

**Table 1: Environment Strategy Implementation Monitoring Matrix:  
End-Year, FY02**

Objectives	Planned Deliverables for FY02	Status as of end-FY02
<b>STRENGTHEN ANALYTICAL &amp; ADVISORY SERVICES</b>		
<p>1. Strengthen country-level environmental analysis &amp; advisory activities to influence policy dialogue and better integrate environment into CASs</p>	<p>(i) Review good practice, refine methodology (ii) Prepare upstream analytical input to CASs (iii) Carry out environmental review of CASs</p>	<p>(i) A concept note was prepared, outlining the content and format of CEAs. In May 2002, a workshop on CEAs was held at HQ, involving the participation of bilateral and multilateral agencies, and NGOs. Proceedings of the workshop were distributed on CD-ROM; and a Country Analytical Work (CAW) website was set up. CEAs were launched in several countries (e.g. in 2 states in India, Egypt, Pakistan, Tunisia, Ukraine, and Yugoslavia). Methodology development, and preparation of guidance notes has been initiated.  (ii) Less formal upstream analytical input has been provided to CASs, e.g. in Algeria, Bosnia and Herzegovina, China, Croatia, Djibouti, Egypt, Iran, Kyrgyz Republic, Macedonia, Mongolia, Morocco, Iran, and Turkey.  (iii) A review of the environmental mainstreaming in FY'01 CASs has been prepared in collaboration with OPCS, indicating gradual improvements.</p>
<p>2. Strengthen analytical work on poverty-environment linkages and inputs to PRSPs</p>	<p>(i) Support upstream analytical work in at least 5 PRSP countries and conduct training activities in client countries (ii) Develop capacity building and training program in connection with PRSP processes (iii) Carry out ex-post PRSP reviews (iv) Develop methodology to review integration of global environmental concerns in PRSPs</p>	<p>(i) Several activities were undertaken, partly with support of the MFE, to improve the analytical underpinning of poverty-environment work, e.g. study on poverty-environment links in Laos, Cambodia and Vietnam; the impacts of environmental degradation on poverty on Nigeria; and an environment-poverty study in Mexico; household surveys in Namibia, China, and India. Environmental aspects were incorporated into poverty assessments in Albania, and Azerbaijan.  (ii) A workprogram for coordinating Bankwide efforts to help mainstream environment into PRSP processes has been launched. Training for PRSP teams was provided for Albania, Azerbaijan, Ethiopia, Georgia, Ghana, Kenya, Lesotho, Nigeria, Malawi, Mongolia, Mozambique, Sierra Leone, Tanzania, Uganda, and Zambia.  (iii) A second review of the environmental aspects of PRSPs and I-PRSPs has been completed.  (iv) A review is undergoing to assess how climate change issues have been incorporated in PRSPs and identify good practices.</p>

Objectives	Planned Deliverables for FY02	Status as of end-FY02
3. Identify priority cross-sector issues and use Strategic Environmental Assessments (SEAs) more systematically to influence planning and decision making processes early	<ul style="list-style-type: none"> <li>(i) Implement Structured Learning Program for SEAs including guidance material</li> <li>(ii) Commence a series of SEA studies</li> <li>(iii) Undertake Energy-Environment Reviews (EERs) as part of implementing Fuel for Thought</li> </ul>	<ul style="list-style-type: none"> <li>(i) A workprogram on SEA is underway to coordinate Bankwide efforts. Two SEA workshops were held in FY02 to review status of, and set conceptual boundaries for, SEAs.</li> <li>(ii) Several SEA activities, some with support from the MFE, have been initiated in Jordan, Nile Basin, Mozambique Maputo Corridor, South Africa, Tanzania, Yemen, Egypt, India etc.</li> <li>(iii) Full-scale EERs have been launched in Bulgaria, Egypt, Iran, Macedonia, Sri Lanka, and Turkey. Other targeted intervention EERs are underway or planned in Bangladesh, Bolivia, China, ECA Region, LAC Region, Mongolia, Thailand, and Vietnam.</li> </ul>
<b>IMPROVE PROJECT &amp; PROGRAM DESIGNS</b>		
4. Improve the performance & development effectiveness of environment projects & programs	<ul style="list-style-type: none"> <li>(i) Maintain QAG quality ratings and establish a portfolio quality enhancement mechanism</li> <li>(ii) Redesign sector code system to better capture environmental objective and components</li> </ul>	<ul style="list-style-type: none"> <li>(i) The fourth QAG Quality at Entry report shows 100% satisfactory rating for ENV projects. Two ENV projects listed as “highly Satisfactory”.</li> <li>(ii) In connection with the new coding system, the Strategy Team in ENV prepared scoping notes to provide guidelines for the classification of projects and other products under the “Environment and Natural Resources Management” themes.</li> </ul>
5. Mainstream environment into sector portfolios	<ul style="list-style-type: none"> <li>(i) Develop and pilot a methodology to establish sectoral scorecards to measure mainstreaming</li> <li>(ii) Establish cross-sectoral workprograms in Regions</li> </ul>	<ul style="list-style-type: none"> <li>(i) A concept note on designing scorecards to measure environmental mainstreaming has been prepared. The scorecard approach was applied to measure mainstreaming of agrobiodiversity in the agriculture portfolio.</li> <li>(ii) In Regional environmental units, cross-support has increased to provide more systematic inputs to projects and programs in areas such as environmental health, indoor and urban air pollution, watershed management, energy sector reform etc. In India, e.g. a new generation of rural and water &amp; sanitation projects has evolved that maximize human health benefits through cross-sectoral interventions.</li> </ul>
<b>IMPROVE THE SAFEGUARD SYSTEM</b>		
6. Strengthen the implementation of safeguard policies	<ul style="list-style-type: none"> <li>(i) Phase-in Integrated Safeguards Data Sheets (ISDS)</li> <li>(ii) Establish &amp; implement safeguards monitoring system (database)</li> <li>(iii) Establish systematic staff safeguard training program</li> <li>(iv) Undertake an independent internal audit to validate safeguard application</li> <li>(v) Develop a medium-term workplan for reforming the safeguard system</li> </ul>	<ul style="list-style-type: none"> <li>(i) ISDS has been integrated into the PDS system.</li> <li>(ii) Status update on the implementation of the integrated safeguards management system has been prepared by QACU and OPCS and is ready for circulation. The first set of “self-generating” compliance monitoring reports have been generated. Safeguard risk assessment exercise has been completed by all regions.</li> <li>(iii) Safeguards training plan was significantly enhanced to address the higher-than-anticipated demand for safeguard policy training. In fy02, over 600 staff were trained through the delivery of 94 safeguard sessions. Training has been initiated for strategic environmental assessments and PRSCs.</li> <li>(iv) IAD audit of safeguards system was completed; recommendations are being implemented</li> <li>(v) Safeguards Vision paper presented to Board, and approved.</li> </ul>

Objectives	Planned Deliverables for FY02	Status as of end-FY02
7. Work with clients and other development institutions to review and strengthen client safeguard capacity, and harmonize safeguard procedures	<ul style="list-style-type: none"> <li>(i) Develop methodology for and undertake two EA client capacity assessments</li> <li>(ii) Prepare &amp; undertake client safeguard training plan</li> </ul>	<ul style="list-style-type: none"> <li>(i) A comparative review of EA legislation was undertaken in ECA. A MNA EA system review covered 8 countries. An in-depth review has been launched for Russia.</li> <li>(ii) 28 training sessions under the Safeguards Learning and Outreach activities were held for clients and partners. These training sessions were held in Bangladesh, Brazil, Cambodia, Canada, China, Colombia, Ecuador, France, Ghana, Guatemala, India, Indonesia, Iran, Kenya, Lao PDR, Lebanon, Nepal, Peru, Philippines, Sri Lanka, Tanzania, Tunisia, Uganda, and Washington D.C.</li> </ul>
<b>SUPPORT INSTITUTIONAL REALIGNMENT</b>		
8. Improve incentives and mechanisms for work on cross-sectoral activities and policy issues	<ul style="list-style-type: none"> <li>(i) Include cross sector activities in annual work agreements for environment staff</li> <li>(ii) Launch Green Awards</li> </ul>	<ul style="list-style-type: none"> <li>(i) Strategy Implementation Coordinators have been appointed by most Regional Environment Units with coordinating function.</li> <li>(ii) Green Awards were successfully launched –three country directors and five projects teams were given the 2002 Green Awards.</li> </ul>
9. Achieve a shift in skill mix through training, strategic hiring and joint appointments	<ul style="list-style-type: none"> <li>(i) Define needs in cross-sectoral skills and a plan for strategic human resource development</li> <li>(ii) Develop targeted pilot staff training programs</li> </ul>	<ul style="list-style-type: none"> <li>(i) The ENV Board discussed broad skill gaps, emphasizing the need for increased competencies for upstream policy dialogue, support to programmatic lending, and integration across development issues.</li> <li>(ii) Targeted courses in Poverty-Environment linkages, CEAs, SEAs etc. conducted for Bank staff.</li> </ul>
10. Leverage the role of institutional engagements and partnerships to support the implementation of the Strategy	<ul style="list-style-type: none"> <li>(i) Update &amp; evaluate partnership portfolio</li> <li>(ii) Set guidelines for improving governance, management, and reporting on partnerships</li> </ul>	<ul style="list-style-type: none"> <li>(i) Several bilateral partnerships and trust funds (e.g. Danish, Swedish, Norwegian) have been reviewed and started to be realigned to support the implementation of the Strategy.</li> <li>(ii) ESSD guidelines have been developed and are being implemented</li> </ul>
11. Undertake systematic monitoring and reporting on performance	<ul style="list-style-type: none"> <li>(i) Establish performance monitoring &amp; reporting Team in ENV</li> <li>(ii) Develop a systematic performance monitoring &amp; reporting framework</li> <li>(iii) Provide regular reporting on the implementation of the Strategy</li> </ul>	<ul style="list-style-type: none"> <li>(i) Team has been established, and workprogram developed. The establishment of a new environmental database for monitoring purposes, is underway. LCR established a formal Strategy implementation steering group.</li> <li>(ii) A framework plan for reporting has been prepared; and a new environmental database has been established for monitoring purposes.</li> <li>(iii) Progress notes for FY02 Q1 and mid-year FY02 were submitted. Regional environmental units reported progress in strategy implementation, as well as in MFE-related activities. Regional units also submitted Business Plans for FY03.</li> </ul>