

ATTACHMENT 3 TIMETABLE AND INDICATORS FOR MONITORING IMPLEMENTATION OF THE NEW STRATEGY IN THE BANK

Priority areas for action	Key actors	Year and Months						Milestones for assessing Bank performance
		1999		2000		2001		
		1-6	7-12	1-6	7-12	1-6	7-12	
<ul style="list-style-type: none"> Bankwide and external ownership secured for strategy 	TWURD, SB, Reg	-----	-----	-----	-----	-----	-----	Strategy consensus and commitment of management and staff to urban work is reflected in country assistance strategies and leads to broad buy-in by external partners, securing increased counterpart resources for urban programs.
<ul style="list-style-type: none"> Implementation of strategy building blocks: 		-----	-----	-----	-----	-----	-----	
—National urban strategies	Reg, TG	-----	-----	-----	-----	-----	-----	Three to four national urban strategies launched in first year; 1-2 under way in each region by second year. Increased reflection of urban and local government issues in country assistance strategies.
—City development strategies	Reg, CA, TG	-----	-----	-----	-----	-----	-----	Four prototype city development strategies well advanced and experience disseminated (in addition to the 13 Asian city strategies funded by Japanese trust fund). Program expanded by 2-3 additional strategies per region by second year.
—Scaling up of services to the poor	Reg, CA, TG, WBI	-----	-----	-----	-----	-----	-----	Upgrading network launched in Latin America and Caribbean; WBI training course initiated. National or citywide upgrading programs launched in 5-7 countries.

<p>—Enhanced capacity building: + Promotion of municipal networks for technical assistance, training, knowledge management</p> <p>+ Nonlending advisory services</p>	<p>Reg. TG, WBI</p> <p>Reg. TG, UP</p>		<p>Bank and other donor support provided to networks among cities within and across countries, including formal collaborations with local government professional associations and institutions.</p> <p>Internal Bank budget and trust funds obtained for advisory work and active program of technical assistance in each region.</p>
<ul style="list-style-type: none"> • Strengthening of urban thematic groups and internal cross-unit alliances 	<p>TG, SB, Reg</p>		<p>Active membership and work programs of urban thematic groups, and increased formal collaboration with other network thematic groups.</p>
<ul style="list-style-type: none"> • Urban Partnership support of pilot and “frontier” activities 	<p>UP, Reg, SB</p>		<p>Continued internal and external funding obtained for new initiatives to be tested by the Urban Partnership and eventually mainstreamed as demand warrants.</p>
<ul style="list-style-type: none"> • Launching of the Cities Alliance 	<p>CA, Reg, SB</p>		<p>Secretariat for the Cities Alliance formed and governance structure established.</p> <p>Target funding pledged (\$10 million first year, \$21 million over three years) with wide donor involvement. Full-scale implementation of the Cities Alliance begun in 2000.</p>
<ul style="list-style-type: none"> • Enhanced knowledge management products and services 	<p>TWURD, Knowledge Management Unit, TG, Reg</p>		<p>Expanded Help Desk functions, electronic knowledge base, and urban publications launched in second year, pending budget. User satisfaction confirmed from usage and periodic surveys.</p>
<ul style="list-style-type: none"> • Portfolio quality assurance 	<p>Reg. TWURD, TG, SB</p>		<p>Continued improvement of Quality Assurance Group and Operations Evaluation Department ratings of portfolio.</p>

ATTACHMENT 3 TIMETABLE AND INDICATORS FOR MONITORING IMPLEMENTATION OF THE NEW STRATEGY IN THE BANK (continued)

Priority areas for action	Key actors	Year and Months						
		1999		2000		2001		
		1-6	7-12	1-6	7-12	1-6	7-12	
<ul style="list-style-type: none"> External client survey 	TWURD, SB							Milestones for assessing Bank performance Update of 1998 survey undertaken with favorable results.
<ul style="list-style-type: none"> Research and tool development: <ul style="list-style-type: none"> Refinement and use of urban performance indicators in national urban strategy and city development strategy, in project design and implementation, and in comprehensive development framework for countries 	UP, TG, Reg	-----	-----	-----	-----	-----	-----	Collaboration between UNCHS Urban Indicators Program and city development strategy exercises coordinated by the Urban Partnership. Project and sector indicators refined in proactive quality improved exercise, to be piloted in first year and then mainstreamed.
<ul style="list-style-type: none"> Urban research priorities initiated 	SB, DEC, URDF	-----			-----			Urban research agenda agreed on and integrated into DEC work programs for Bank and other funding. Proposed Urban Research and Development Fund launched with target funding to support research activities.
<ul style="list-style-type: none"> Human resources development: <ul style="list-style-type: none"> Recruitment 	SB, Reg, TWURD		-----		-----			Adequate, timely recruitment to cover skill gaps and attrition.
<ul style="list-style-type: none"> Training of urban and other network staff 	SB, TG, WBI	-----			-----			Contingent on future funding of core curriculum and new courses; coordination of WBI courses with external training providers and with knowledge management products and services

Note: More details are available from business plans of the Urban and Water Sector Board (for anchor and thematic groups, the Urban Partnership, and the Cities Alliance).

Abbreviations: CA—Cities Alliance, DEC—Development Economics, Reg—Regions, SB—Sector Board, TG—Thematic Groups, UP—Urban Partnership, URDF—Urban Research and Development Fund, TWURD—Urban Development Division, WBI—World Bank Institute