



Summary of Management Response to IEG Recommendations

IEG recommendation	Management response
<p>1. Building on progress achieved so far in advancing the results agenda, agree on a three-year action program with a corresponding budget to fund implementation of the next stage, differentiating new allocations and redeployed resources. Critical action items would be:</p> <ul style="list-style-type: none"> • Support country directors and country teams in their efforts to refine and use results frameworks at country and sectoral levels to manage country programs. Similar efforts need to be undertaken to strengthen the results frameworks of thematic and global programs. • Assess the effectiveness of (self-) evaluation approaches during project and country program implementation and provide guidelines to staff on their use. • Strengthen incentives and accelerate a results-oriented training and communications program for management and staff to encourage use of M&E information. • Identify and support in-depth learning opportunities to develop and use results-based approaches with operational teams, particularly in challenging country cases and in complex multisectoral settings. 	<p>At present, management does not agree that new budget allocations are required to implement the results agenda. A results focus is the responsibility of country teams and task teams and is to be included in the formulation of RBCASs and task preparation and task supervision budgets. Management regularly monitors the progress of the work on the results agenda and will continue to formally report on progress to CODE every two years. The most recent progress report includes a specific action plan that is now being implemented. A key step forward has been the formation of a Bank-wide Results Steering Group (RSG), which is now functioning. The RSG is responsible for tracking progress on the action plan articulated in the March 2006 progress report and for promoting communication and coordination across network and Regional level efforts. An early task for the RSG is to review and assign priorities for implementing the action plan and to work with operational management teams to ensure that these priorities are included in Regional and network budgets and work programs. If this process identifies major budget pressures that go beyond what can be reasonably funded through reallocation, management would discuss this issue with executive directors using established budgetary procedures as outlined in the recent budget document approved by executive directors.</p> <p>Management is pleased to report progress on other critical actions identified in this recommendation:</p> <ul style="list-style-type: none"> • Regional Quality Teams are supporting country directors and country teams in their efforts to refine and use results frameworks at country and sectoral levels to manage country programs. As an example, the Latin America and Caribbean Region together with OPCS carried

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	<p>out during fiscal 2006 a regional portfolio review of results orientation in operations that was backed by regional management and presented to country directors and country and sectoral teams. Results frameworks at thematic and global program levels are also being strengthened. Six new results frameworks are being developed as part of either sector strategy updates or the 2006 Sector Strategy Implementation Update: health, nutrition and population, environment, forestry, social protection, finance, and transport. Results frameworks in global programs are also being strengthened. Each vice presidential unit is now explicitly accountable for periodically reviewing and adjusting global programs to ensure that they focus on results. New procedures will allow the Bank to track its global programs from their start through to evaluation and impact assessment.</p> <ul style="list-style-type: none"> • The Country Director/Country Management Peer Learning Event in September 2006 will include a specific discussion of the results agenda to identify methods for accelerating progress in enhancing staff understanding of how to construct appropriate results chains at the country level. Management will work to establish an analogous peer learning structure for sector directors and sector managers during fiscal 2007. • Management does not see the need to issue additional guidance to assess the effectiveness of (self-) evaluation approaches during project and country program implementation, as there are mechanisms and processes already in place for this purpose. The Quality Assurance Group reports on effectiveness of quality of supervision during project implementation, and CAS Progress Reports report on evaluation of country program implementation. The self-evaluation in a CASCR is now validated independently by IEG. In addition, country program reviews (CPRs) have become another key instrument to assess the effectiveness of (self-) evaluation approaches during project and country program implementation. They also strengthen incentives and have helped to accelerate a results-oriented training and communications program for management and staff to encourage use of M&E information. During fiscal 2006 OPCS issued a review note of some 50 country CPRs providing guidance to teams on modalities and current practice of results-oriented country program reviews. The note examines the evolution of Country Portfolio Performance Reviews (CPPRs) and their growing importance as a management tool and a tool for policy dialog. Going forward OPCS will help country teams strengthen CPRs through guidance to individual teams and facilitating cross-country learning. • Management is assessing the experience to date with several innovations in the application of the rapid results approach to accelerating implementation of the results agenda. That assessment, to be completed by December, will then feed into updating the results learning program.

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<p>2. Provide budgetary support to task teams and technical advice to countries that intend to institutionalize M&E systems to strengthen the collection and use of performance information in order to enhance the countries' capacity and demand to manage for results.</p>	<p>Management will consider its agreed actions complete with the functioning of the RSG (accomplished), the implementation of the changes noted above for global programs (in progress), and the successful implementation of the planned learning activities in fiscal 2007. Management will report on the completion of these activities in the context of the regular progress report to CODE in early calendar year 2008.</p> <p>Management does not agree to provide special budgetary support to task teams (see above) but does agree that greater country support will be useful. Management is working to identify ways, likely through partnerships with other donor agencies that are facing analogous challenges, to provide greater funding support to countries that are working to improve their capacity to manage for results. Management will report on progress in the context of informing Executive Directors on the upcoming Roundtable on Results to be held in Hanoi in February 2007.</p>