

How is Self-Evaluation used?



Corporate Reporting

- ➕ Results measures are comprehensive and easy to report
- ➖ Trust and ownership are weak



Performance Management

- ➕ Management has access and makes use of data to identify problem areas and foster corrective action
- ➖ Need for more timely flagging of problems
- ➖ Need for more prompt response to flagged problems



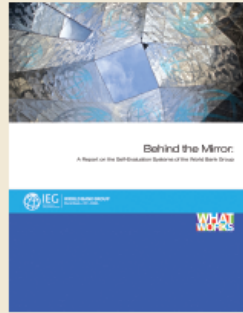
Organizational Learning

- ➖ Little organizational learning; information from self-evaluation is rarely used
- ➖ Lessons from self-evaluation reports have a justified reputation of being obvious and generic

34% of lessons lack supporting evidence and analysis



18% of lessons appear to come completely out of the blue



Behind the Mirror: A Report on the Self-Evaluation Systems of the World Bank Group (also known as the ROSES report)

The World Bank Group began using self-evaluation to measure the outcomes of its investments 40 years ago. The systems cover most operational activities. This evaluation seeks to assess how well the Bank Group's self-evaluation systems serve their expected purposes.

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View the full report
<http://ieg.worldbankgroup.org/evaluations/roes>



Organizational Learning



Performance Management



Corporate Reporting

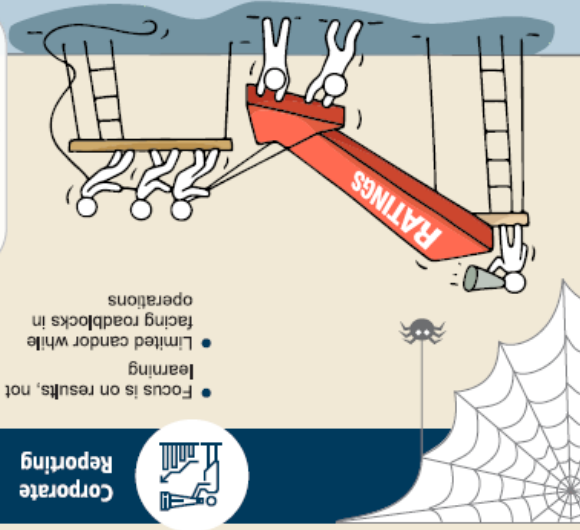
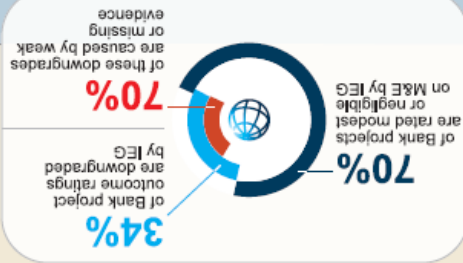


Why is information from Self-Evaluation Systems little used for learning?

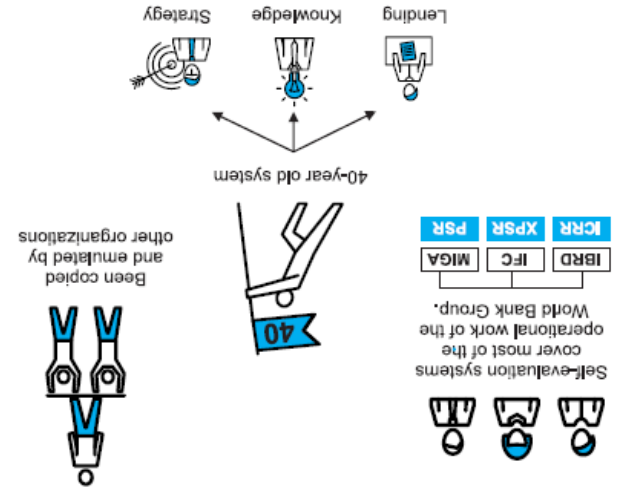
- No safe spaces for review
- Tacit knowledge and oral learning not prioritized
- Self-evaluation systems not seen as a learning platform
- Lessons not shared or integrated

- Institutional incentives tend to focus on volume
- Staff are generally not rewarded for good M&E

- Focus is on results, not learning
- Limited candor while facing roadblocks in operations



What are the World Bank Group's Self-Evaluation Systems?



Behind the Mirror



THE WORLD BANK
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A Look at the World Bank Group's Self-Evaluation Systems
(An IEG Evaluation)



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WHAT WORKS

How to change the mindset from compliance

Compliance Mindset



Many staff approach self-evaluation with a compliance mindset. Here's what we've heard from them:

“ Framing self-evaluation as an accountability tool automatically makes it confrontational. ”

“ As a manager, every month I take a look at the dashboard and what unfortunately focuses the attention is the disconnect with IEG. If there is no disconnect, then there is a feeling of relief and the team moves on without further reflection. ”

“ We do not learn from the graveyards around us because ratings are a lightning rod. ”

“ Learning is hindered by the tension created by judging/ratings and the need for accountability/justifying use of resources for projects. The Bank environment is competitive and focused on promotions, so people respond to ratings and this hinders learning. ”

Changing the Mindset



to learning

IEG Evaluation Recommendations



Corporate Reporting

Avoid excessive focus on ratings

- Make the Implementation Completion Report system more flexible and geared toward learning
- Completion reports should not be perceived as obstacles to innovation and risk taking in operations
- Innovation and piloting should be encouraged in project design. Such projects will be rated appropriately as long as the objectives and indicators are set appropriately.



Performance Management

Pay attention to results

- Management should value and reward self-evaluation that fosters learning
- Formulate a more systematic approach to improve M&E quality across World Bank Group operations



Organizational Learning

Value self-evaluation learning and knowledge sharing

- Conduct more voluntary evaluations designed to meet the learning needs of management and teams. For example, retrospectives in a sector or country.

For more details on the recommendations, visit:
<http://ieg.worldbankgroup.org/evaluations/roses>