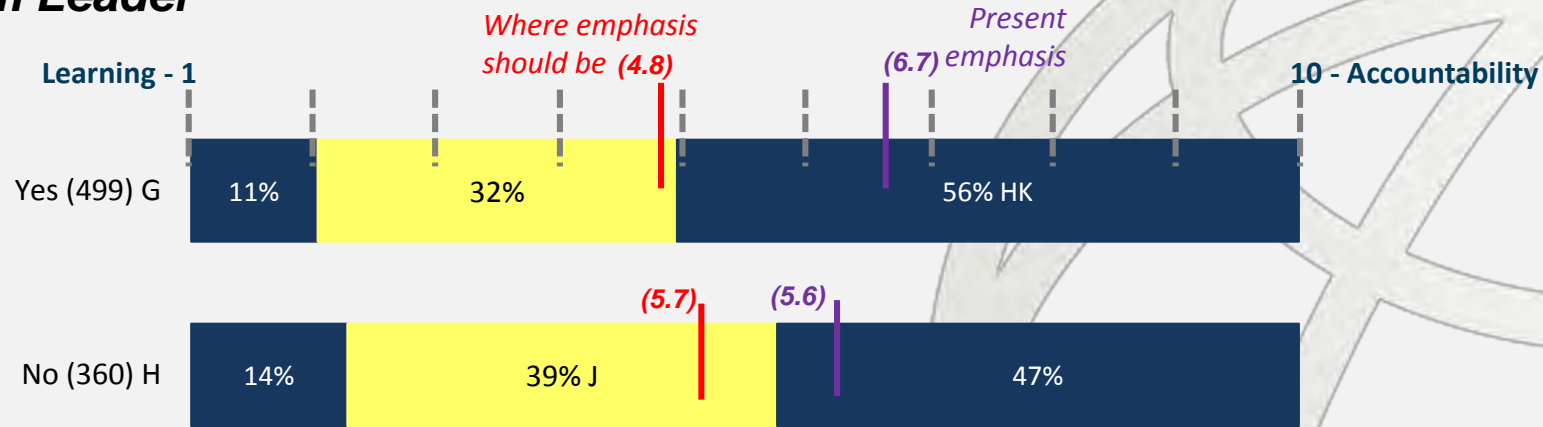


Base: Familiar With IEGs Work
Q15. Where would you put IEG's present emphasis between learning and accountability?
Q16. And where do you believe the emphasis should be?
Letters indicate a significant difference at the 90% confidence level (A/B/C).
* Caution: Small (<30) base size.

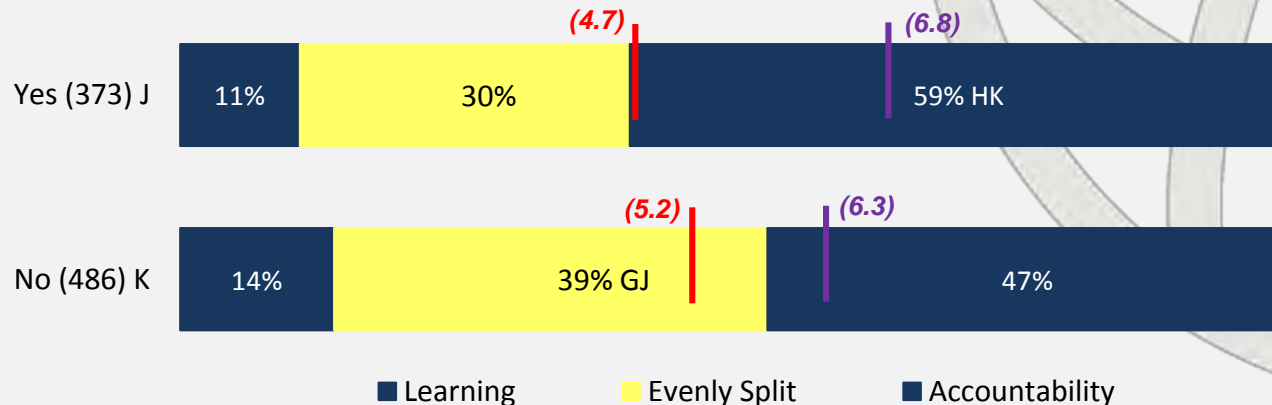
Among Staff, the Learning vs. Accountability gap remains widest among TTLs and those who have been evaluated by IEG.

Learning vs. Accountability

Task Team Leader



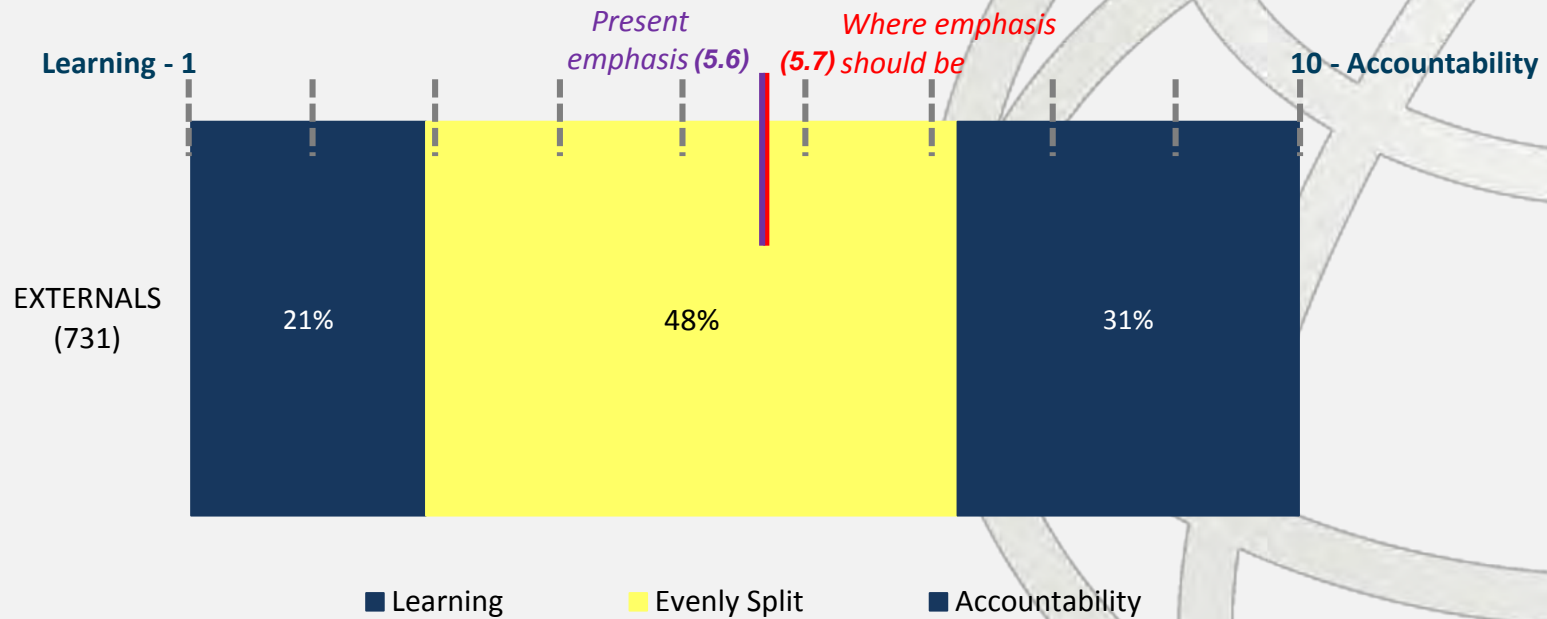
Evaluated by IEG



Base: Familiar With IEGs Work * Caution: Small (<30) base size.
Q15. Where would you put IEG's present emphasis between learning and accountability?
Q16. And where do you believe the emphasis should be?
Letters indicate a significant difference at the 90% confidence level (G/H, J/K, G/J, H/K).

Externals believe the current Learning & Accountability emphasis is exactly where it needs to be.

Learning vs. Accountability



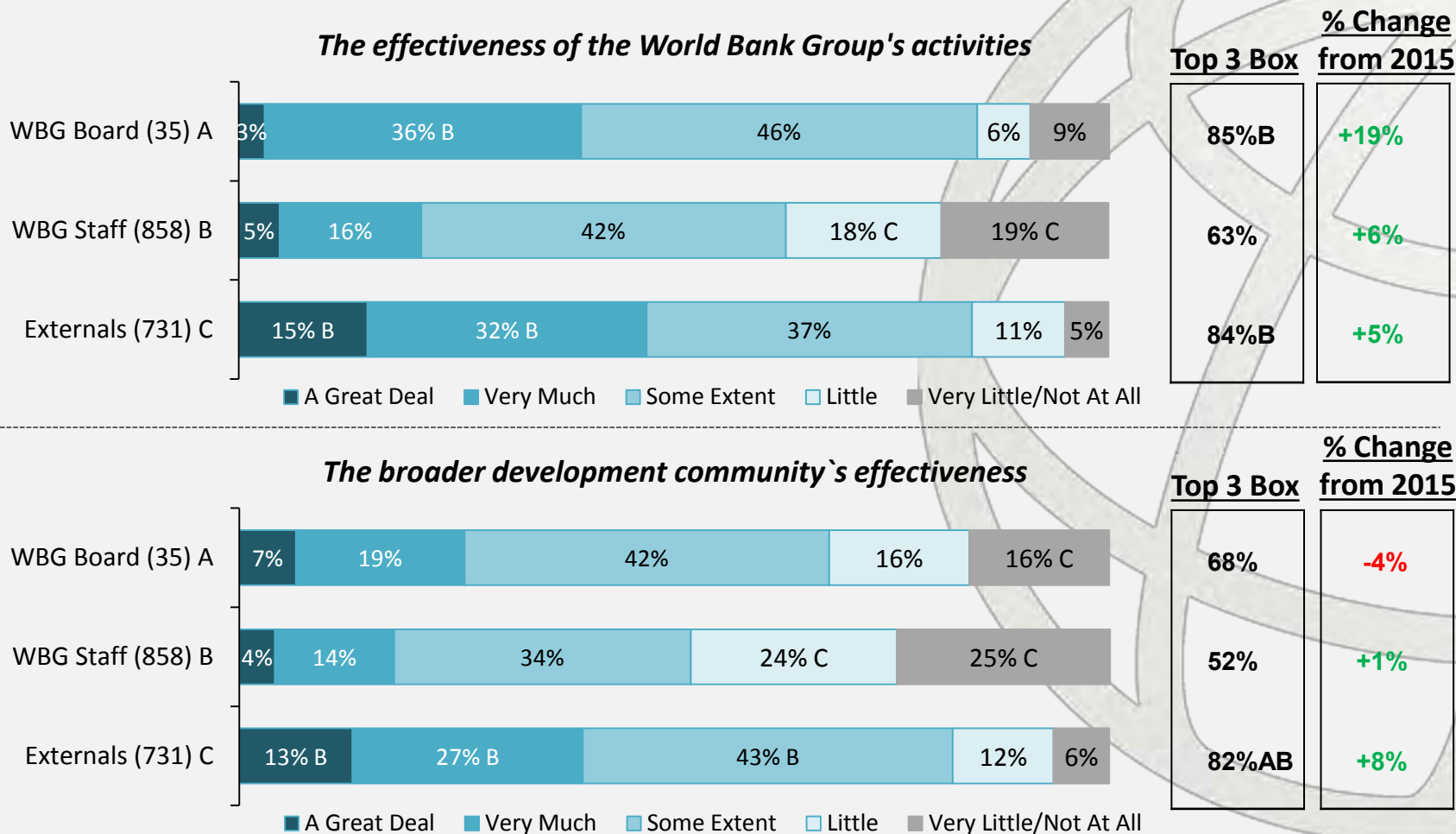
Base: Familiar With IEGs Work

Q15. Where would you put IEG's present emphasis between learning and accountability?

Q16. And where do you believe the emphasis should be?

Perceived impact of IEG's work on effectiveness of WBG activities remains high and increased across all three audiences, but remains lowest among Staff.

Impact

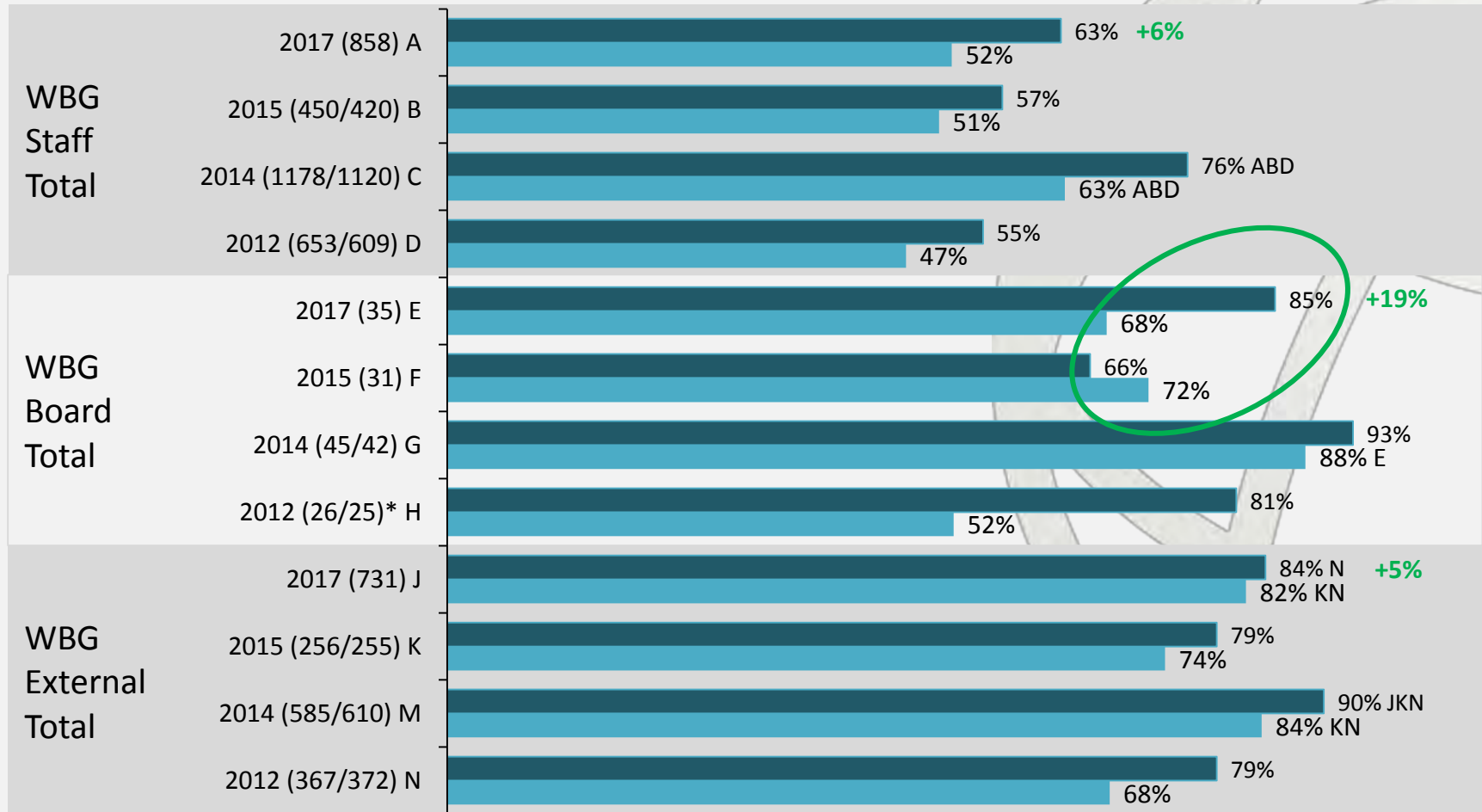


Base: Familiar With IEGs Work
Q20. To what extent do you think that IEG's work in the past 12 months has impacted on the following?
Letters indicate a significant difference at the 90% confidence level (A/B/C).

Ratings on perceived impact of IEG's work increased significantly compared to 2015, especially among Board Members.

Impact

% Top 3 Box



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

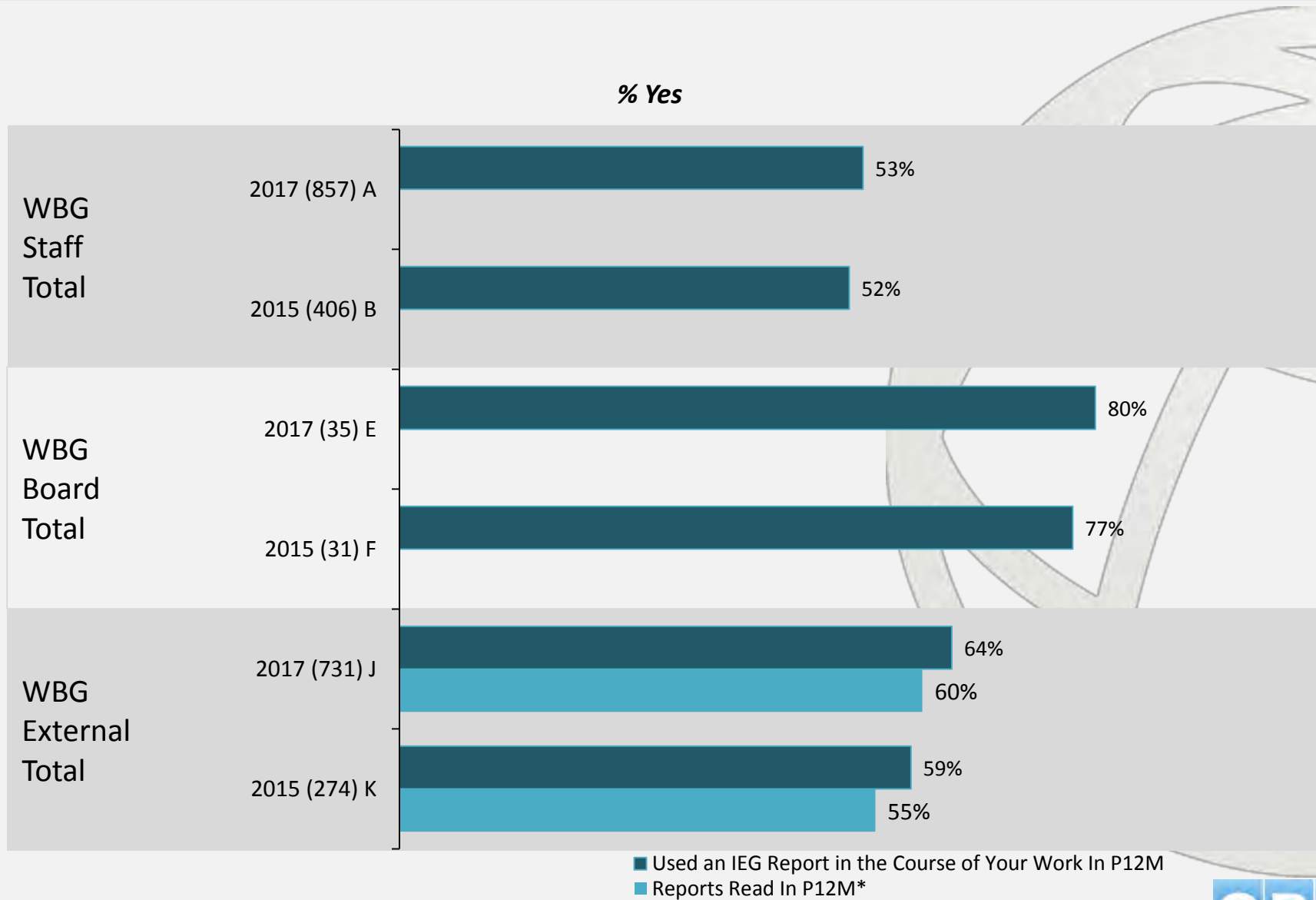
Base: Familiar With IEGs Work

* Caution: Small (<30) base size.

Q20. To what extent do you think that IEG's work in the past 12 months has impacted on the following?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D, E/F/G/H, J/K/M/N).

Use of IEG Products is most common among the Board; over the past 12 months, Externals' reading of IEG reports grew, but remained stable among WBG Staff and Board Members.



Base: Familiar With IEGs Work Q23. Have you used an IEG report in the course of your work in in the past 12 months?

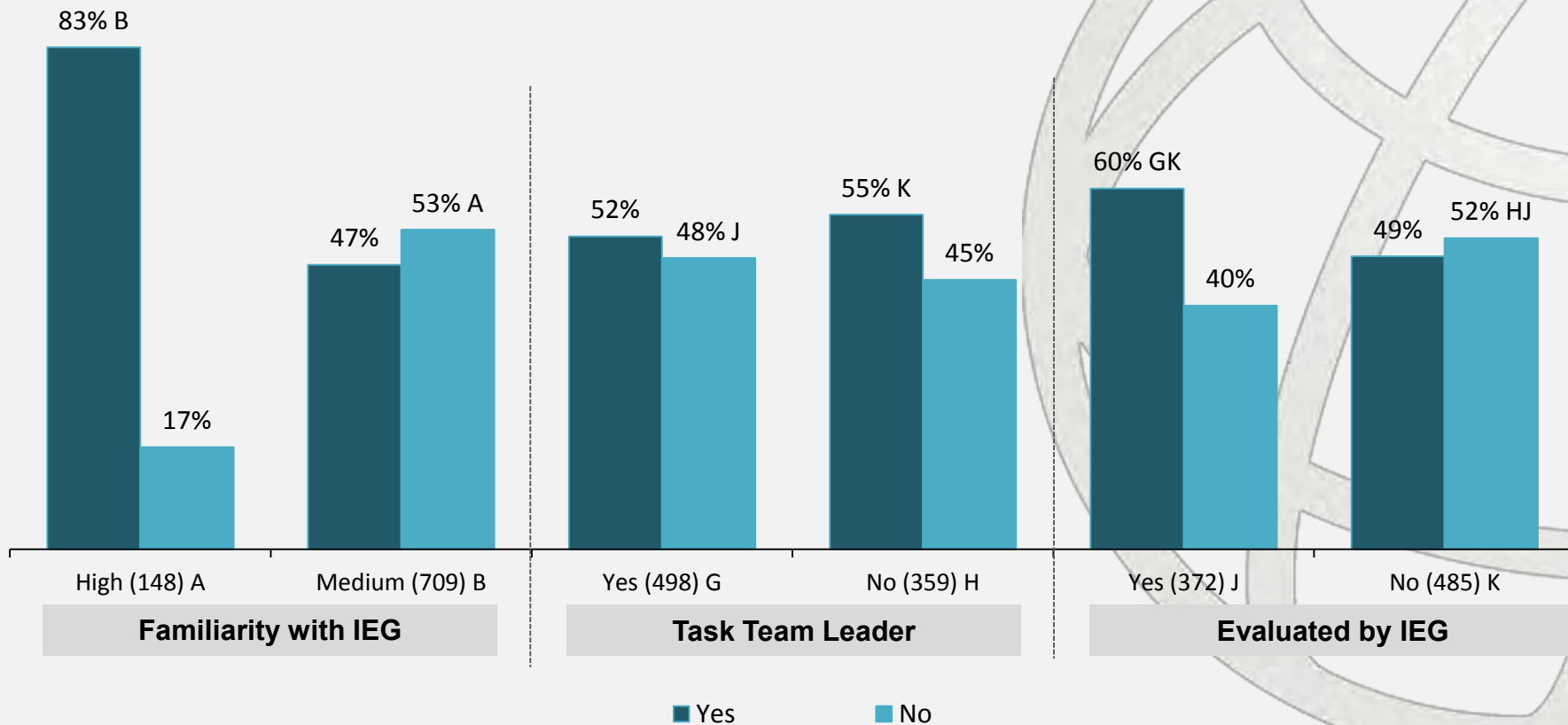
Q24. How many IEG reports have you read, at least in part, in the past 12 months?

Letters indicate a significant difference at the 90% confidence level (H/J/K/M).

* Among those that used an IEG report.

Among Staff, those with a high familiarity with IEG and those evaluated by IEG are most likely to have used an IEG report in their work in the past 12 months.

Staff

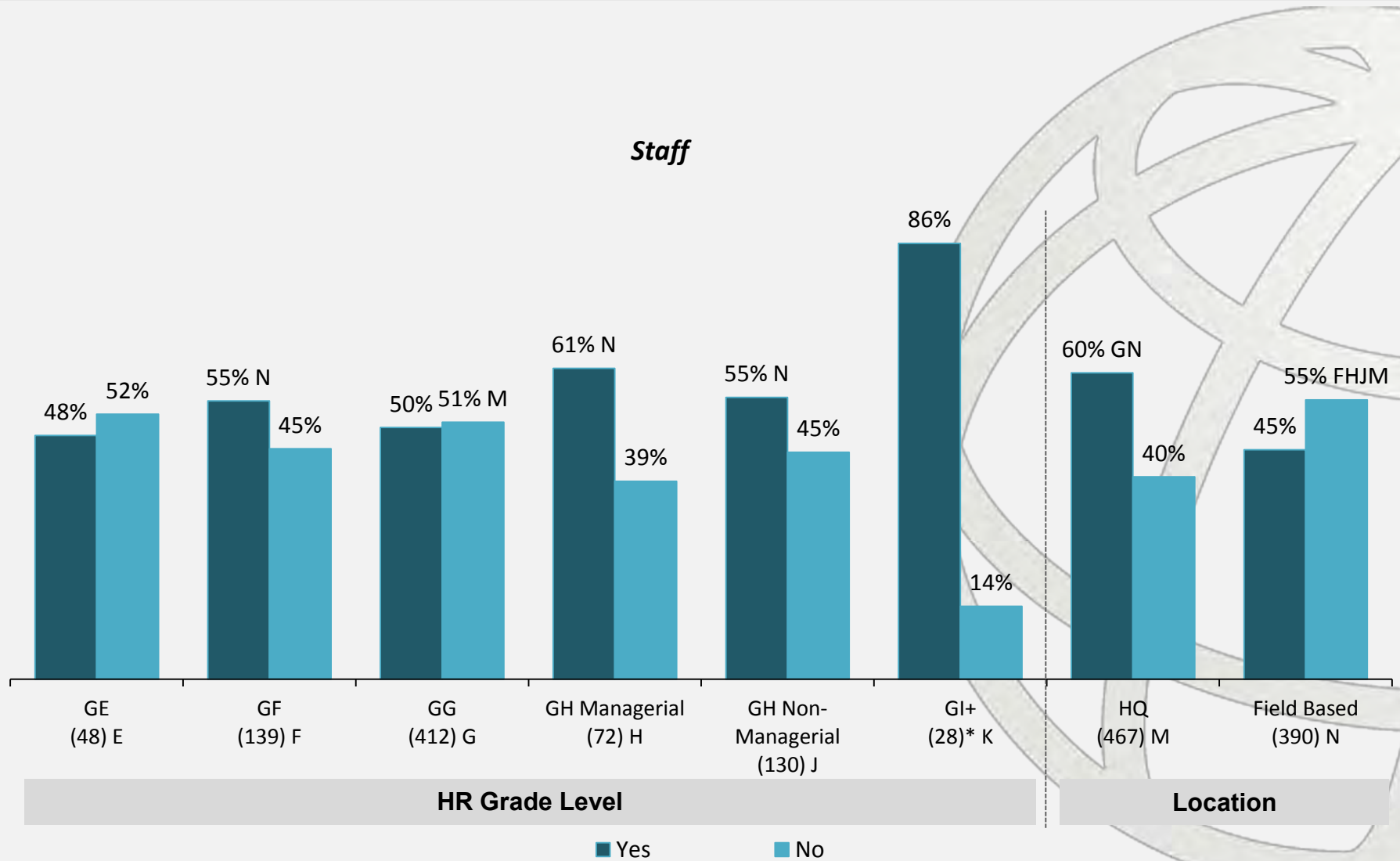


Base: Familiar With IEGs Work

Q23. Have you used an IEG report in the course of your work in in the past 12 months?

Letters indicate a significant difference at the 90% confidence level (A/B, G/H, J/K, G/J, H/K).

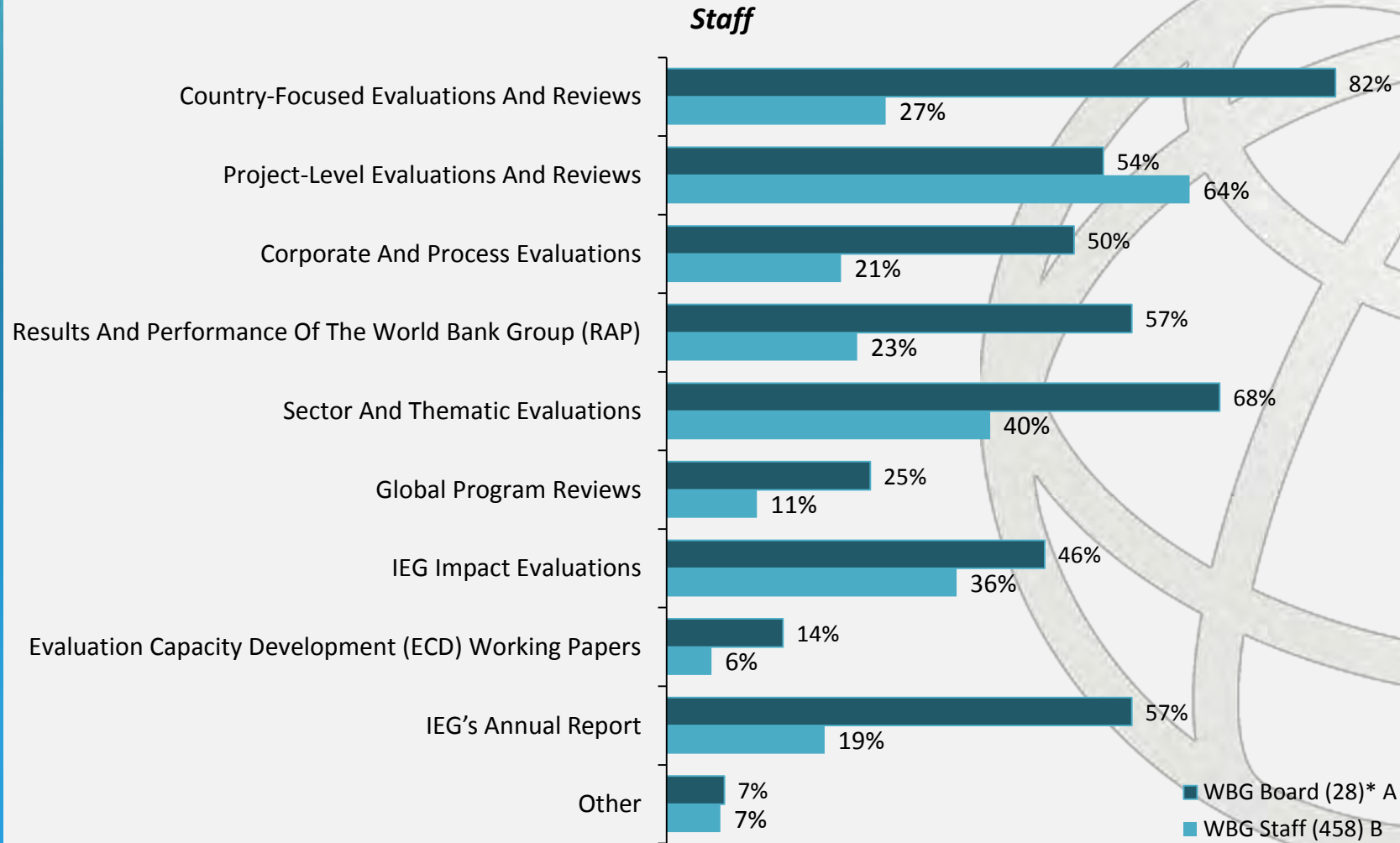
Among Staff, professional use of IEG products is greatest among HQ based and higher grade levels, particularly GI+.



Base: Familiar With IEGs Work
 Q23. Have you used an IEG report in the course of your work in in the past 12 months?
 Letters indicate a significant difference at the 90% confidence level (E/F/G/H/J/K/M/N).

Project-Level Evaluations and Reviews and Sector-Level Evaluations are the most common IEG products read by Staff, Country-Focused Evaluations by Board.

Utility



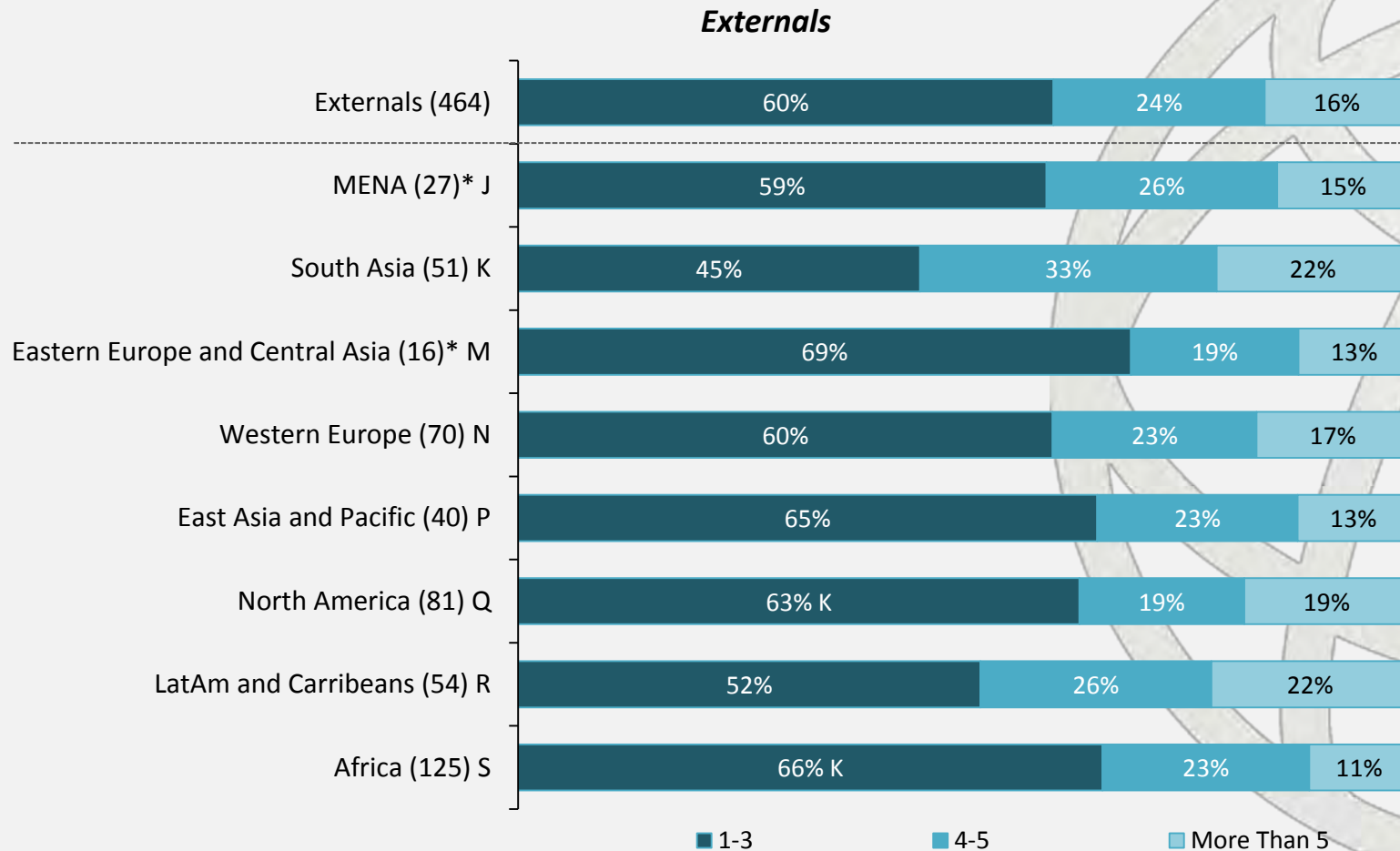
Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

Q25. Which of the following IEG products have you read over the past 12 months?

Letters indicate a significant difference at the 90% confidence level (H/J/K/M).

The percentage of Externals who've read IEG reports remains stable; Latin America and South Asia have the highest readership rates.



Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

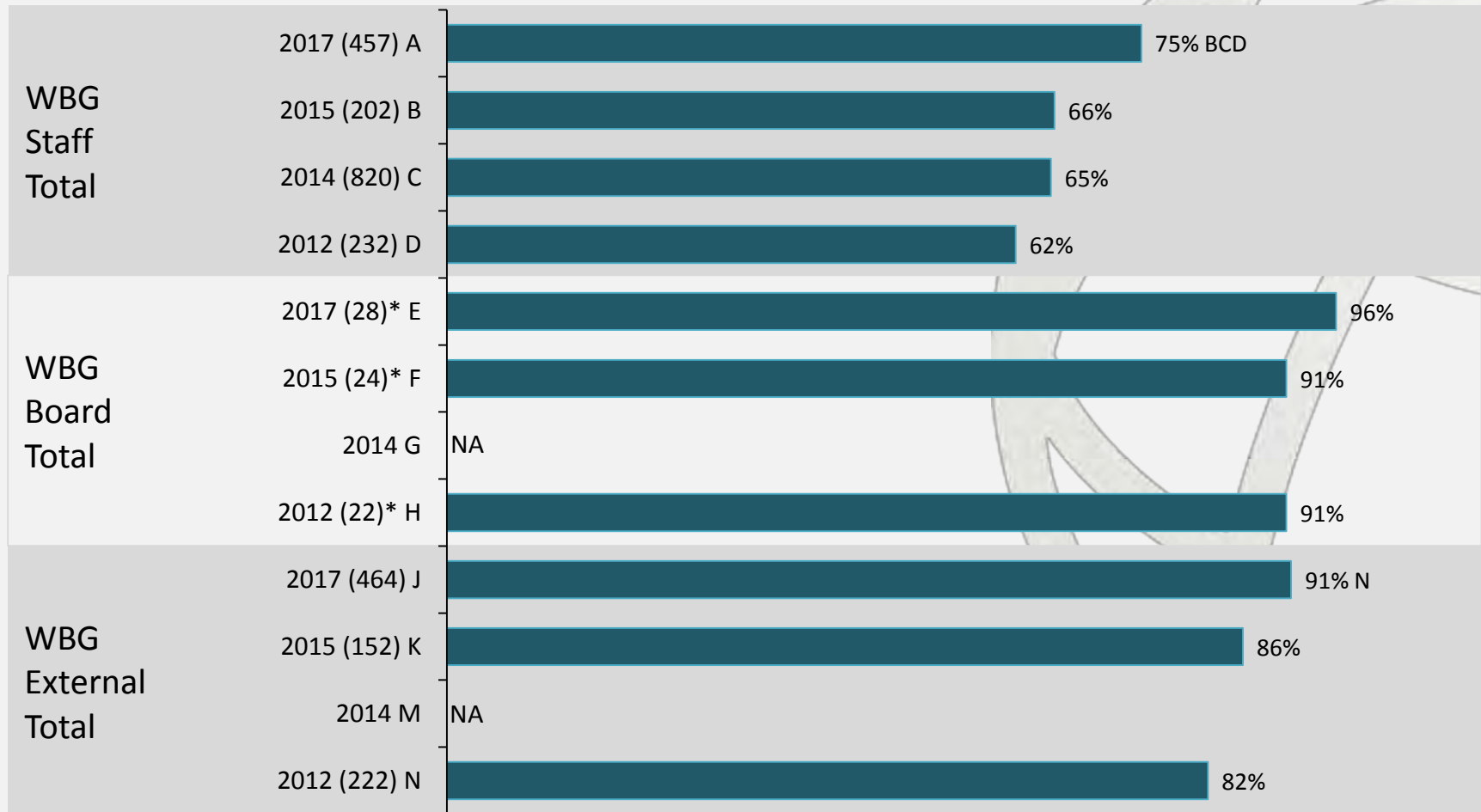
Q24. How many IEG reports have you read, at least in part, in the past 12 months?

Letters indicate a significant difference at the 90% confidence level (J/K/M/N/P/Q/R/S).

Overall use of IEG products is high and increasing across all audiences, though it remains lowest among Staff.

Overall Use

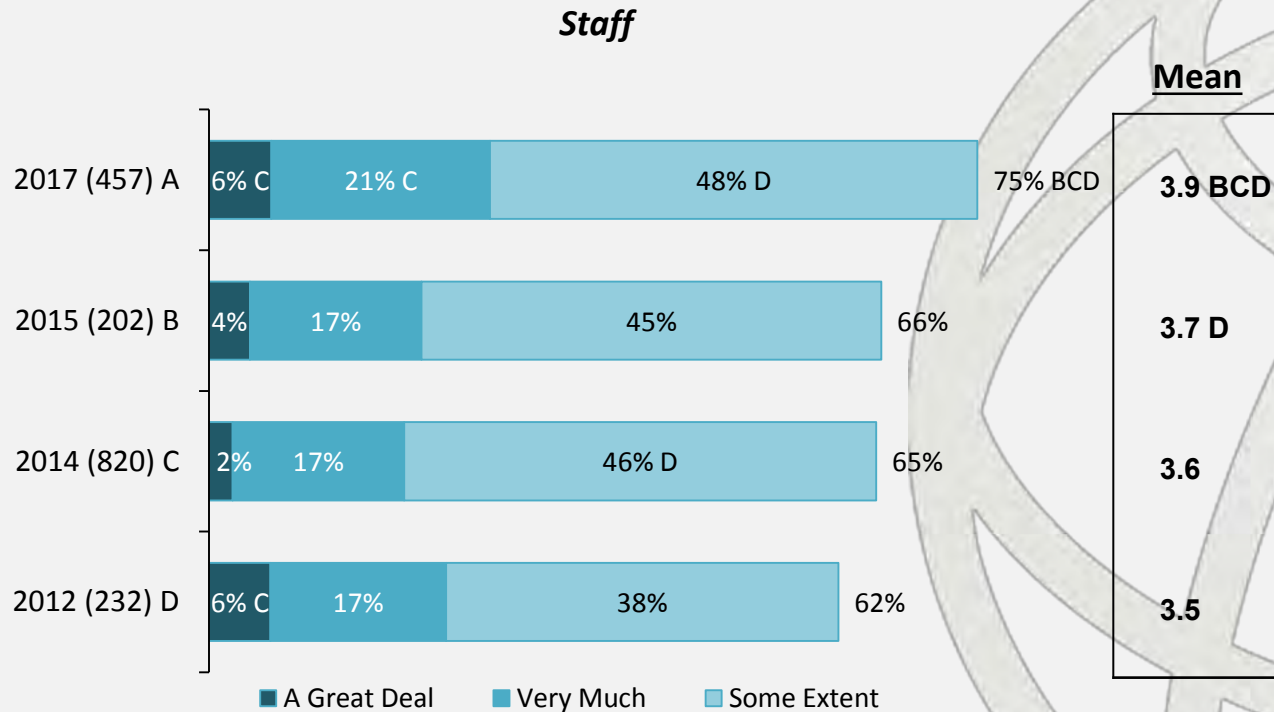
% Top 3 Box



Base: Familiar With IEGs Work And Used IEG Report * Caution: Small (<30) base size.
 Q34/36. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? (6=A Great Deal, 1=Not At All)
 Letters indicate a significant difference at the 90% confidence level (A/B/C/D, E/F/G/H, J/K/M/N).

Overall use of IEG products by WBG Staff increased considerably in 2017.

Overall Use



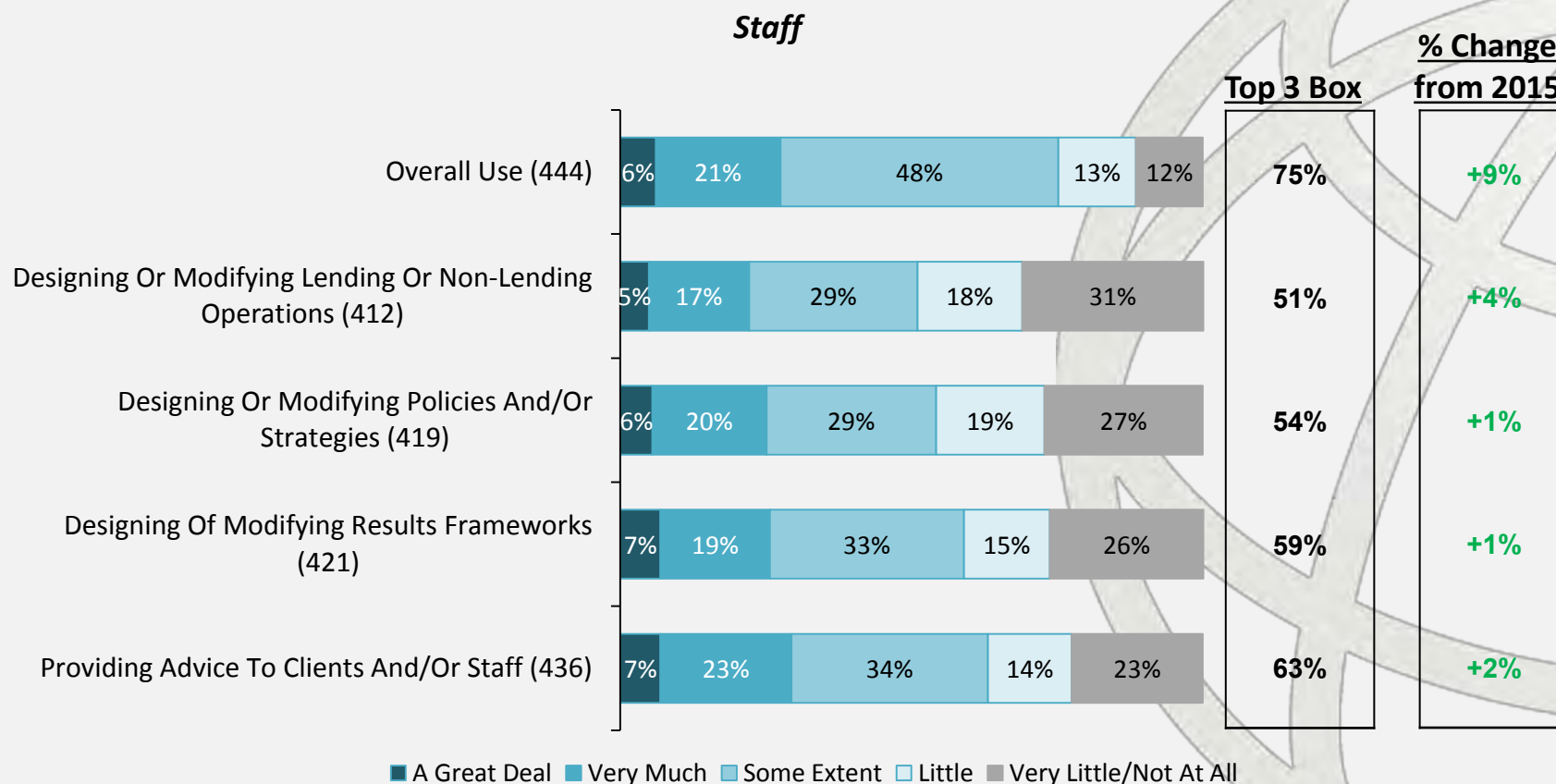
Base: Familiar With IEGs Work And Used IEG Report

Q36. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? (6=A Great Deal, 1=Not At All)

Letters indicate a significant difference at the 90% confidence level (A/B/C/D).

The various uses of IEG products remain stable; Providing Advice to Clients remains the most common use among Staff.

Overall Use

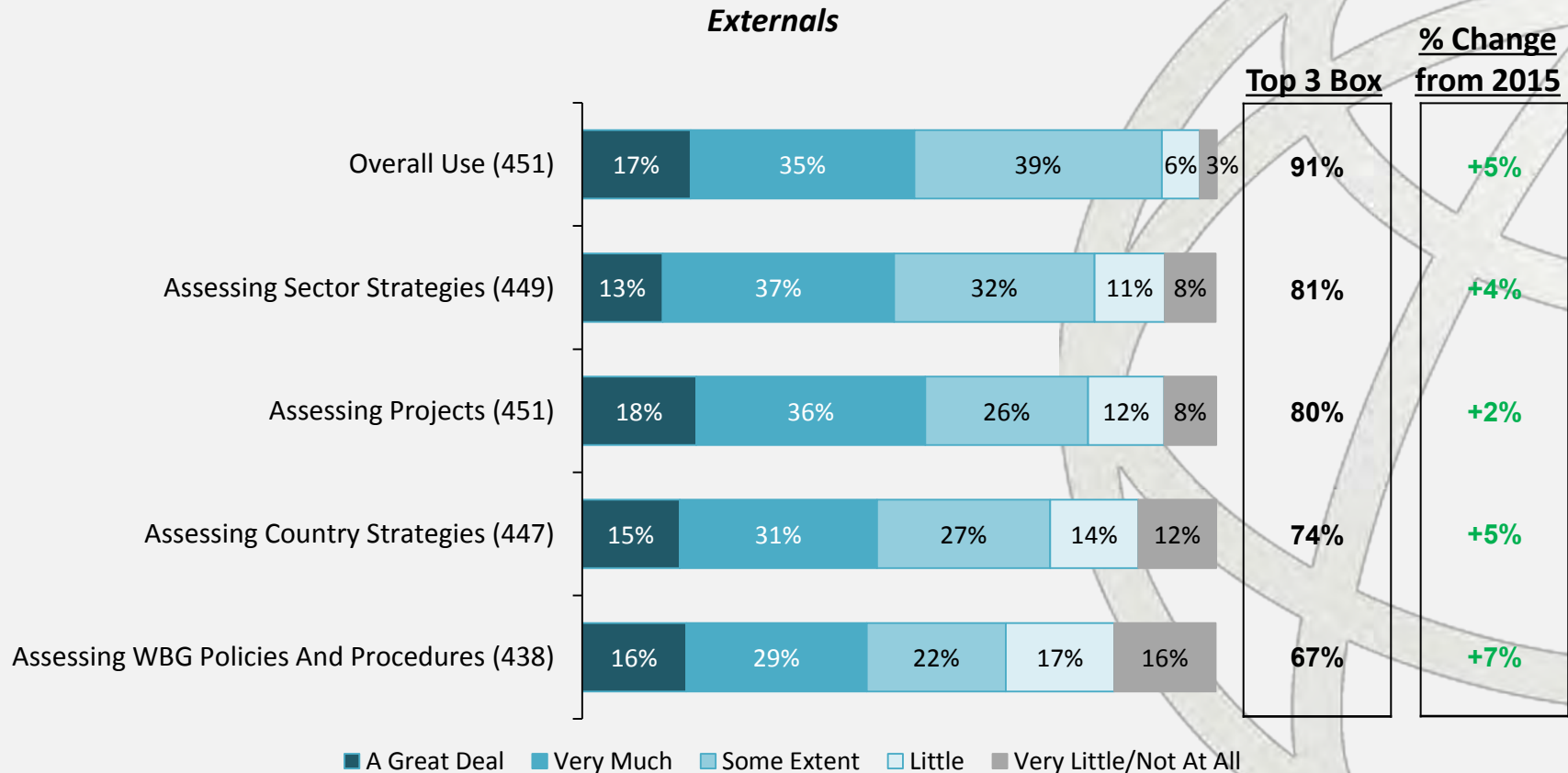


Base: Familiar With IEGs Work And Used IEG Report

Q36. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? (6=A Great Deal, 1=Not At All)

Overall use of IEG products among Externals has increased since 2015; Assessing Projects and Sector Strategies are the most common uses.

Overall Use



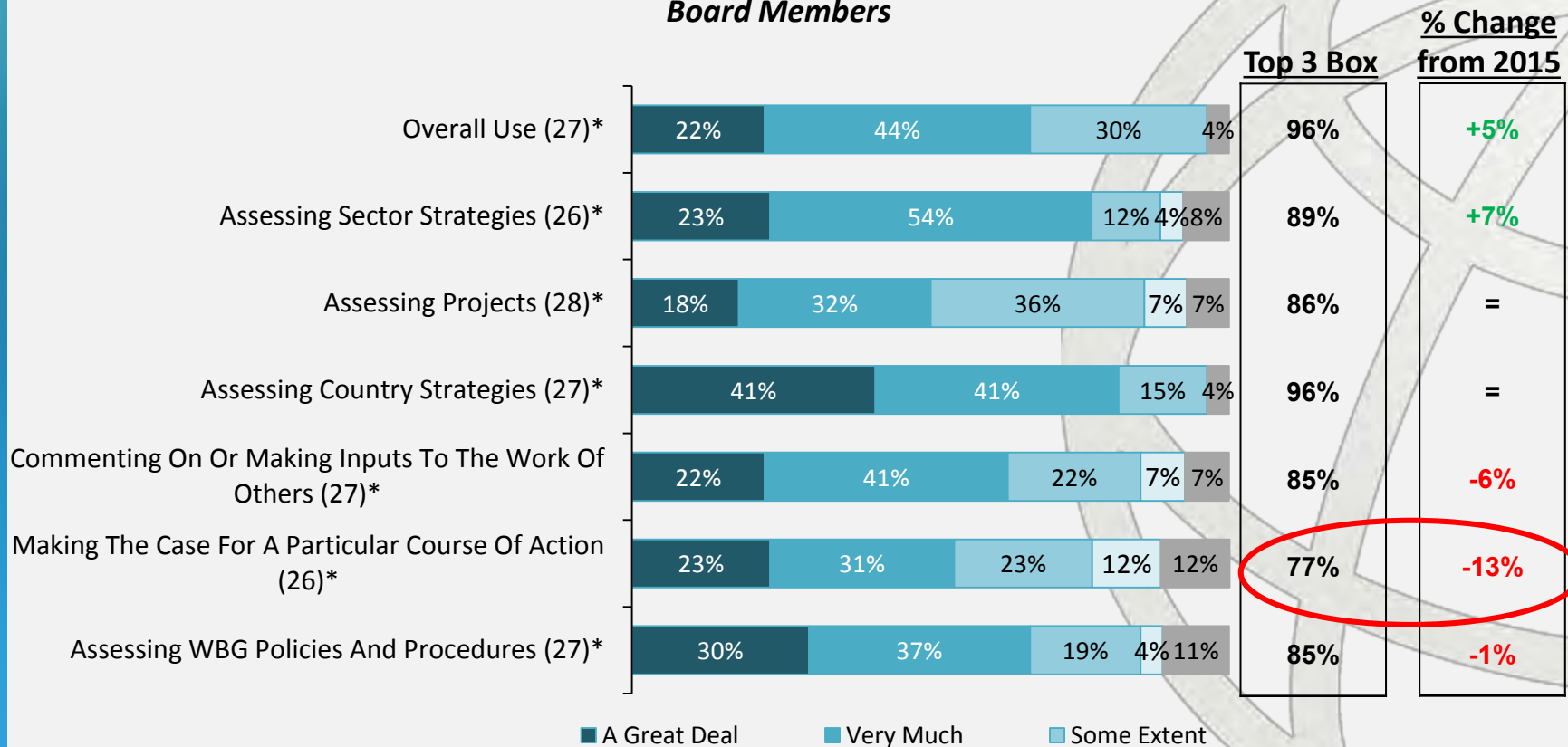
Base: Familiar With IEGs Work And Used IEG Report

Q34. Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? (6=A Great Deal, 1=Not At All)

Among Board Members, Assessing Country Strategies is the most common use for IEG products; Making the Case for a Particular Course declined from 2015.

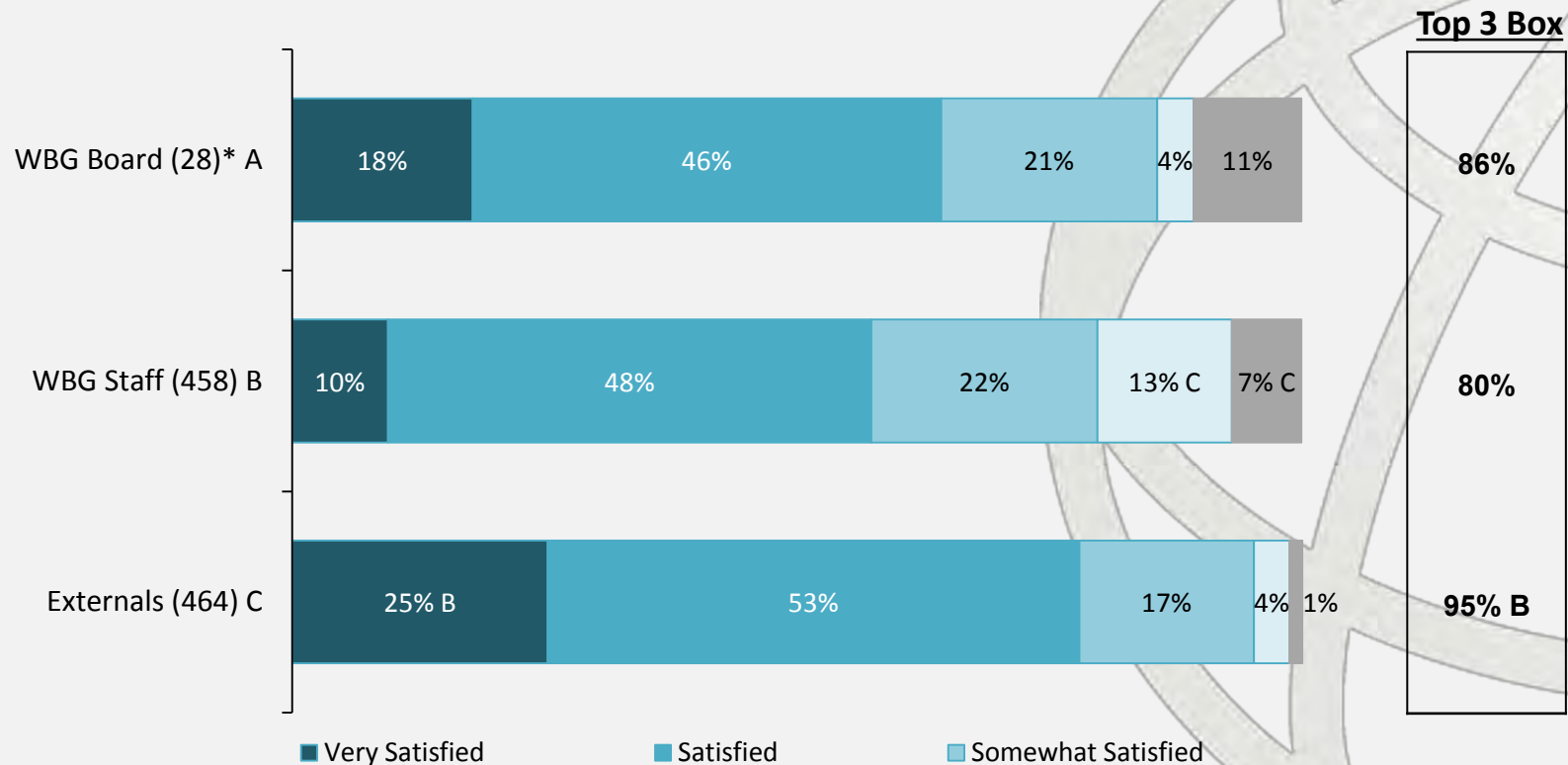
Overall Use

Board Members



Overall satisfaction with IEG products is highest among Externals, lowest among Staff.

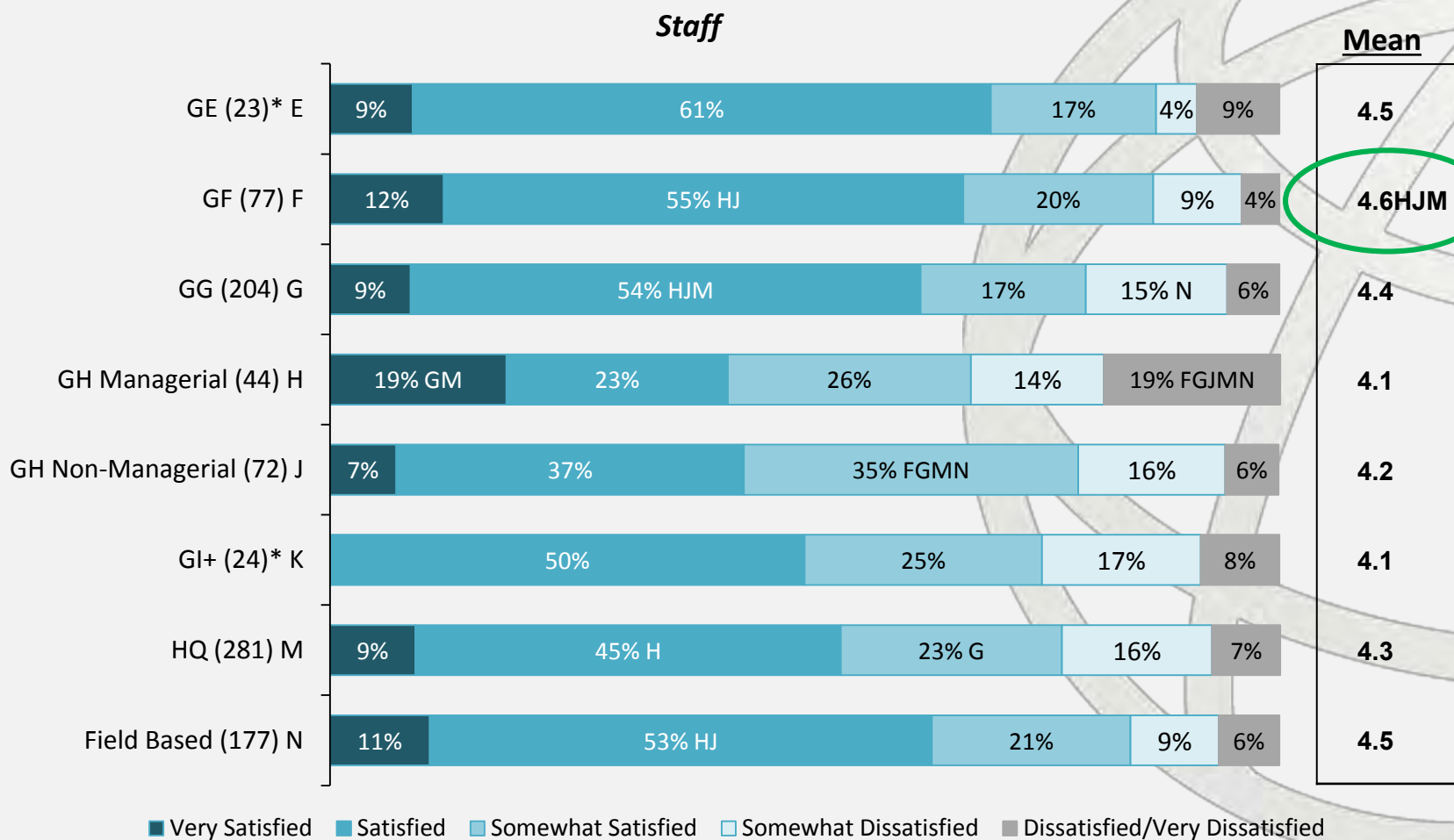
Satisfaction



Base: Familiar With IEGs Work And Used IEG Report
 Q26. How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?
 Letters indicate a significant difference at the 90% confidence level (A/B/C).

Among Staff, satisfaction with the overall quality of IEG products is highest at the GF level.

Satisfaction



Base: Familiar With IEGs Work And Used IEG Report

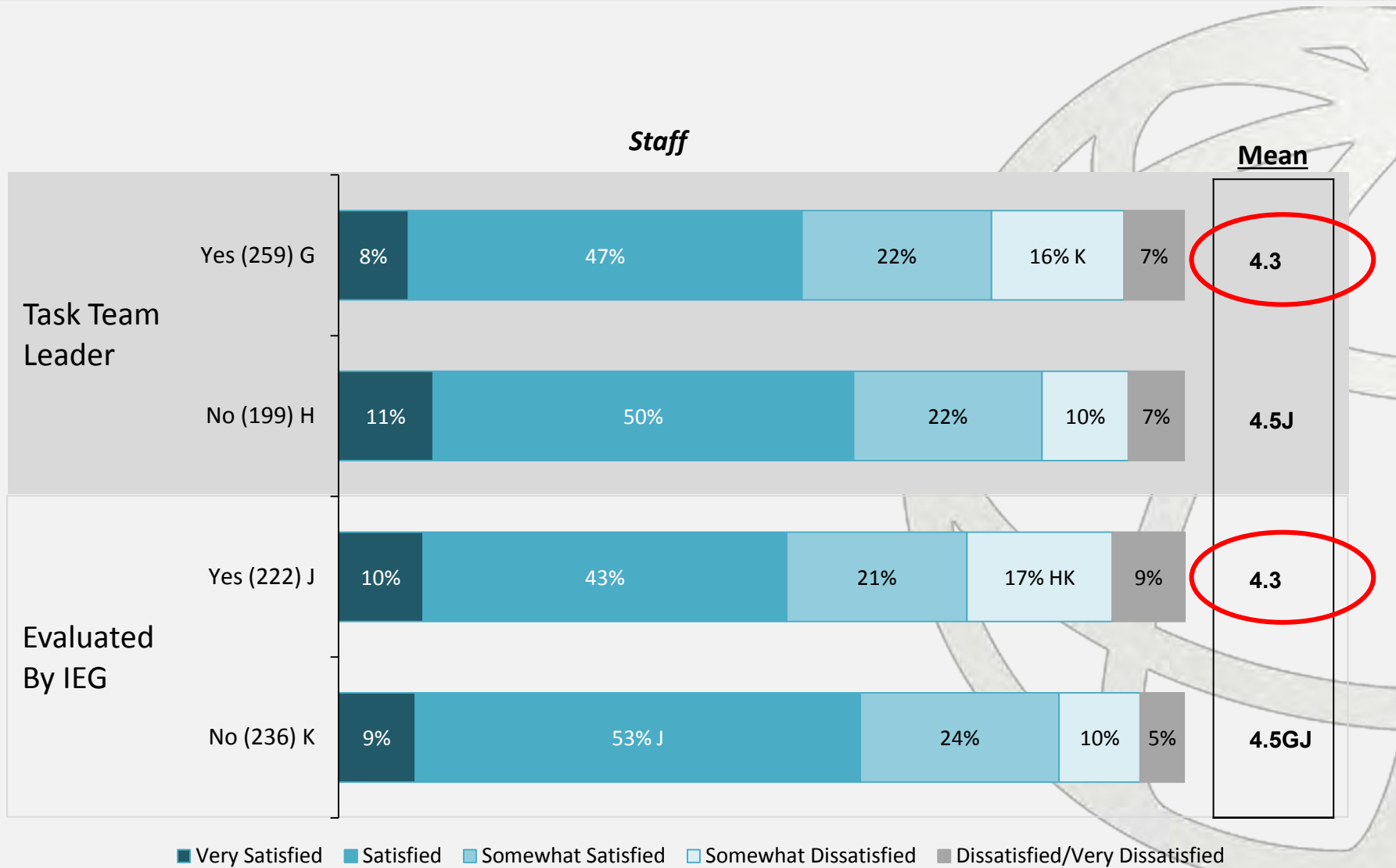
* Caution: Small (<30) base size.

Q26. How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?

Letters indicate a significant difference at the 90% confidence level (E/F/G/H/J/K/M/N).

Among Staff, satisfaction with the overall quality of IEG products is lowest among TTLs and those evaluated by IEG.

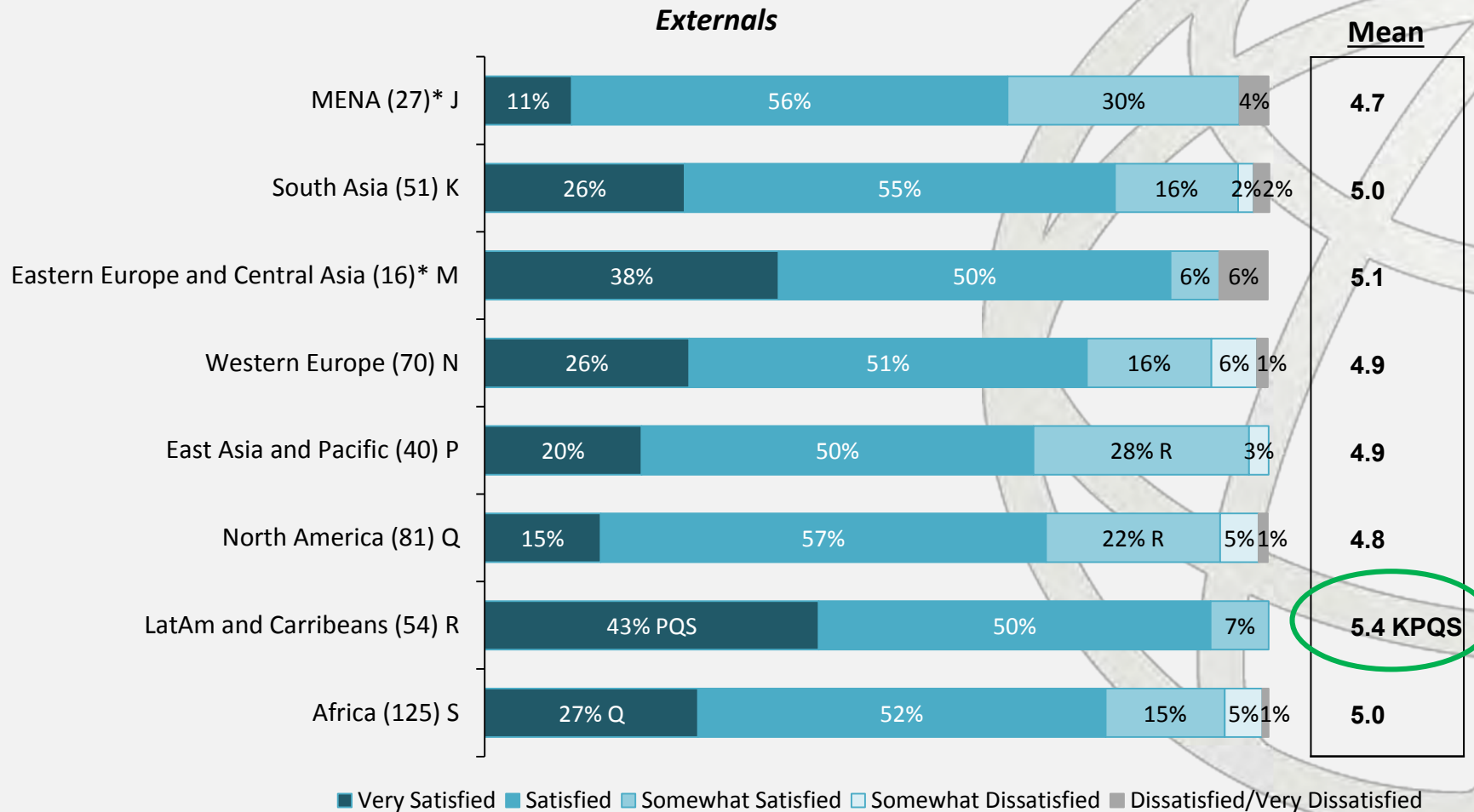
Satisfaction



Base: Familiar With IEGs Work And Used IEG Report
 Q26. How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?
 Letters indicate a significant difference at the 90% confidence level (G/H/J/K).

Among Externals, satisfaction with the quality of IEG products is highest in Latin America and Caribbean.

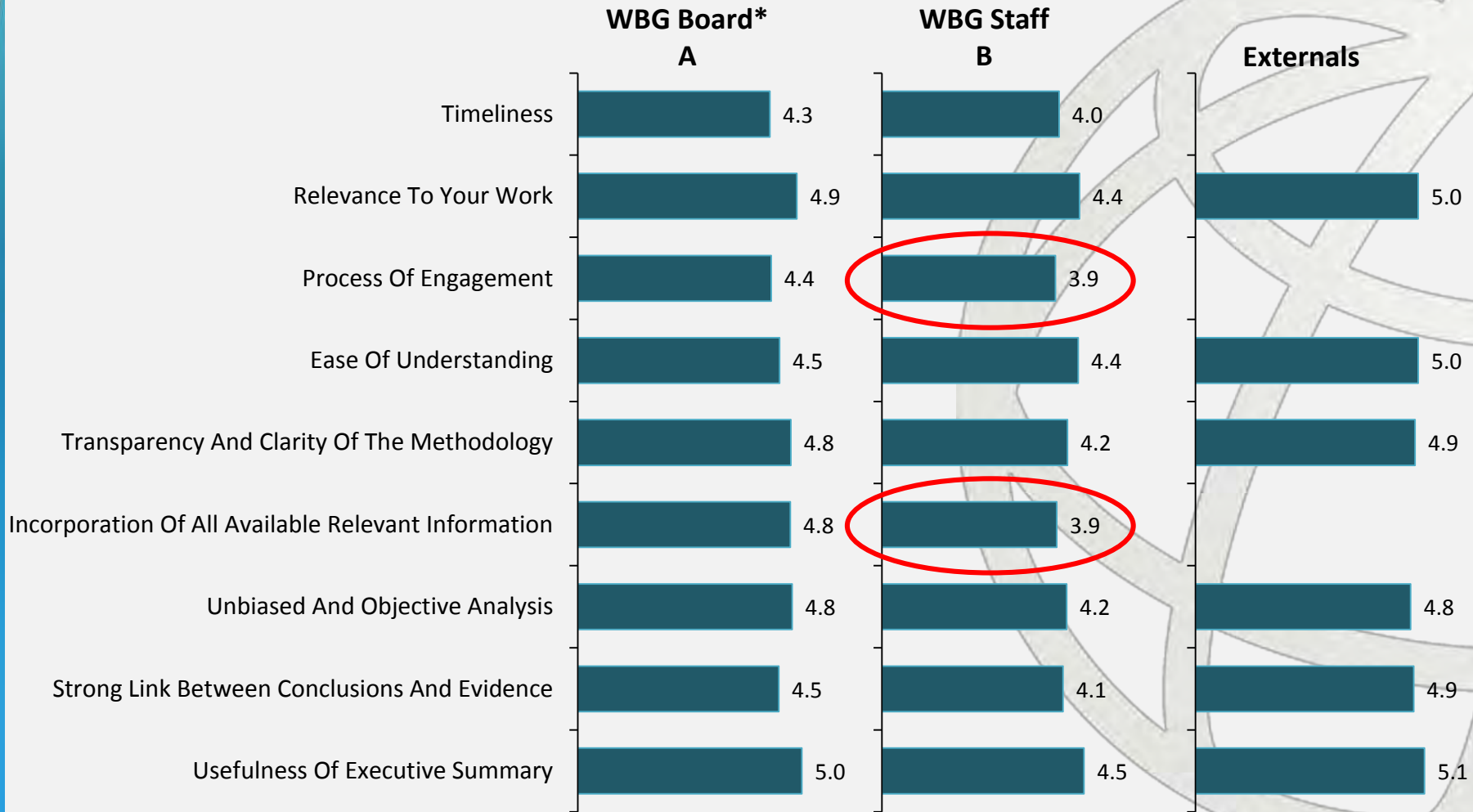
Satisfaction



Base: Familiar With IEGs Work And Used IEG Report * Caution: Small (<30) base size.
 Q26. How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?
 Letters indicate a significant difference at the 90% confidence level (J/K/M/N/P/Q/R/S).

Satisfaction with IEG evaluation reports remains highest among Externals and lowest among Staff; in particular, Process of Engagement and Incorporation of Relevant Information lowest ranked aspects for Staff.

Satisfaction



Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

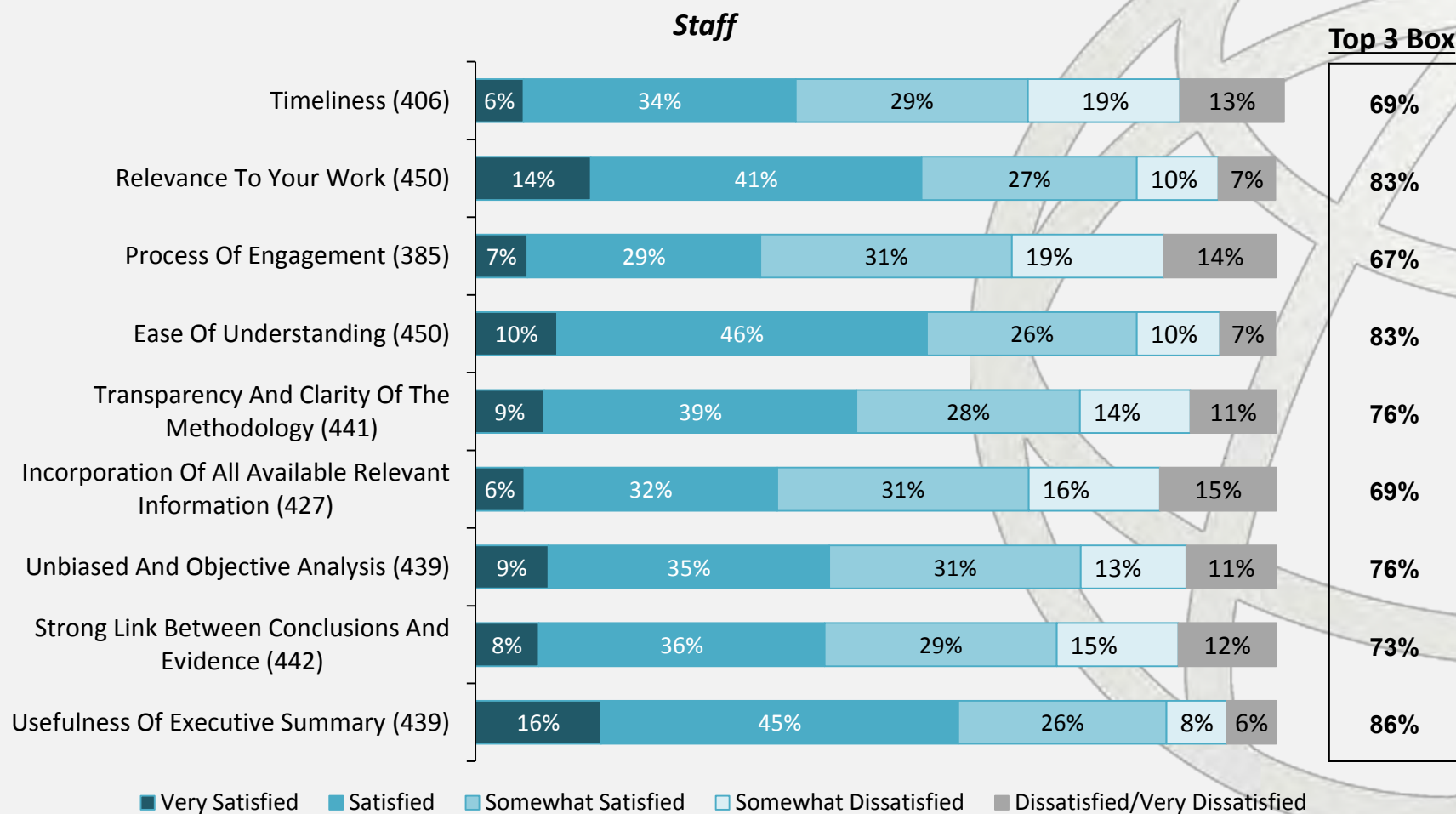
Q27. Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the following aspects of the evaluation reports?

(6=Very Satisfied, 1=Very Dissatisfied)

Letters indicate a significant difference at the 90% confidence level (A/B).

Aspects of IEG reports that Staff are most satisfied with are the Executive Summary and Relevance to Work.

Satisfaction

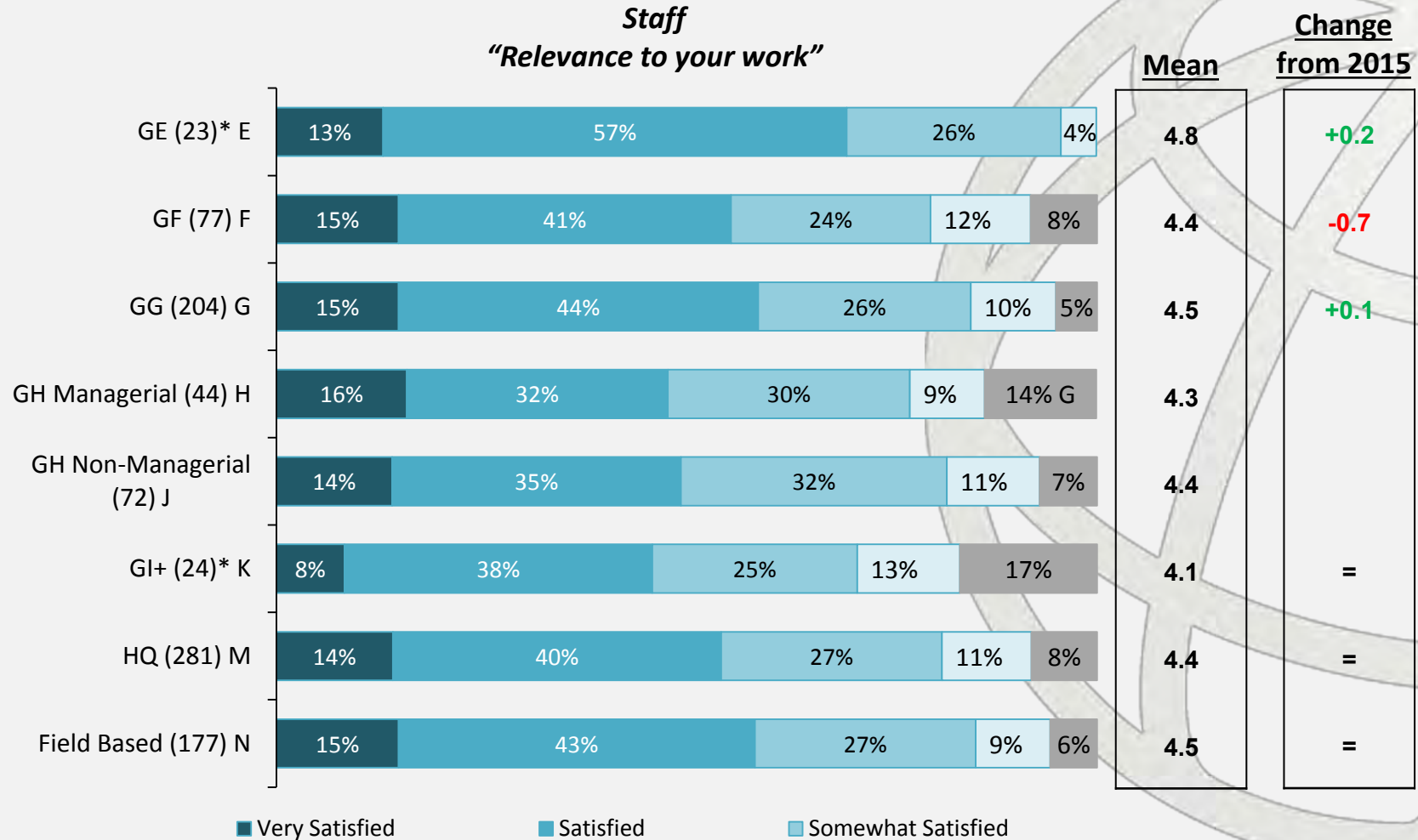


Base: Familiar With IEGs Work And Used IEG Report

Q27. 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?

In general, satisfaction with relevance of IEG products remains stable among Staff, however the mean score among the GF level has decreased since 2015.

Satisfaction



Base: Familiar With IEGs Work And Used IEG Report

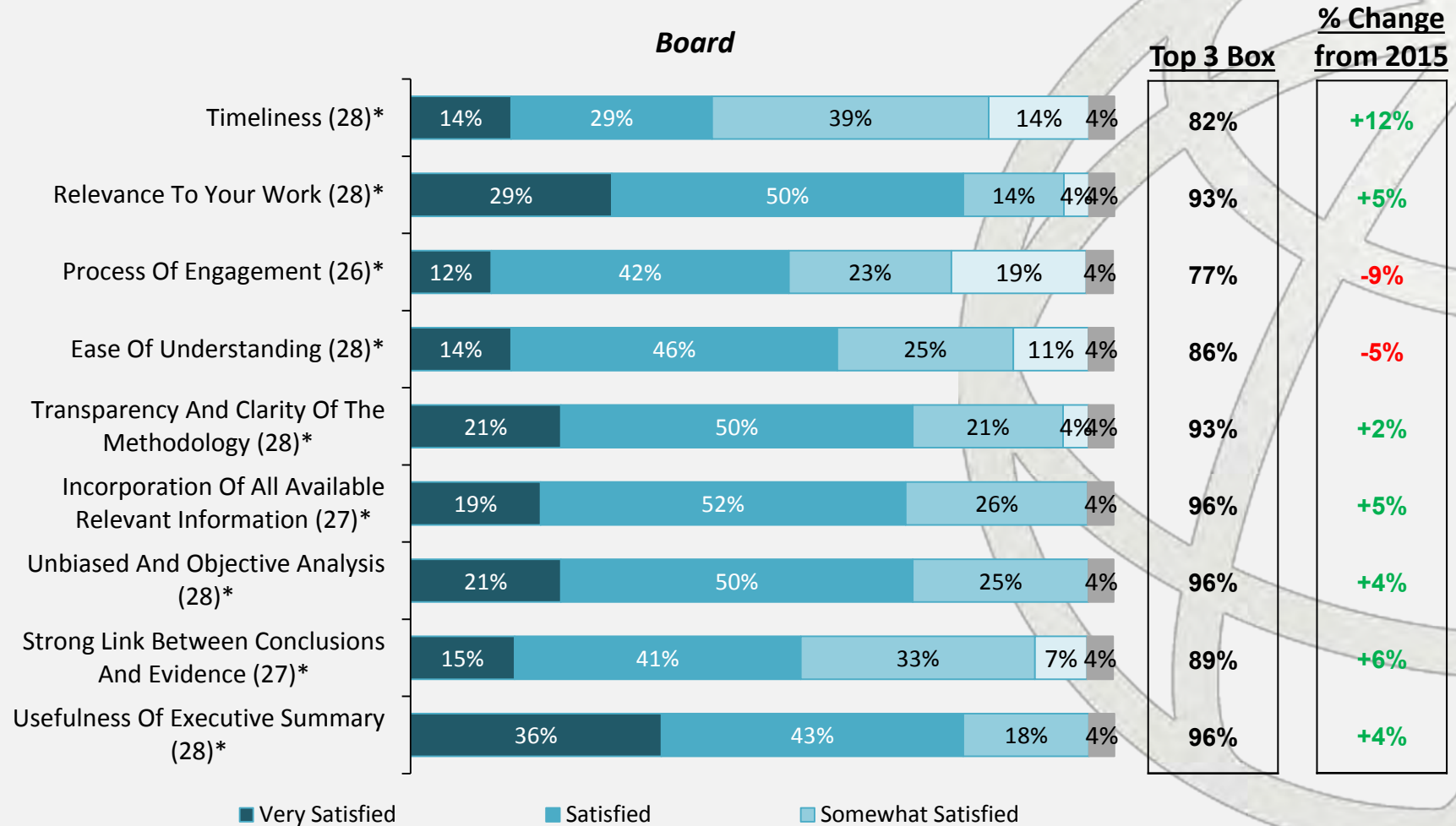
* Caution: Small (<30) base size.

Q27. 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?

Letters indicate a significant difference at the 90% confidence level (E/F/G/H/J/K/M/N).

Satisfaction levels among Board members have remained excellent or improved considerably since 2015, with the exception of Process of Engagement, which declined since 2015.

Satisfaction



Base: Familiar With IEGs Work And Used IEG Report

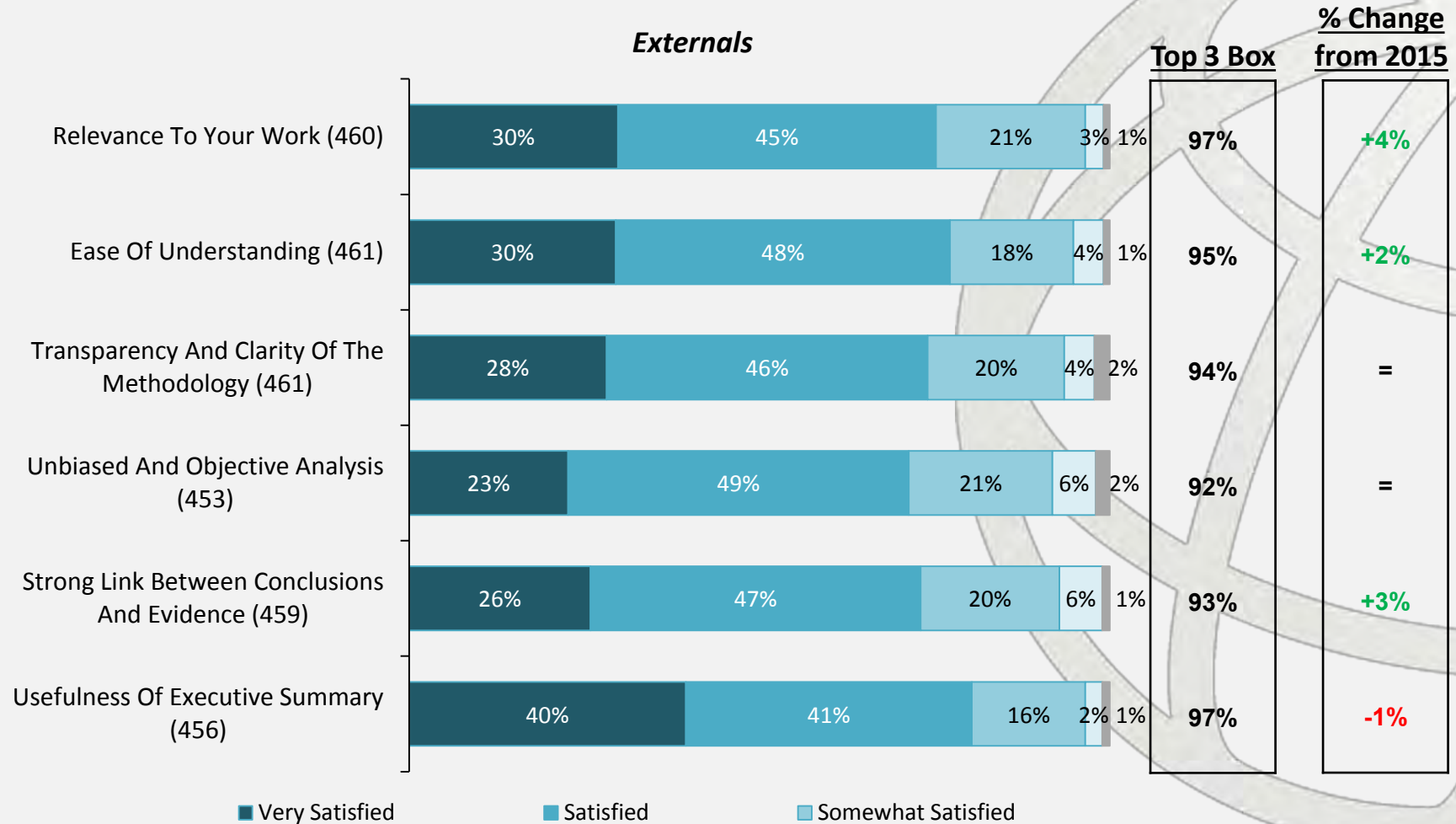
* Caution: Small (<30) base size.

Q27. 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?

(6=Very Satisfied, 1=Very Dissatisfied)

Externals continue to report good satisfaction ratings of IEG products.

Satisfaction



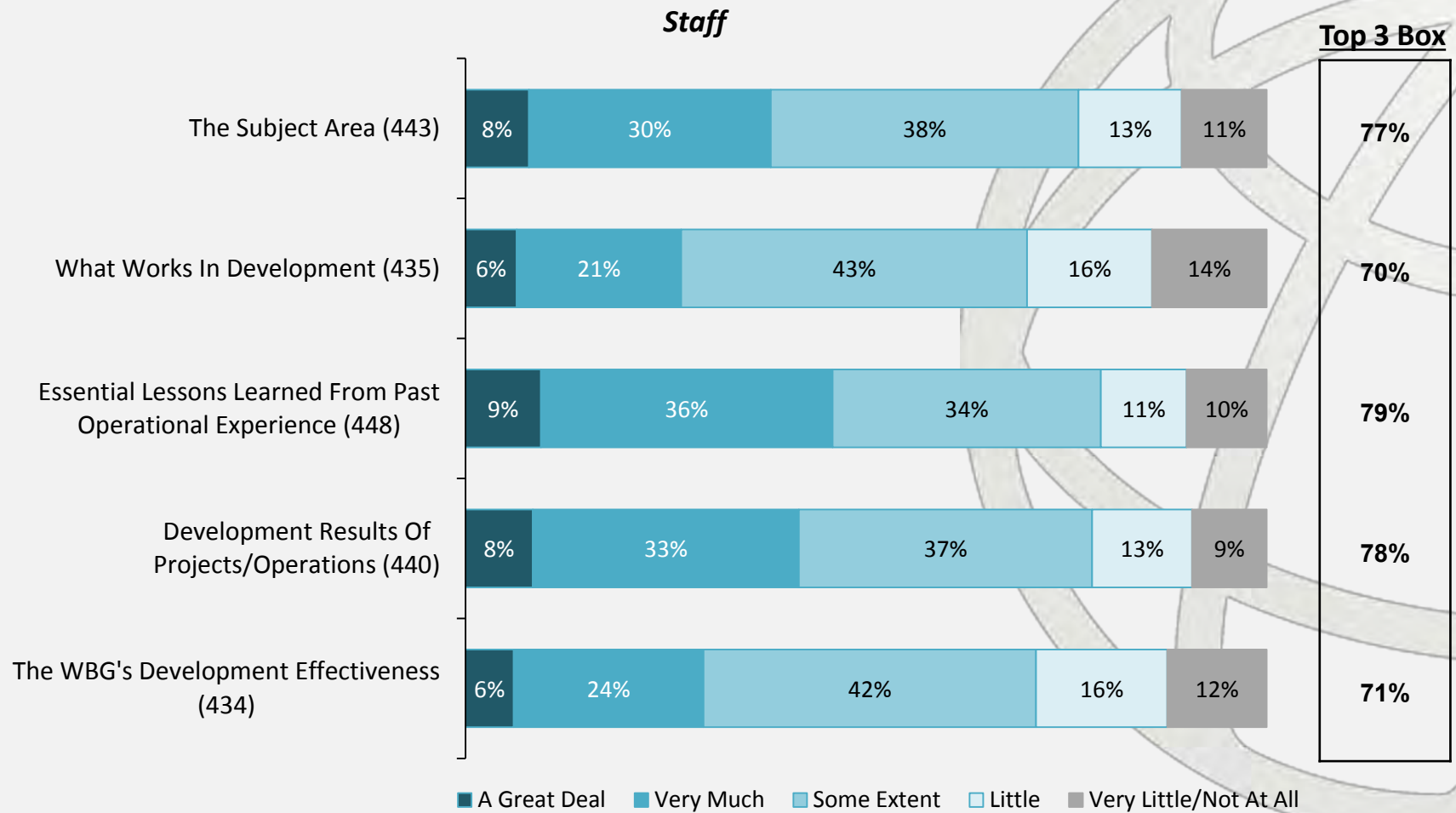
Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

Q28. 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?

Among Staff, perceived influence of IEG's products remains high and has grown since 2015; influence is greatest for Past Operational Experience.

Influence



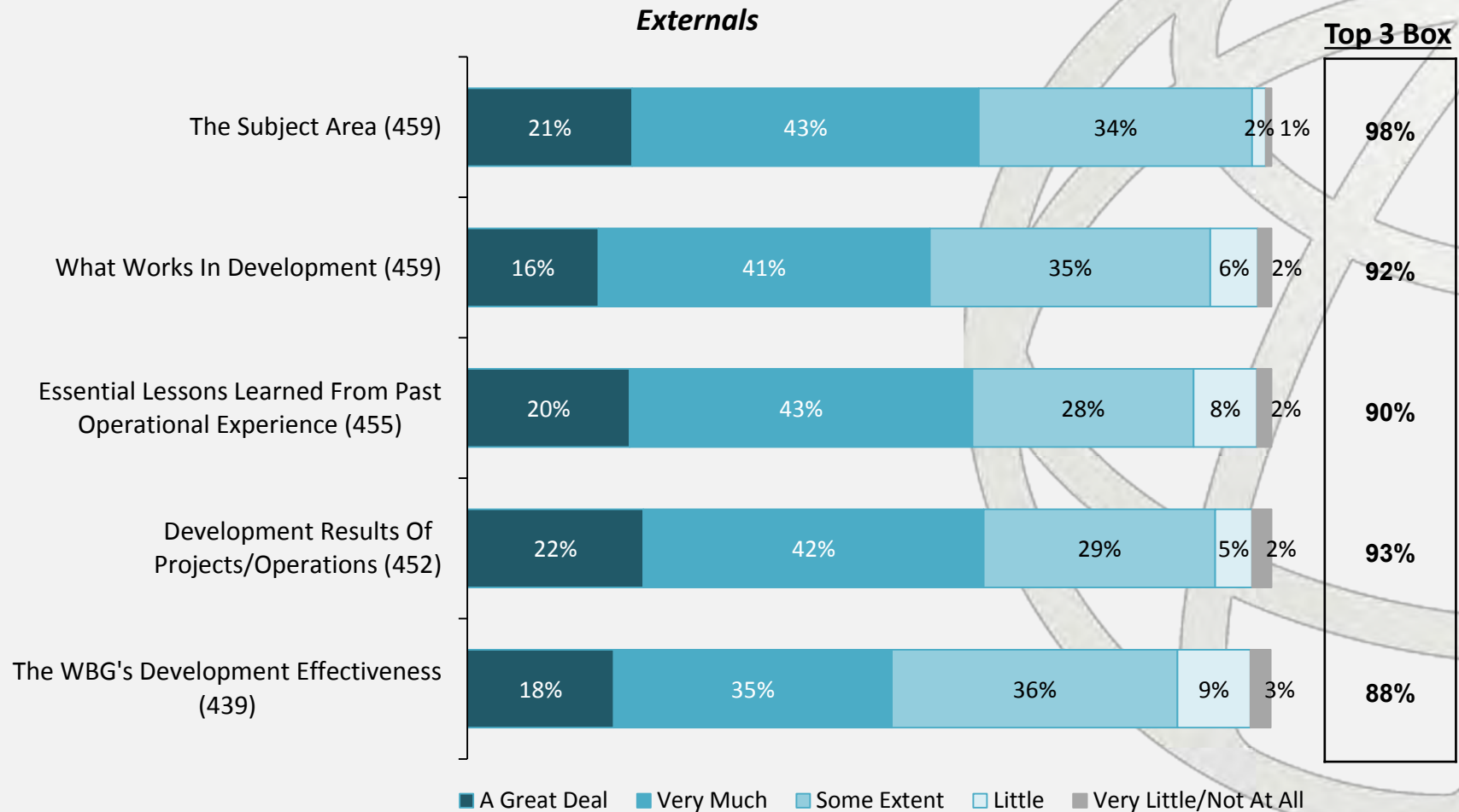
Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

Q30. 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 products remain influential across all aspects for Externals.

Influence



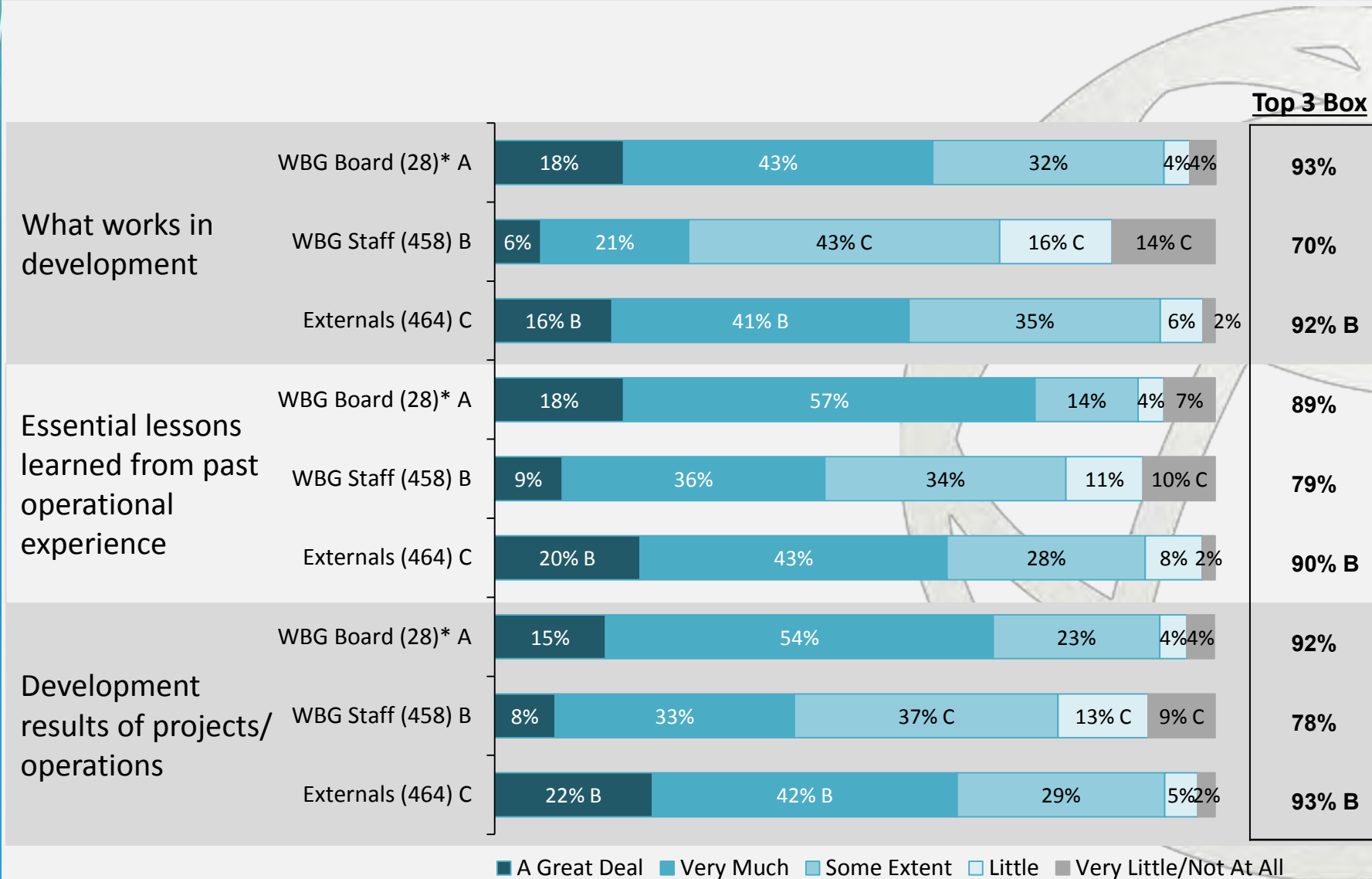
Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

Q30. Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the following?

Across all aspects, perceived influence of IEG reports is highest among Externals, lowest among WBG Staff.

Influence



■ A Great Deal ■ Very Much ■ Some Extent ■ Little ■ Very Little/Not At All

Base: Familiar With IEGs Work And Used IEG Report

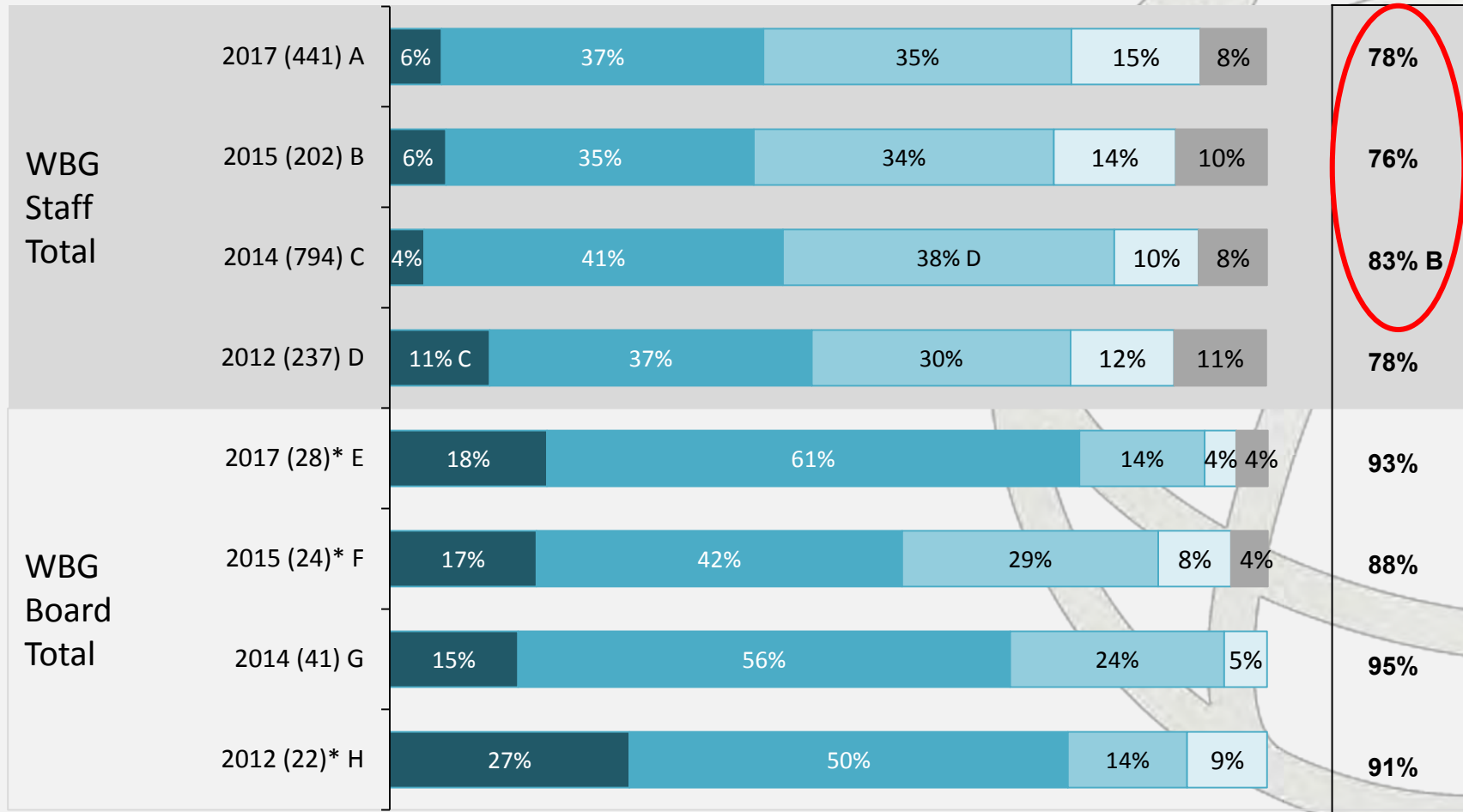
* Caution: Small (<30) base size.

Q30. Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the following?

Letters indicate a significant difference at the 90% confidence level (A/B/C).

Satisfaction with IEG's recommendations has decreased slightly among Staff since 2014 and remained stable for Board.

Top 2 Box



■ Very Satisfied
 ■ Satisfied
 ■ Somewhat Satisfied
 ■ Somewhat Dissatisfied
 ■ Dissatisfied/Very Dissatisfied

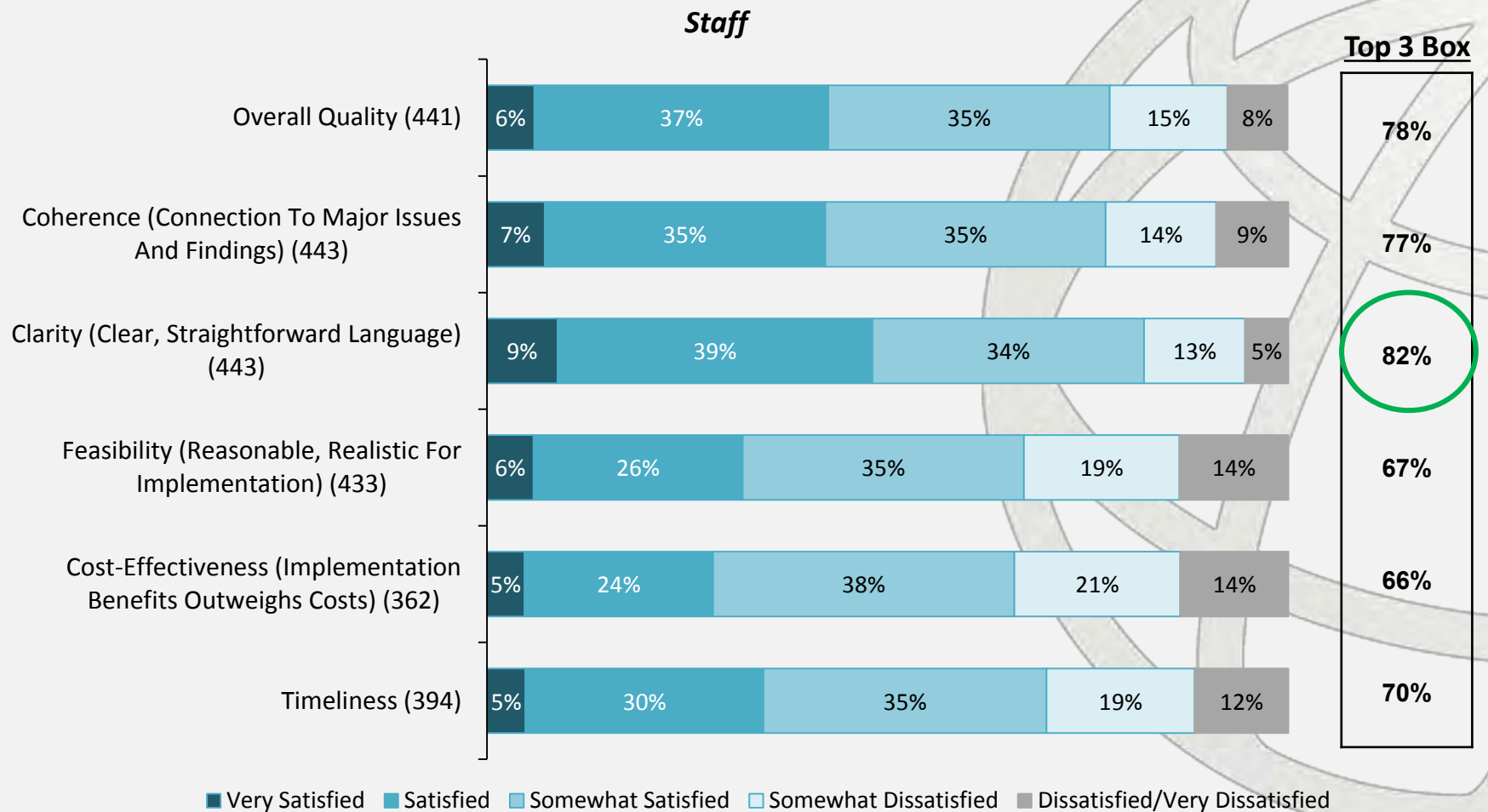
Base: Familiar With IEGs Work

* Caution: Small (<30) base size.

Q40. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria?

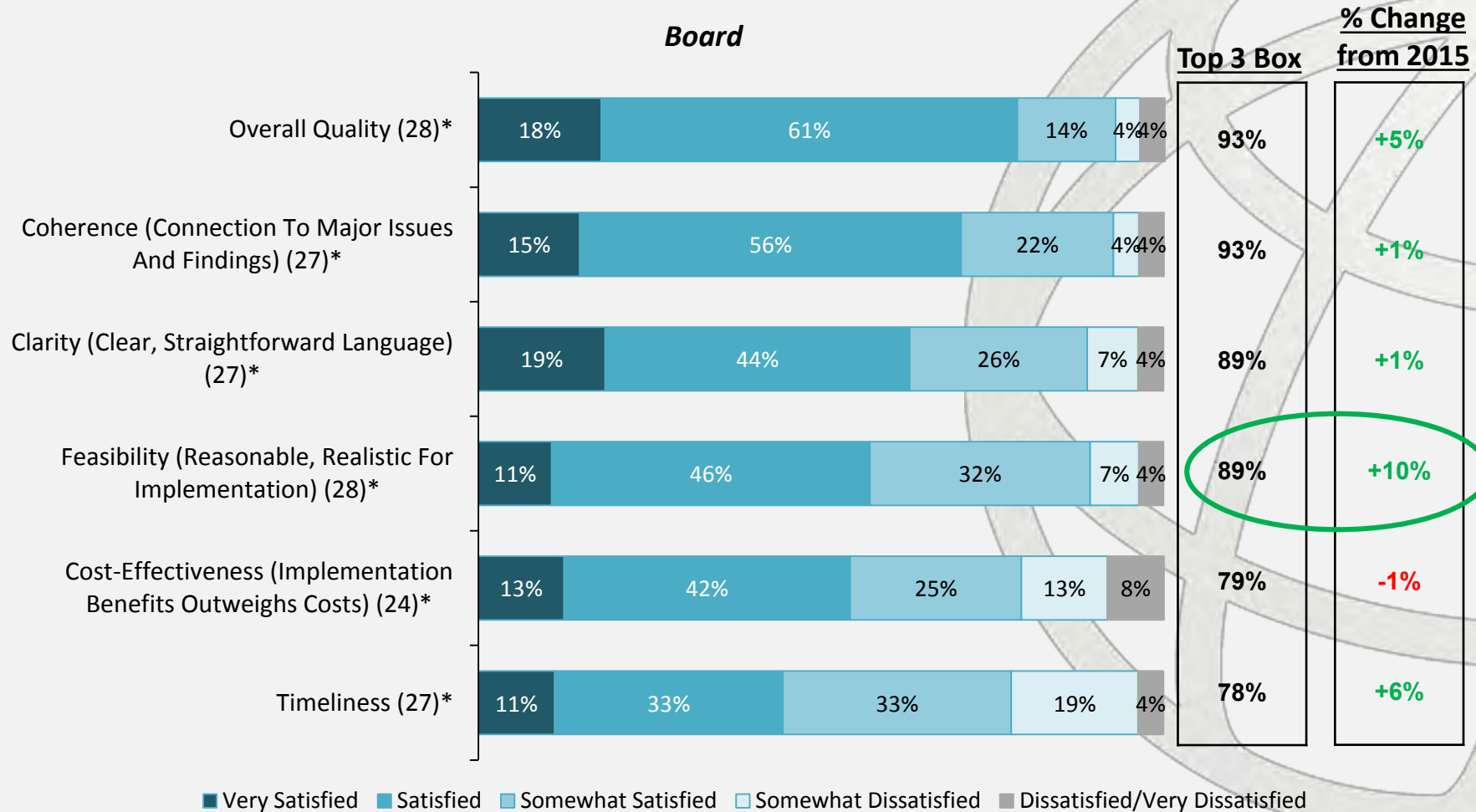
Letters indicate a significant difference at the 90% confidence level (H/J/K/M).

Among Staff, satisfaction with IEG recommendations remains high, with Clarity continuing to be the biggest strength.



Base: Familiar With IEGs Work And Used IEG Report
 Q40. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria?
 (6=Very Satisfied, 1=Very Dissatisfied)

Satisfaction with IEG's recommendations among Board Members remains high across attributes, with Feasibility increasing since 2015.



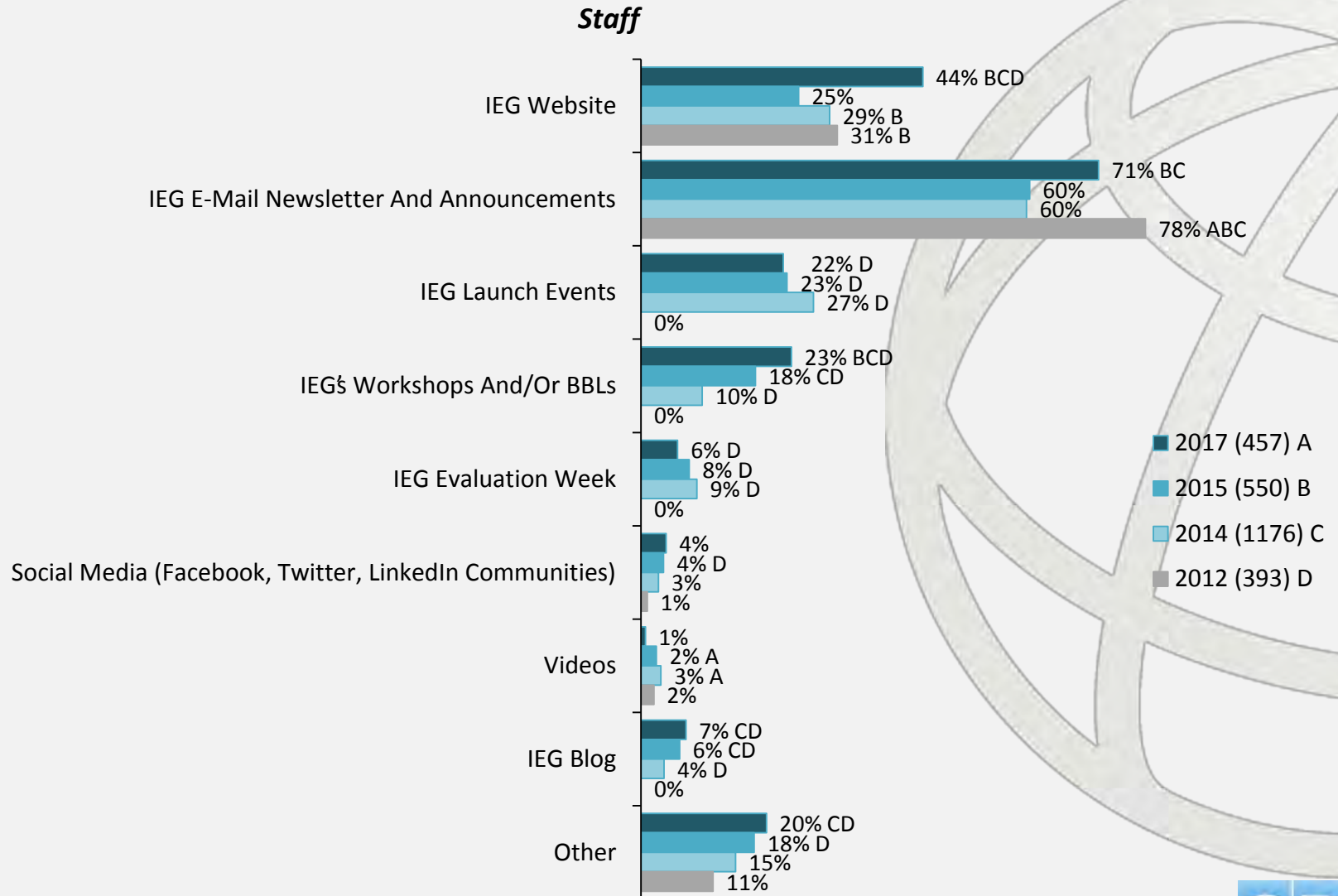
Base: Familiar With IEGs Work And Used IEG Report

* Caution: Small (<30) base size.

Q40. Thinking of the IEG products you have read in the past 12 months, how satisfied were you with their recommendations on the following criteria?

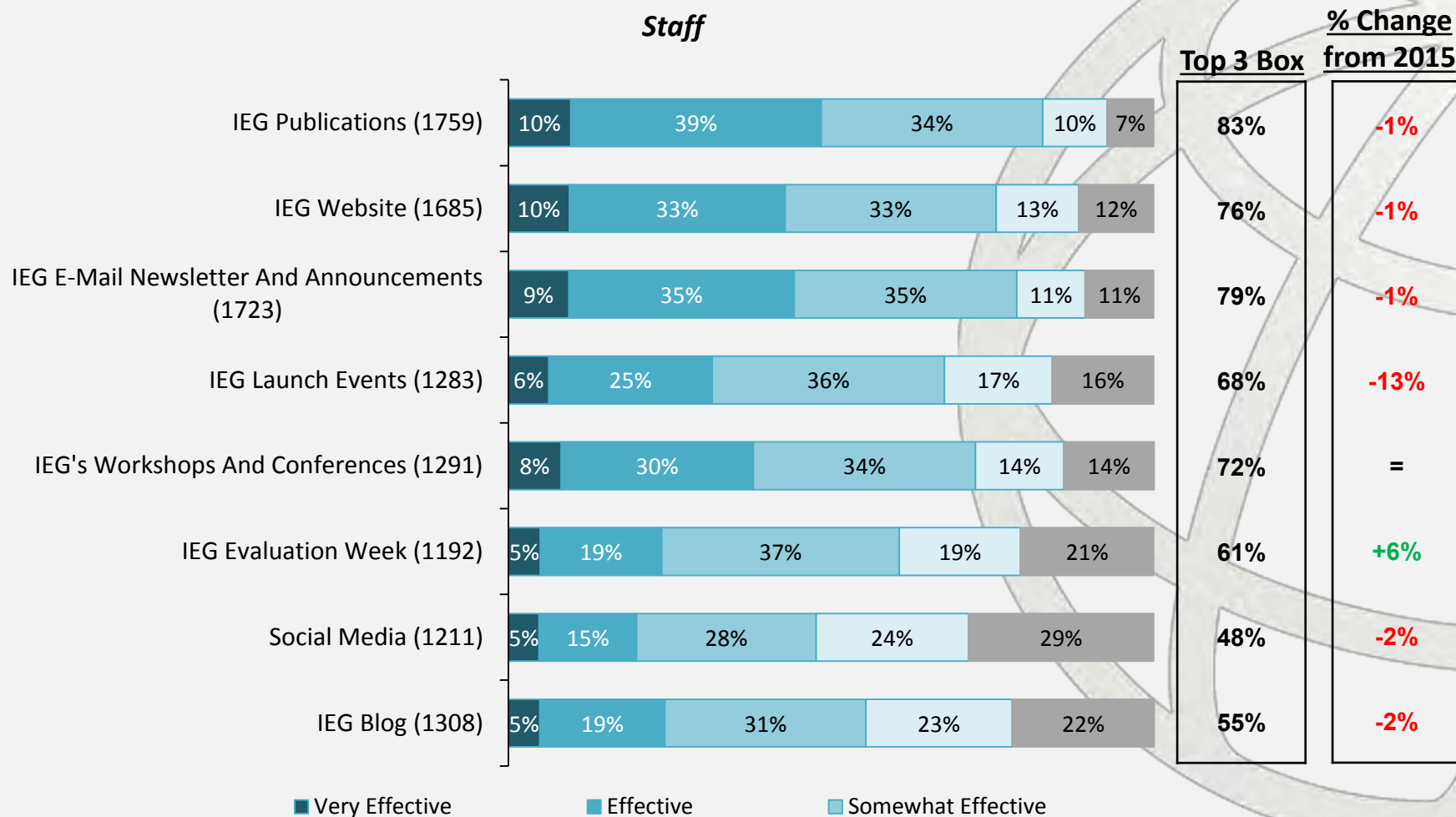
(6=Very Satisfied, 1=Very Dissatisfied)

Among WBG Staff, email announcements continue to be the main access for IEG products, use of the IEG website has increased since 2015.



Base: Familiar With IEGs Work And Used IEG Report
 Q42. How did you become aware of IEG products in the past 12 months?
 Letters indicate a significant difference at the 90% confidence level (A/B/C/D).

WBG Staff rate IEG publications, the IEG website, and emails/newsletters as the most effective channels; IEG Launch Events decreased in effectiveness compared to 2015.



Base: Total
 Q43. How would you rate each of the following communications channels used by IEG?

Perception of all outreach is highest among junior (GE and GF) field based Staff, WBG (IBRD/IDA) is the most likely organization to rate IEG publications and blogs high.

Outreach

Staff

	Top 3 Box											
	WBG Organization				HR Grade Level						Location	
	WBG (IBRD/IDA)	IFC	MIGA	ICFID	GE	GF	GG	GH Managerial	GH Non-Managerial	GI+	HQ	Field Based
	% (A)	% (B)	% (C)	% (D)	% (E)	% (F)	% (G)	% (H)	% (J)	% (K)	% (M)	% (N)
IEG Publications	(635) 84 ^{BM}	(278) 79	(13)* 77	(2)* 100	(81) 86	(180) 84	(429) 82	(68) 82	(115) 86	(28)* 68	(484) 80	(457) 85 ^{BGM}
IEG Website	(577) 75 ^M	(258) 75	(10)* 80	(2)* 100	(79) 87 ^{ABGHJM}	(172) 80 ^{GM}	(389) 72	(56) 71	(101) 72	(19)* 63	(424) 72	(436) 80 ^{AGM}
IEG E-Mail Newsletter And Announcements	(630) 79 ^M	(293) 79	(12)* 58	(2)* 50	(84) 86 ^M	(199) 82 ^M	(421) 77	(63) 75	(112) 78	(26)* 65	(465) 75	(484) 82 ^{AGM}
IEG Launch Events	(481) 69 ^G	(197) 62	(12)* 75	(1)* 100	(58) 81 ^{ABGHJM}	(134) 78 ^{ABGHJM}	(320) 63	(43) 56	(91) 59	(21)* 71	(379) 67	(321) 68
IEG's Workshops And Conferences	(460) 71	(203) 73 ^G	(12)* 83	(1)* 100	(54) 83 ^{AGH}	(133) 79 ^{AG}	(316) 67	(49) 65	(81) 75	(20)* 70	(369) 73 ^G	(318) 72 ^G
IEG Evaluation Week	(397) 58	(186) 64 ^{GM}	(8)* 63	(1)* 100	(54) 76 ^{AGHJM}	(119) 75 ^{ABGHJM}	(274) 54	(39) 49	(71) 56	(15)* 40	(307) 56	(294) 65 ^{AGHM}
Social Media	(393) 50 ^{GHJM}	(163) 41	(4)* 25	(1)* 100	(51) 73 ^{ABGHJM}	(121) 58 ^{BGHJM}	(252) 41	(36) 31	(61) 36	(15)* 40	(263) 36	(305) 58 ^{ABGHJM}
IEG Blog	(463) 58 ^{BGHM}	(175) 47	(8)* 50	(2)* 100	(64) 69 ^{BGHJM}	(138) 62 ^{BGHM}	(292) 50	(33) 36	(77) 49	(17)* 47	(329) 50	(327) 61 ^{BGHM}

Base: Total Analyzed

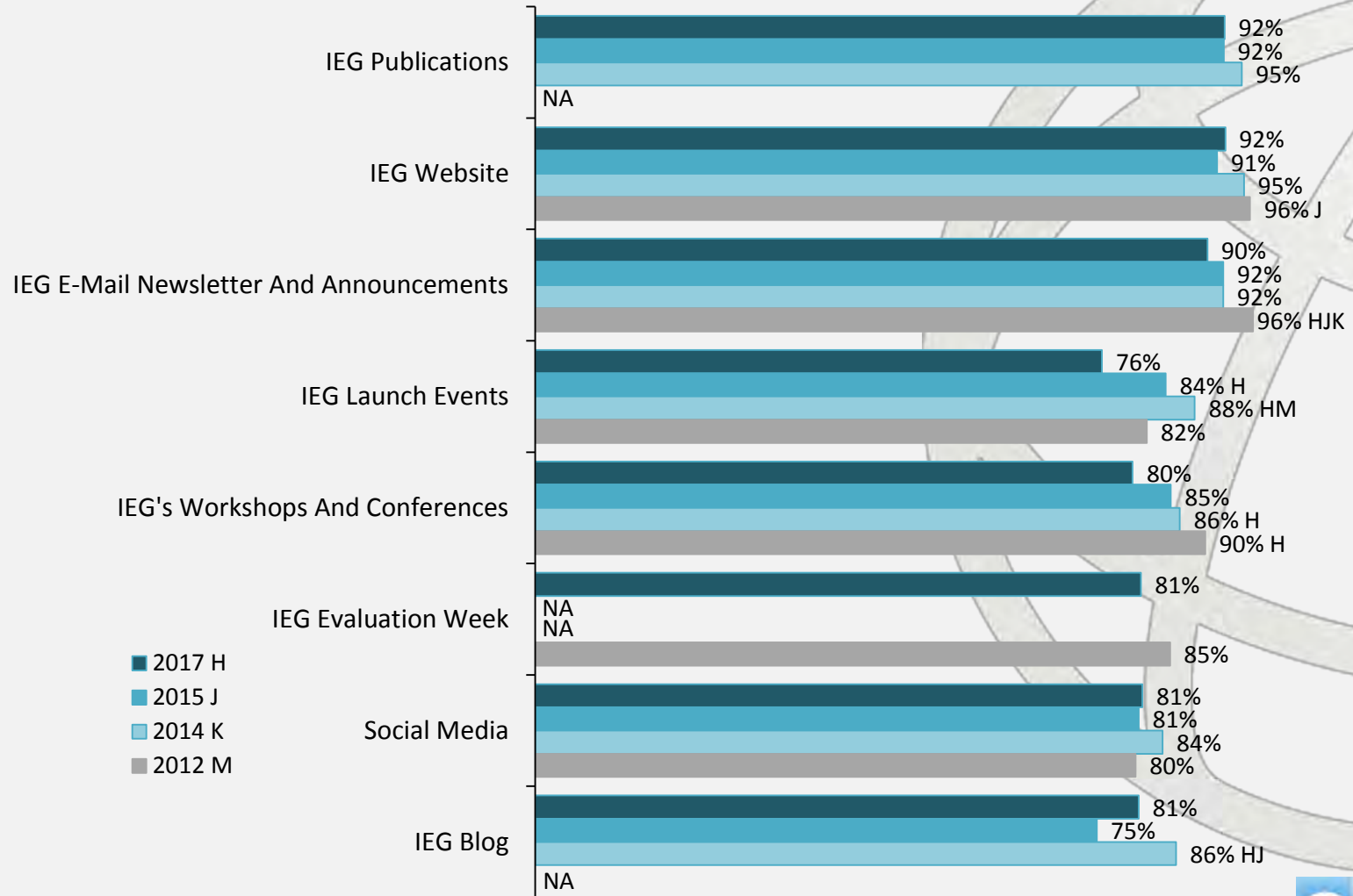
* Caution: Small (<30) base size.

Q43. How would you rate each of the following communications channels used by IEG?

Letters indicate a significant difference at the 90% confidence level (A/B/C/D/E/F/G/H/J/K/M/N).

Externals' perceived value of IEG launch events and workshops declined while all other channels remained stable in 2017.

Externals: % Top 3 Box



Base: Total Analyzed

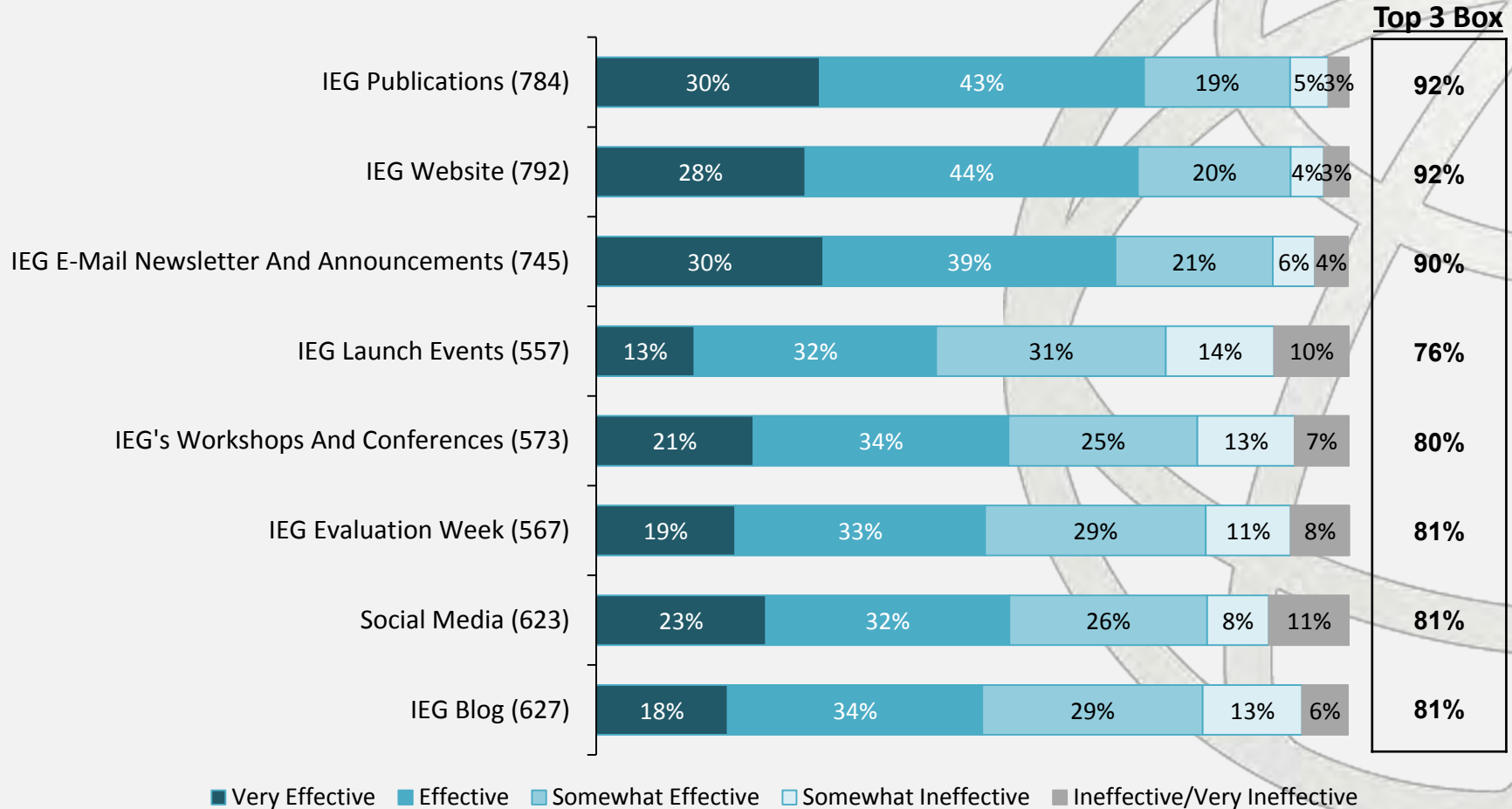
* Caution: Small (<30) base size.

Q43. How would you rate each of the following communications channels used by IEG?

Letters indicate a significant difference at the 90% confidence level (H/J/K/M).

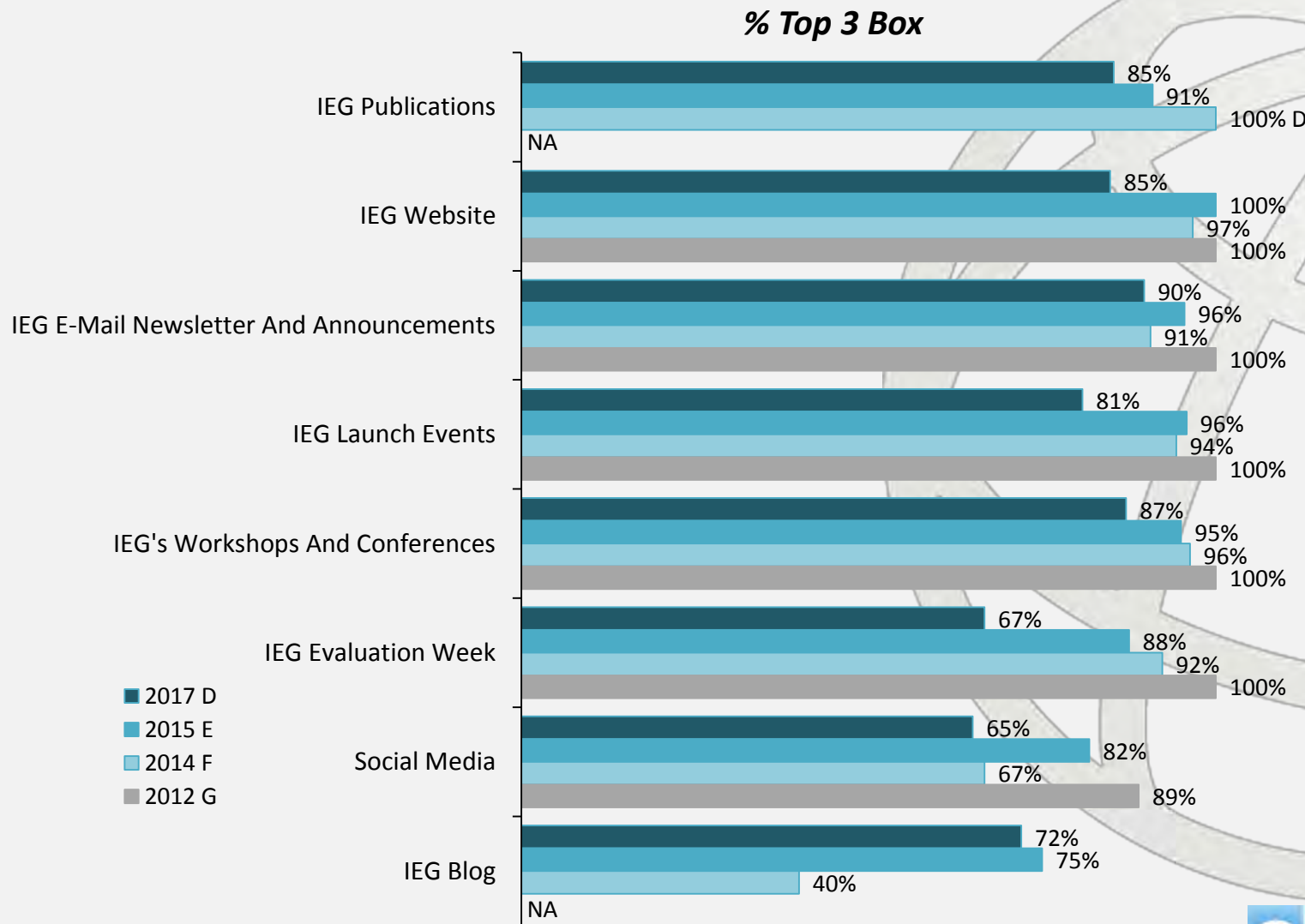
Externals rate IEG publications, the website and email newsletters as their top outreach channels.

Externals



For Board Members all outreach channels declined in ratings, IEG Evaluation Week saw the most severe decline.

Outreach



Base: Total Analyzed

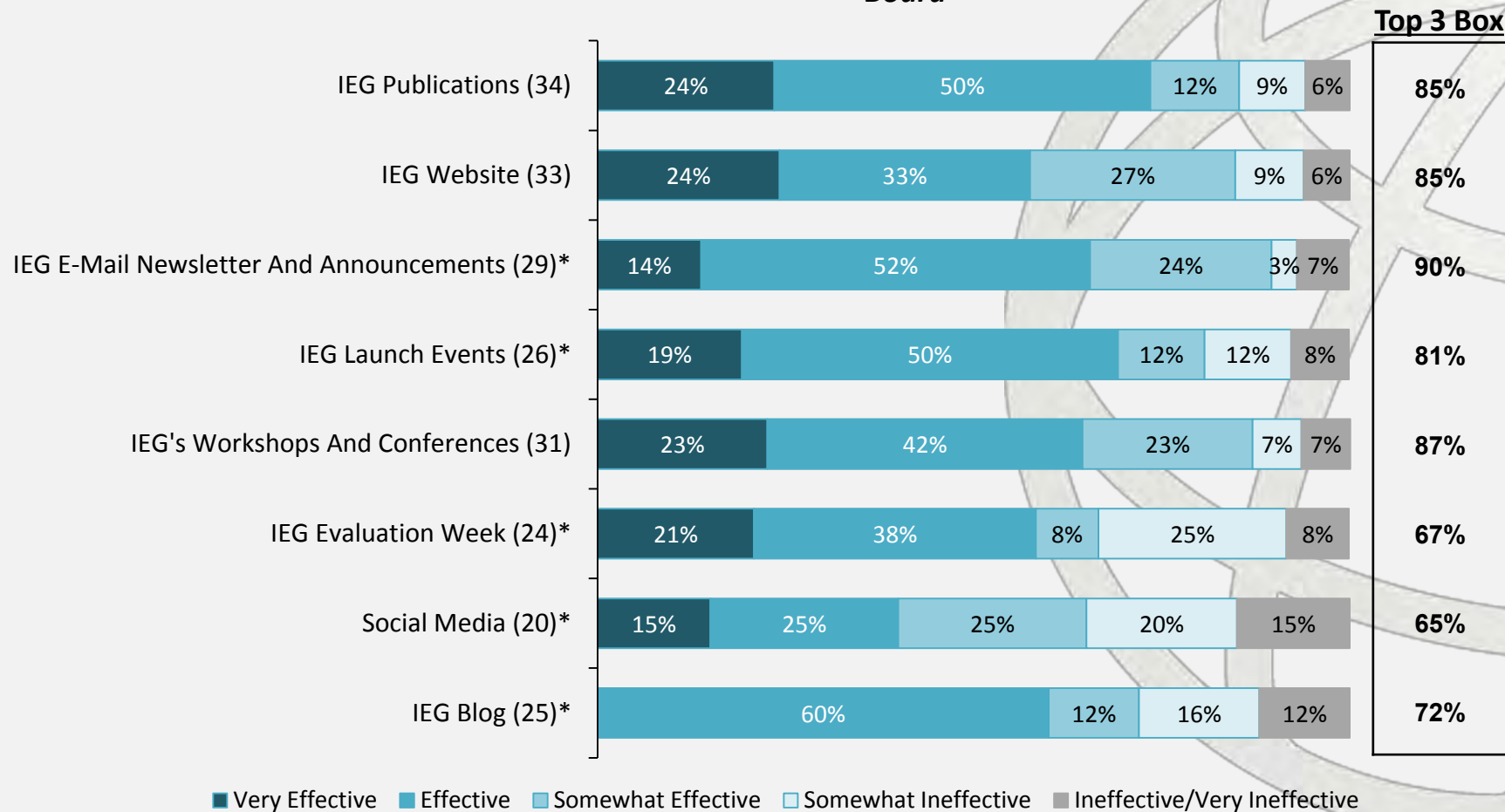
* Caution: Small (<30) base size.

Q43. How would you rate each of the following communications channels used by IEG?

Letters indicate a significant difference at the 90% confidence level (D/E/F/G).

IEG Board Members consider IEG email newsletters as the most effective channel, followed by workshops and IEG publications.

Board



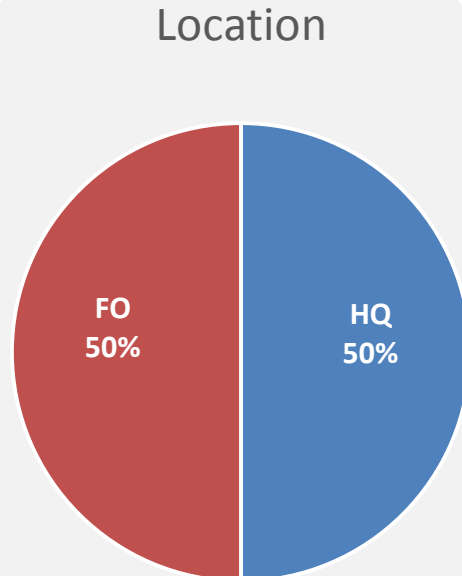
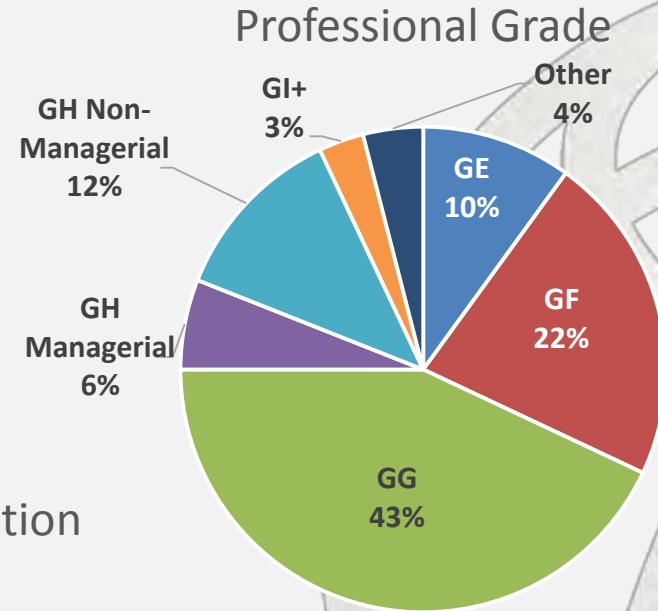
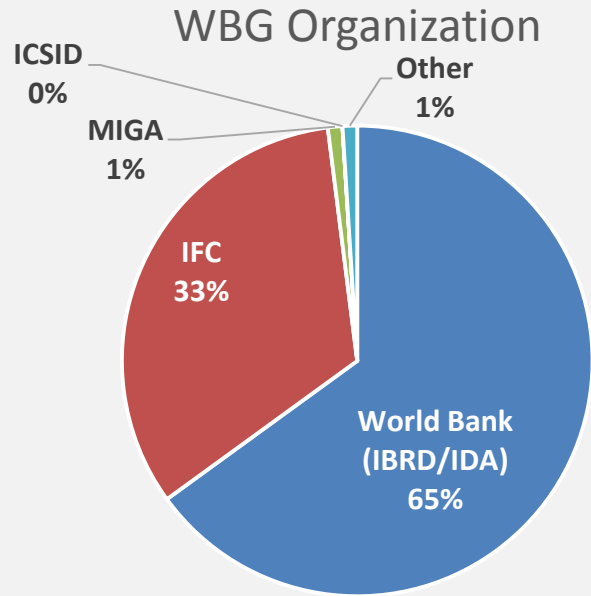
Base: Total Analyzed

* Caution: Small (<30) base size.

Q43. How would you rate each of the following communications channels used by IEG?

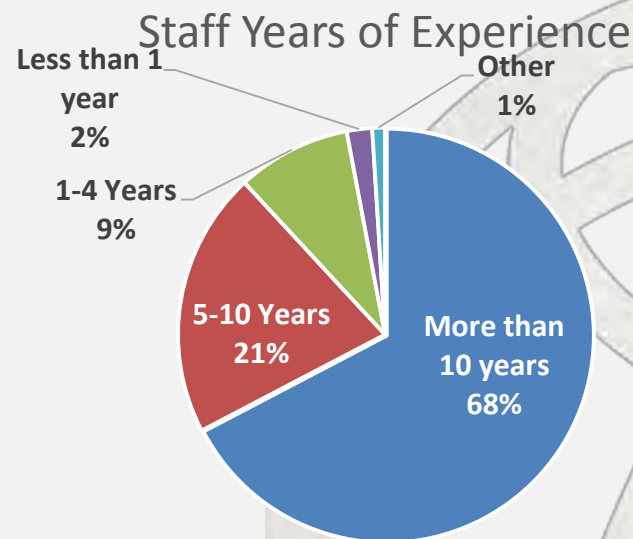
Respondent Profile

Staff Profile: WBG Organization, HR Grade Level and Location

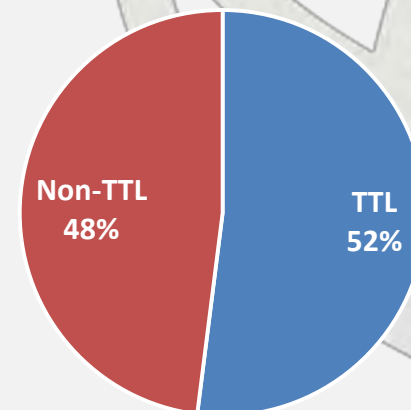


Base: Total Analyzed
 Q1. What organization do you work in?
 Q2. What is your professional grade?
 Q3. Where are you based?

Staff Profile: WBG Office and Experience



Task Team Leader



Base: Total Analyzed

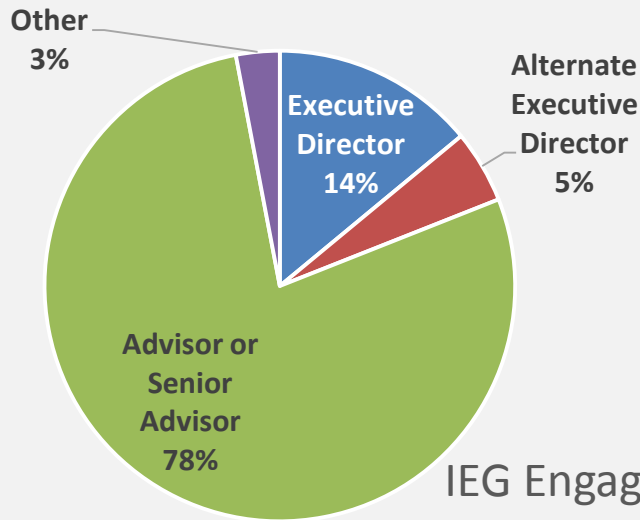
Q4. Where are you mapped?

Q5. How many years of professional experience do you have (both external and within the World Bank Group)?

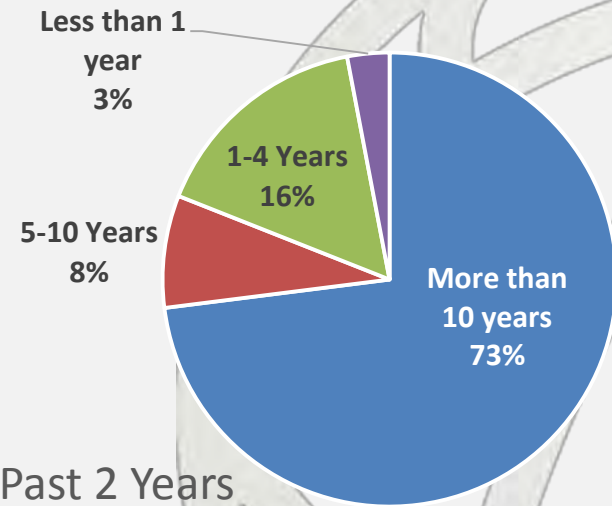
Q9. Have you been a task team leader (TTL) or IFC team leader for a project within the last two years?

Board Profile

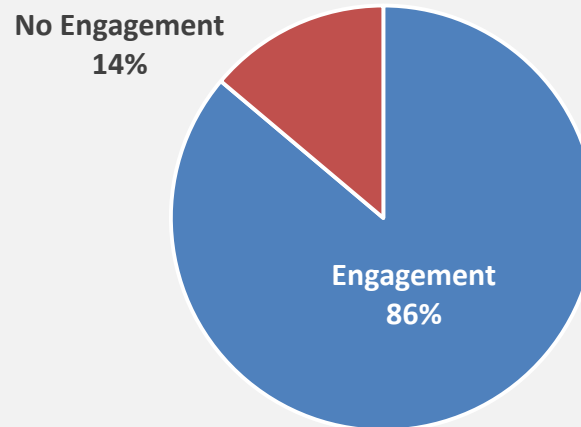
Board Member Position



Board Years of Experience



IEG Engagement in Past 2 Years



Base: Total Analyzed

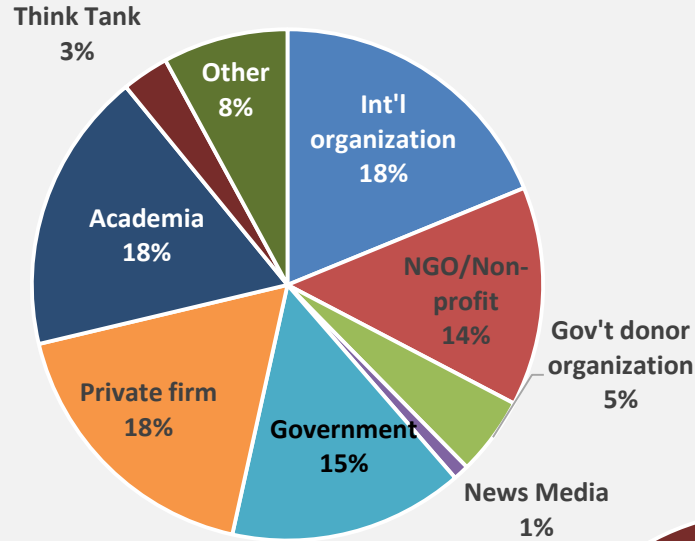
Q6. What is your position?

Q5. How many years of professional experience do you have (both external and within the World Bank Group)?

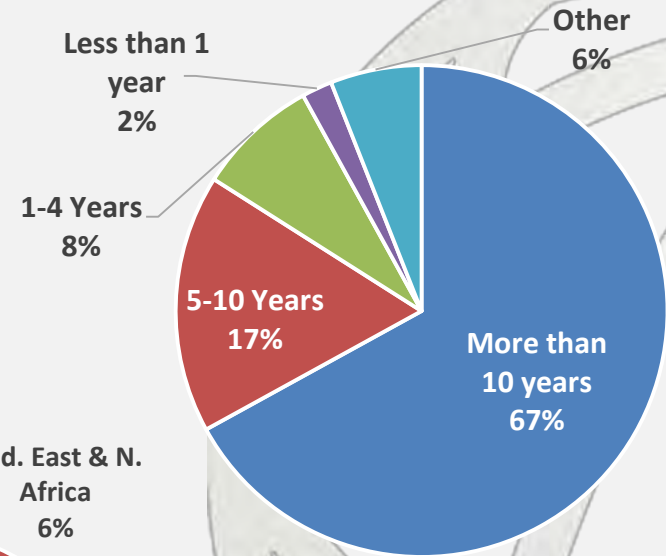
Q7. In the past 2 years, has your work involved engagement with IEG reports and activities?

Externals Profile

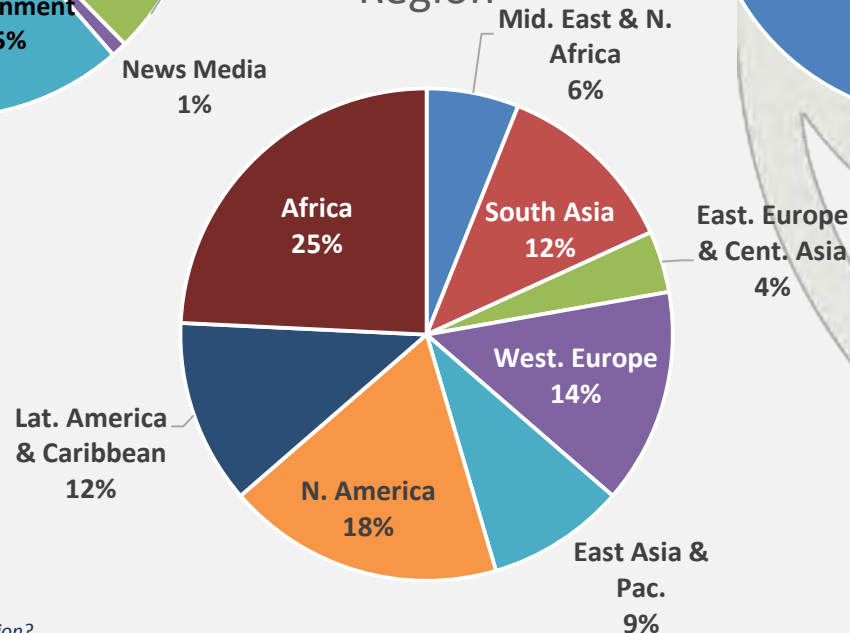
Organization Type



Externals Years of Experience



Region



Base: Total Analyzed

Q11. How would you categorize your organization?

Q5. How many years of professional experience do you have (both external and within the World Bank Group)?

Q12. Which region are you located in?

Coded Verbatims

This Organization	24%
Accountability	2%
Conflict of Interest	2%
Independence (Overall)	11%
Reputation	2%
Resources	2%
Staff/Evaluators	17%
Expertise	3%
Staff/Evaluators (Overall)	12%
Usefulness (Overall)	11%
General Impact	2%
Results/Outcome	3%
Usefulness	3%
Value	2%

Accuracy/Transparency	9%
Accuracy	2%
Bias/Objectivity	6%
Methodology	9%
Effectiveness	3%
Process	2%
Quality Control	2%
Communication	8%
Listening to Input/Feedback	2%
Methods/Channels	4%
Leadership/Management	7%
General Management	2%
Line Management	2%
Senior Management	3%
Relevance (Overall)	7%
General Focus	3%
Relevance	2%

Conclusion/Outcome	22%
Conclusion (Overall)	6%
General Impact	2%
Lessons Learned	4%
Real-World Factors	2%
Recommendations	2%
Results/Outcome	3%
This Organization	12%
Reputation	2%
Resources	2%
Staff/Evaluators	6%
Usefulness	12%
Ease of Use	2%
Quality	4%
Usefulness (Overall)	4%
Value	2%
Relevance	12%
General Focus	3%
Regional Focus	3%
Relevance (Overall)	6%

Accuracy/Transparency	11%
Accuracy	2%
Bias/Objectivity	2%
Transparency/Clarity	4%
Use of Data	3%
Methodology	9%
Methodology (Overall)	5%
Process	2%
Quality Control	2%
Reports/Evaluations	9%
Lack of Detail	2%
Number of Pages	2%
Timeliness	2%
Too Generic	1%
Communication	7%
Methods/Channels	5%

Conclusion/Outcome	24%
Conclusion (Overall)	5%
Lessons Learned	6%
Real-World Factors	3%
Recommendations	3%
Results/Outcome	4%
Methodology	11%
Effectiveness	4%
Process	3%
Quality Control	3%
Relevance	8%
Context	3%
General Focus	3%
Reports/Evaluations	10%
Lack of Detail	3%
Lack of Understanding	3%

This Organization	6%
Staff/Evaluators	4%
Usefulness	10%
Ease of Use	4%
Quality	3%
Usefulness (Overall)	3%
Communication	8%
Access to Information	2%
Methods/Channels	5%
Accuracy/Transparency	6%
Transparency/Clarity	3%

Conclusion/Outcome	24%
Conclusion (Overall)	3%
Gaining Insight	4%
General Impact	4%
Lessons Learned	6%
Real-World Factors	4%
Recommendations	2%
Results/Outcome	2%
Methodology	14%
Effectiveness	5%
Methodology (Overall)	5%
Quality Control	3%
Usefulness	15%

Communication	12%
Access to Information	5%
Guidelines	2%
Methods/Channels	5%
Relevance	14%
Context	2%
General Focus	5%
Relevance (Overall)	6%
Others	4%
This Organization	3%
Accuracy/Transparency	3%
Reports/Evaluations	2%

Conclusion/Outcome	41%
Gaining Insight	10%
Implementation	4%
Lessons Learned	7%
Recommendations	7%
Results/Outcome	10%
Usefulness	13%
Ease of Use	3%
Usefulness (Overall)	8%
Relevance	10%
General Focus	1%
Relevance (Overall)	8%
Reports/Evaluations	7%
General Reports	3%
Accuracy/Transparency	6%
Bias/Objectivity	3%
Use of Data	3%

Client Service	8%
Reports/Evaluations	7%
General Reports	3%
Accuracy/Transparency	6%
Bias/Objectivity	3%
Use of Data	3%
Methodology	6%
Methodology (Overall)	3%
Quality Control	3%
This Organization	4%
Staff/Evaluators	3%
Communication	3%
Guidelines	3%

Conclusion/Outcome	19%
Conclusion (Overall)	6%
Gaining Insight	2%
Implementation	2%
Lessons Learned	7%
Recommendations	2%
Usefulness	15%
Ease of Use	2%
Quality	4%
Usefulness (Overall)	9%
Methodology	13%
Effectiveness	2%
Methodology (Overall)	6%
Process	6%
Reports/Evaluations	11%
Lack of Understanding	2%
Number of Pages	4%
Timeliness	4%
Too Broad/Vague	2%

Accuracy/Transparency	11%
Accuracy	6%
Transparency/Clarity	6%
Relevance	9%
Context	2%
General Focus	2%
Regional Focus	2%
Relevance (Overall)	4%
This Organization	7%
Equality and Fairness	2%
Independence	4%
Staff/Evaluators	2%
Communication	4%
Methods/Channels	4%
Client Service	2%

Conclusion/Outcome	38%
Conclusion (Overall)	3%
Gaining Insight	2%
General Impact	2%
Implementation	11%
Real-World Factors	2%
Recommendations	11%
Results/Outcome	7%
This Organization	18%
Equality and Fairness	3%
Independence	2%
Reputation	2%
Resources	5%
Staff/Evaluators	7%
Reports/Evaluations	11%
General Reports	2%
Number of Pages	3%
Timeliness	3%
Too Broad/Vague	2%
Too Generic	2%

Relevance	10%
Context	3%
General Focus	3%
Relevance (Overall)	3%
Methodology	7%
Methodology (Overall)	3%
Process	3%
Communication	5%
Methods/Channels	5%
Usefulness	5%
Ease of Use	2%
Quality	2%
Usefulness (Overall)	2%
Accuracy/Transparency	3%
Accuracy	2%

Communication (Overall)	36%
Access to Information	4%
Accessibility	2%
Effectiveness	5%
Interaction/Involvement	4%
Notifications/Updates	2%
Other Methods/Channels	7%
Outreach	3%
Too Much Information	2%
Usefulness	3%
Visibility	2%
Publications	14%
Other Publications	3%
Reports/Evaluations	8%
Results/Outcome	3%

Events	12%
Learning Initiatives	3%
Other Events	3%
Workshops/Conferences	3%
Nothing/ Don't Know/ Everything/ Refused	10%
Not familiar/Never used any of the above	9%
Social Media	6%
Blogs	2%
Other Social Media	2%
E-mail	5%
Newsletters	2%
Use of E-mail	3%
Website	5%
Others	2%

Base: Answered Q44 (442)

Q44. Is there anything you would like to add to elaborate your answers? (Be as specific as possible.)

Conclusion/Outcome	19%
General Impact	2%
Implementation	2%
Lessons Learned	5%
Recommendations	2%
Results/Outcome	4%
Reports/Evaluations	11%
Reports/Evaluations (Overall)	10%
Communication	10%
Access to Information	2%
Other Methods/Channels	2%
Raising Awareness	2%
Methodology	9%
Effectiveness (Overall)	2%
Methodology (Overall)	2%
Process	2%
This Organisation	8%
Accountability	2%
Independence	2%
Purpose	2%

Staff/Evaluators	8%
Expertise	3%
Staff/Evaluators (Overall)	4%
Relevance (Overall)	6%
General Focus	3%
Regional Focus	2%
Accuracy/Transparency	6%
Transparency/Clarity (Overall)	4%
Working Relationships	5%
Teamwork and Working Relationships	3%
Strategy and Planning	4%
Planning and Objectives	2%
Events	3%
Learning Initiatives	2%
Usefulness (Overall)	3%
Leadership/Management	3%
Client Service	2%

Base: Answered Q45 (3473)

Q45. And finally, what is the most important thing, in your view, that IEG can do to help increase World Bank Group effectiveness?