

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

Objectives	Planned Deliverables for FY02	Current Status	Next Steps
STRENGTHEN ANALYTICAL & ADVISORY SERVICES			
1. Strengthen country-level environmental analysis & advisory activities to influence policy dialogue and better integrate environment into CASs	<ul style="list-style-type: none"> (i) Review good practice, refine methodology (ii) Prepare upstream analytical input to CASs (iii) Carry out environmental review of CASs 	<ul style="list-style-type: none"> (i) Methodology development for CEA is underway in parallel with piloting in several Regions (e.g. in 2 states in India, Egypt, Pakistan, Tunisia, Ukraine, and Yugoslavia). (ii) Less formal upstream analytical input has been provided to CASs, e.g. in Algeria, Bosnia and Herzegovina, China, Croatia, Djibouti, Egypt, Iran, Kyrgyzstan, 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>Identification of priority countries for CEA, and programming for FY03.</p> <p>Workshop on CEA in 3rd quarter of FY02, planning for collaboration. CEA toolkit preparation in 4th quarter of FY02.</p>
2. Strengthen analytical work on poverty-environment linkages and inputs to PRSPs	<ul style="list-style-type: none"> (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 	<ul style="list-style-type: none"> (i) Several activities have started, 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 have been 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 prepared. (iv) A review is undergoing to assess how climate change issues have been incorporated in PRSPs and identify good practices. 	<p>Review first year's experience with use of MFE funds and plan to target resources to priority areas</p> <p>Develop formal PRSP-environment training modules and expand training program</p> <p>Disseminate results and lessons learned from PRSP reviews</p> <p>Expand review to consider biodiversity loss and other global environmental issues, and their relationship to poverty</p>

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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"> (i) Implement Structured Learning Program for SEAs including guidance material (ii) Commence a series of SEA studies (iii) Undertake Energy-Environment Reviews (EERs) as part of implementing Fuel for Thought 	<ul style="list-style-type: none"> (i) A workprogram on SEA is underway to coordinate Bankwide efforts. Two SEA workshops have been held to review status of SEAs, and set conceptual boundaries for SEAs. (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. (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, Vietnam 	<p>Continue the implementation of SEA workprogram. Identify priority areas for future work.</p> <p>Review lessons learned from EERs and prepare guidelines for future EERs.</p>
IMPROVE PROJECT & PROGRAM DESIGNS			
4. Improve the performance & development effectiveness of environment projects & programs	<ul style="list-style-type: none"> (i) Maintain QAG quality ratings and establish a portfolio quality enhancement mechanism (ii) Redesign sector code system to better capture environmental objective and components 	<ul style="list-style-type: none"> (i) Fourth QAG Quality at Entry report shows 100% satisfactory rating for ENV projects. Two ENV projects listed as “highly Satisfactory”. (ii) In connection with the portfolio recoding, ENV prepared scoping notes to provide guidelines for the classification of projects and other products under the “Environment” theme. 	<p>Coordinate with QAG to review portfolio assessment methodology.</p> <p>Analyze recoded portfolio and assess the implications of the new coding system for portfolio monitoring and reporting.</p>
5. Mainstream environment into sector portfolios	<ul style="list-style-type: none"> (i) Develop and pilot a methodology to establish sectoral scorecards to measure mainstreaming (ii) Establish cross-sectoral workprograms in Regions 	<ul style="list-style-type: none"> (i) A concept note on designing scorecards to measure environmental mainstreaming has been prepared, and the scorecard approach applied to measuring mainstreaming of agrobiodiversity in the agriculture portfolio. (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 & sanitation projects has evolved that maximize human health benefits through cross-sectoral interventions. 	

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IMPROVE THE SAFEGUARD SYSTEM			
6. Strengthen the implementation of safeguard policies	<ul style="list-style-type: none"> (i) Phase-in Integrated Safeguards Data Sheets (ISDS) (ii) Establish & implement safeguards monitoring system (database) (iii) Establish systematic staff safeguard training program (iv) Undertake an independent internal audit to validate safeguard application (v) Develop a medium-term workplan for reforming the safeguard system 	<ul style="list-style-type: none"> (i) ISDS has been integrated into the PDS system. (ii) Status update on the implementation of the integrated safeguards management system has been prepared by QACU and OPCPS and is ready for circulation. Prototype compliance reports have been generated and are being reviewed by ISG, OPCPS and QACU. Safeguard risk assessment exercise has been completed by all regions. (iii) More than 80% of the training proposed for FY02 has been completed. For Bank staff at HQ, over six hundred have been trained through 27 safeguards training sessions of various duration that have been delivered so far. Seven additional training sessions for Resident mission staff were delivered through both distance learning and in-country workshops. (iv) IAD audit of safeguards system was completed; recommendations are being implemented 	Safeguards training plan significantly enhanced to address the much higher demand for safeguard policy training. Nine additional training sessions for Bank staff, and two for Resident mission staff scheduled for rest of FY.
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"> (i) Develop methodology for and undertake two EA client capacity assessments (ii) Prepare & undertaken client safeguard training plan 	<ul style="list-style-type: none"> (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. (ii) Eleven training sessions under the Safeguards Learning and Outreach activities were held for clients and partners. These training sessions were held in Cambodia, Canada, Ecuador, Ghana, Lao PDR, Lebanon, Philippines, Tunisia, and Uganda. At least four additional client training sessions are scheduled for the remainder of the fiscal year. 	<p>Coordinate client capacity assessment work with methodology development for CEA</p> <p>Complete client training plan including at least 4 additional sessions in the remainder of the fiscal year.</p>
SUPPORT INSTITUTIONAL REALIGNMENT			

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8. Improve incentives and mechanisms for work on cross-sectoral activities and policy issues	<ul style="list-style-type: none"> (i) Include cross sector activities in annual work agreements for environment staff (ii) Launch Green Awards 	<ul style="list-style-type: none"> (i) Strategy Implementation Coordinators have been appointed by most Regional Environment Units with coordinating function. (ii) Green Awards were successfully launched. 	Continue Green Awards.
9. Achieve a shift in skill mix through training, strategic hiring and joint appointments	<ul style="list-style-type: none"> (i) Define needs in cross-sectoral skills and a plan for strategic human resource development (ii) Develop targeted pilot staff training programs 	<ul style="list-style-type: none"> (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. 	Launch a strategic staffing exercise, through ENV Board, taking due note that the Bank's environment staff is spread across a number of sectorally focused networks/families
10. Leverage the role of institutional engagements and partnerships to support the implementation of the Strategy	<ul style="list-style-type: none"> (i) Update & evaluate partnership portfolio (ii) Set guidelines for improving governance, management, and reporting on partnerships 	<ul style="list-style-type: none"> (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. (ii) ESSD guidelines have been developed and are being implemented 	Continue the realignment of TFs according to strategic priorities.
11. Undertake systematic monitoring and reporting on performance	<ul style="list-style-type: none"> (i) Establish performance monitoring & reporting Team in ENV (ii) Develop a systematic performance monitoring & reporting framework (iii) Provide regular reporting on the implementation of the Strategy 	<ul style="list-style-type: none"> (i) Team has been established, and workprogram developed. LCR established a formal Strategy implementation steering group. (ii) A framework plan for reporting has been submitted to OPCS for review. (iii) Progress Note for FY' 02 Q1 submitted. Regional environmental units prepared and submitted progress in their strategy business plans as well as in MFE-related activities. Consolidated mid-year report on MFE activities prepared and submitted by the Strategy Team (ENV). 	Link internal and external reporting.