Contents

VH	Ac	knowledgments	
ix	Fo	Foreword	
xiii	Ac	ronyms and Abbreviations	
1	1	 Introduction Objective of the Report Key Concepts and Assessment Framework for This AROE Organization and Sources 	
7	2	The Bank's Corporate Approach to Results and M&E An Evolving Agenda Addressing Challenges	
15	3	 M&E in Bank Guidelines for Lending and Nonlending Products For Country Products, Guidelines Are Going in the Right Direction For Sector Products, Guidelines Are Silent on Results For Lending, Guidelines Are a Work in Progress In the Bank's Analytical Products, M&E Is Still Rare 	
23	4	Institutional and Organizational Factors Affecting the Bank's Focus on M&E and Managing for Results Traditional Approach Versus a Results-Oriented Approach Staff and Managerial Incentives in the Bank Do Not Fully Support the Adoption of the Results Agenda Decisionmaking Based on Outcome-Related M&E Information Is Weak Need for Clarity about Roles and Responsibilities	
35	5	 Improving OED's Effectiveness Results-Oriented M&E in OED Guidelines OED's Response to Recommendations for Itself Contained in Last Year's AROE Bank Staff Awareness about OED Studies and Their Perception of Quality OED's Country Assistance Evaluations OED's Support to the International Program for Development Evaluation Training 	

41 6 Recommendations

- 41 For Bank Management
- 42 For OED

43 Annexes

- 45 A: Product Initiation, Implementation, and Completion: Guidelines, Templates, and Assessments Reviewed
- 47 B: CAS Retrospective's Thematic Results Matrix
- 49 C: Interviewee Matrix and Interview Guide
- 51 D: OED Survey Results
- 55 E: Management Response
- 63 F: Chairman's Summary: Committee on Development Effectiveness (CODE)

67 Endnotes

71 Bibliography

Boxes

- 3 1.1 Measuring Impact
- 3 1.2 Bangladesh Health and Population Program Project: Importance of Measuring All Key Links in the Causal Chain
- 4 1.3 Three Criteria for Assessing the Results Orientation of the Bank's M&E System
- 10 2.1 M&E: A Difficult Business Requiring Serious and Sustained Effort
- 2.2 Linking Performance Information to Resource Allocation
- 13 2.3 Changing Organizational Incentives: The Central Challenge
- 16 3.1 M&E: Whose Responsibility?
- 17 3.2 Building Client M&E Capacity
- 20 3.3 ICRs Lack Information on Results
- 21 3.4 Results-Oriented ESW/AAA: Some Examples
- 25 4.1 Managing for Results in DFID: Linking Personal and Corporate Objectives
- 27 4.2 Pay Based on Results
- 28 4.3 Documenting the Results of Bank Projects in the Europe and Central Asia Region (ECA)
- 29 4.4 Indonesia CAS: Building M&E Capacity through Hiring an Experienced M&E Specialist to Work Closely with Bank Staff and Clients
- 30 4.5 Results Focus: Highlights of Regional Initiatives
- 31 4.6 Producing and Maintaining Indicators Is Costly
- 31 4.7 Getting Results in Pakistan's Petroleum Sector
- 36 5.1 Brazil CAE: Good Assessment of the Results Framework of the Bank's Country Program
- 5.2 Involving Borrowers in an Impact Evaluation: Basic Education in Ghana

Tables

- 2 1.1 The Causal Chain for a Child Health Program for the Poor
- 9 2.1 Changing Focus of the Bank's Corporate Approach
- 12 2.2 Selected Measures of Development and Organizational Effectiveness
- 18 3.1 Results-Based CAS Adds Value

- 24 4.1 Changing to a Results-Oriented Bank
- 26 4.2 An Incentive System for Results Would Reward the Later Stages More
- 32 4.3 How Specific Organizational Approaches Can Foster or Inhibit Managing for Results

Figures

- 19 3.1 Insufficient Evidence on Outcome Is Leading Reason for Disconnect in ECA
- 39 5.1 OED Studies Ranked on Timeliness and Relevance to Work