

## ANNEX A: RESULTS FRAMEWORK AND MONITORING & EVALUATION PLAN

Following international aid conferences in Paris and most recently in Accra, where the Agenda for Action (AAA) was adopted, increasing attention to aid effectiveness has given rise to a renewed results agenda across international development agencies, including the Bank. Sector strategies can set the tone for this agenda institutionally and at the sector level and thus several measures are identified in this strategy in response to this agenda.

At the apex level a new Results Platform has been developed to improve the Bank's ability to measure, monitor and report on results. The Results Platform expands ongoing successful initiatives and incorporates best features. The aim is to capture results across the Bank, from the corporate, sector, regional, country and global perspective levels. Specific measures being taken include development of an integrated, consistent framework for monitoring results, including tools, databases and good practice profiles.

Key elements of this Platform include the introduction of new *core sector indicators, results profiles* at the thematic and country level, and *impact evaluations (DIME Initiative)*; and *integrated operational data systems*, including *ISRs* (Implementation Supervision Reports) to facilitate collection and aggregation of results data across the investment project portfolio. Core indicators are being developed to enable better aggregation of results at the regional, sectoral and corporate levels. The initial focus will be on integrating core indicators into IDA-financed operations. Within this broader corporate agenda and platform, the Urban Sector has and will continue to contribute in the following ways:

**Core Indicators:** This work is being overseen at the Urban Sector Board level. The first area of focus is Urban Services for the Poor, in which the indicator has been defined, developed and confirmed by the Sector Board and by OPCS. Where there is intersection with other sectors (e.g. water), indicators for other sectors are being used to avoid double counting of results. These indicators are being applied in the preparation of urban operations in FY10 and beyond. The indicators will be applied as standard tools for measuring impact on urban poverty and will be consistently used across urban projects to allow client countries and the Bank to better aggregate results at the regional, sectoral, and corporate levels. In identifying these indicators, the Bank's urban sector aims to ensure consistency with other development agencies (e.g. UN).

**Impact evaluation for slum upgrading:** Under the DIME initiative, the Urban Sector has been working on a series of project level impact evaluations in a number of countries over the past three years. The baseline surveys have been collected for approximately 8 projects which are currently under implementation. Results from the follow up surveys and impact evaluations are anticipated in 2010-2011, depending on the project. Capturing impacts in urban upgrading projects is challenging. It is difficult to use randomization methodologies in the context of upgrading investments. There is typically a substantial time lag required to capture impacts, mobility in urban areas, particularly slums, can be high contributing to survey attrition, and spillover effects, both negative and positive, can be large making it difficult to isolate program impacts. Most of these issues have been incorporated into the design of the impact evaluations.

**Building national and city level capacity to collect, analyze and monitor indicators.** Beyond the project level focus on monitoring and evaluating performance, several new initiatives are being launched or expanded with this Urban Strategy to strengthen in-country data collection, analysis and monitoring at both the national and local levels. One such initiative is the Global City Indicators Program (GCIP) referred to earlier. GCIP provides a global platform for cities via a web-based interface to voluntarily participate by inputting specific city performance data (27 core indicators and 36 "supporting" indicators). Beyond this, the new Urbanization Review (UR) tool

will provide cities and national governments with a framework for collecting and analyzing data on key elements of urbanization. Core elements of the UR will include standardized data that can be monitored and tracked across countries and regions, enabling valuable evidence-based policy formulation at the national and city level. The UR will draw upon, among other sources of information, the existing Urban Growth Management Initiative (UGMI) data that monitors and tracks urban growth, among several other indicators for a stratified representative sample of 120 cities across the globe.

***Training and capacity development in monitoring and evaluation for urban staff and clients.***

A third area of focus is on Bank staff and client counterparts. Under the new urban strategy there will be a particular focus on developing training for staff on monitoring and evaluation and use of the core indicators. This will be delivered through short modules at headquarters and made available to country office staff. The urban anchor will also work jointly with WBI to develop a module to be delivered to local government agencies on project monitoring and evaluation through their learning programs.

The various elements of this Results Monitoring and Evaluation Agenda under the new urban strategy are captured in the appended Results Framework.

**Table A-1: Timetable & Indicators for Monitoring Implementation of the New Strategy in the Bank**

Priority Areas for Action	Key Actors	Timetable (Calendar Year)										Milestones for Assessing Bank Performance
		2010		2011		2012		2013		2014		
		1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	
Bank-wide and external ownership secured through strategy	WB, DP, CC											Host or participate in workshops and conferences in all 6 regions, and meetings/consultations with development partners
Implementation of Strategy Building Blocks	WB											To be assessed against annual work program agreements of the Urban Anchor and Regional Urban Units.
<b>Knowledge Platforms &amp; Events</b>												
Urban Research Symposium & Knowledge Network	WB, DP		▲			▲			▲			Urban Research Symposium; Agree Research Agenda with DEC; Urban Research University Network Established
Partnership Platforms: ■ Regional Hubs: Singapore & Marseille ■ Amman Institute (GHG Standard, Urban Planning Focus)	WB, DP	▲										Milestone: Regional Urban Hubs: Multiyear work programs agreed and under implementation thereafter. Milestone: Partnership Agreement agreed and in place with regional development partners and WBI.
<b>Knowledge Products &amp; Tools</b>												
Urbanization Review	WB, CC, DP	▲	▲									First milestone: completion of the Urbanization Review Guide; second milestone: Completion of 2-3 country pilots, with mainstreaming in CAS thereafter.
Global City Indicators Program & City-Level GHG Index	GCIF, Cities		▲		▲		▲		▲		▲	Milestones represented by no. of cities in program: 80 (2010), 140 (2011), 280 (2012), 440 (2013), 540 (2014)
Urban Investment Project Economic Analysis Tools	WB, CC		▲									Milestone: Completion of Economic Analysis Tool, with mainstreaming thereafter.
Urban Risk Assessments	WB, DP	▲										Milestone: URA tool in place with mainstreaming in projects and participating cities thereafter
Urban Planning Regulation Audits	WB		▲									Milestone: design and produce urban planning audit tool and rollout thereafter.

Urban Governance Program	WB, DP											Work with WBI and SDV in developing urban demand-side governance knowledge/tools
Urban ICT Toolkit	WB, DP			▲								Milestone: produce and issue Toolkit
CDS: Capital Investment Planning Module	WB, CA		▲									Milestone: Module design complete, followed by pilot testing and mainstreaming
<b>Internal Bank Urban Portfolio Review &amp; Results Management</b>												
Urban Theme Codes refined and updated	WB	▲										Milestone: New codes agreed and adopted by OPCS and under implementation thereafter.
Enhanced Communications & Dissemination Strategy	WB	▲										Milestone: New Urban Business Lines Materials produced and printed for dissemination thereafter.
Portfolio Quality Assurance	WB	▲		▲		▲		▲		▲		Quality Assurance Review carried out annually.
Urban Core Indicators	WB		▲		▲		▲		▲		▲	First Milestone: Assess pilot core indicators and data collection annually thereafter
External Client Survey	WB, DP				▲				▲			Milestone: Biannual client surveys carried out in conjunction with UCLG
Strategy Mid-Cycle Review Update	WB		▲								▲	Milestone: end-YR 1 Progress Report to Board. YR 5 Prepare and deliver MCR Report

WB: Refers to World Bank staff or, collectively, the entire institution  
 CC: Refers to Client Countries

DP: Refers to Development Partner(s)  
 ▲: Symbol represents an intermediate or final milestone.

**Table A-2: Urban Strategy Results Matrix (Global Dimensions)**

<i>Global Dimensions</i>			
What results on the ground are important?		How are they being pursued?	
<i>Final Outcomes</i>	<i>Indicators</i>	<i>Priority Interventions</i>	<i>Indicators</i>
<p><b><i>City Management, Finance &amp; Governance:</i></b> Improved city management capable of responding to urbanization pressures</p>	<ul style="list-style-type: none"> <li>• Urban and local government data regularly collected and monitored</li> <li>• Service coverage: % of urban households with network access to water, paved roads, sanitation, electricity and social services</li> <li>• Mechanism in place to ensure national-local policy coordination</li> <li>• Mechanism in place to ensure accountability to local citizens</li> </ul>	<p><b><i>Focusing on Core Elements of the City System</i></b></p> <ul style="list-style-type: none"> <li>• Clear and appropriate legal and regulatory framework governing local government affairs (expenditure and revenue assignments rationalized with adequate financing)</li> <li>• National urban/urbanization policies adopted and under implementation (with support of Urbanization Review and GCIP)</li> <li>• National Urban Database in place providing disaggregated data at the local government level</li> <li>• National and city-level infrastructure investment programs adopted to address services backlogs &amp; adequately maintained</li> </ul>	<ul style="list-style-type: none"> <li>• Updated legal and regulatory frameworks in place and under implementation</li> <li>• Increased access to improved water, sanitation, roads, electricity, and solid waste management services</li> <li>• Accountability measures institutionalized: e.g. public hearings, citizen report cards</li> <li>• Adequacy of O&amp;M budgeting (using standard 2% budget parameter)</li> </ul>
<p><b><i>Urban Poverty &amp; Slums:</i></b> Improved lives of at least 100 million slum dwellers (MDG Goal Number 7, Target 11)</p>	<ul style="list-style-type: none"> <li>• No. of people in slums with access to improved water, sanitation, all-season roads, solid waste collection, and electricity</li> <li>• No. of people in slums who believe that they will not be evicted from their present residence within 5 years</li> <li>• No. of people in slums at risk of exposure to environmental hazards</li> </ul>	<p><b><i>Making Pro-Poor Policies a City Priority</i></b></p> <ul style="list-style-type: none"> <li>• National and city-level pro-poor policies and targeting strategies adopted (e.g. PRSPs with urban focus)</li> <li>• National-scale slum upgrading programs</li> <li>• Urban infrastructure backlogs identified in poor city areas with national/local investment programs</li> </ul>	<ul style="list-style-type: none"> <li>• % of poor households with service/housing deficiencies using Urban Risk Assessment (URA).</li> <li>• Geographical areas of slum upgrading as share of total estimated slum areas country wide</li> </ul>
<p><b><i>Urban Planning, Land &amp; Housing:</i></b> Well functioning Urban Land and Housing Markets</p>	<ul style="list-style-type: none"> <li>• % of urban population able to access formal housing markets</li> <li>• % land related legal disputes in court</li> </ul>	<p><b><i>Encourage Progressive Land &amp; Housing Markets</i></b></p> <ul style="list-style-type: none"> <li>• National Housing &amp; Land Information Systems</li> <li>• Housing Subsidy &amp; Microfinance Programs that target the poor in cases of market failure</li> <li>• Regular updating of urban planning regulations</li> </ul>	<ul style="list-style-type: none"> <li>• House Price-to-Income Ratio</li> <li>• Rent-to-Income Ratio</li> <li>• Floor Area Ratio per Person (m2)</li> <li>• % Urban Land Titled and Legally Registered</li> </ul>

<p><b>Cities &amp; Economic Growth:</b> Improved Prospects for City Growth</p>	<ul style="list-style-type: none"> <li>• Sound investment climate at the city level</li> <li>• Share of employment in informal sector</li> <li>• City product per person</li> <li>• Increase in private investment at the city level</li> <li>• Increase in labor-force participation</li> </ul>	<p><b>Enabling City Economies</b></p> <ul style="list-style-type: none"> <li>• Subnational investment policies adopted and mechanisms in place</li> <li>• Transparent mechanisms in place to release and provide services for land for commercial development</li> <li>• City asset management strategies adopted (based on comprehensive inventory, valuation over time, and disposal/use strategies)</li> <li>• Urban Redevelopment Programs (MICs)</li> </ul>	<ul style="list-style-type: none"> <li>• Time, steps and cost of registering a new business at the city level</li> <li>• Increased access to serviced industrial/commercial land at the city level</li> <li>• Share of under/un-utilized land in urban areas</li> </ul>
<p><b>Urban Environment, Climate Change &amp; Disaster Management:</b> Improved Safety and Sustainability of the Urban Environment</p>	<ul style="list-style-type: none"> <li>• % households at risk due to natural disasters</li> <li>• Response time to disasters</li> <li>• % of solid waste appropriately disposed and wastewater treated at city level</li> <li>• Voluntary measurement of city level energy consumption &amp; GHG emissions per capita</li> </ul>	<p><b>Promote Safe &amp; Sustainable Urban Environment</b></p> <ul style="list-style-type: none"> <li>• Disaster Risk Mitigation Plans in place</li> <li>• Emergency response strategies adopted at local level</li> <li>• Standards adopted for urban form and infrastructure investments to promote environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• No. of accidental deaths/injuries and costs associated with loss of infrastructure, residential and business property due to natural disasters</li> <li>• No. of road accidents</li> <li>• City-wide GHG Emissions</li> </ul>

**Notes:** The following areas outline the source data to be used in assessing the indicators. In some cases, data systems are already in place (varies by country), mechanisms are in place but not generating high coverage to date (GCIP), and in other cases data would become available with the implementation of new initiatives. For instance, the Urbanization Reviews will contribute to national level urban data collection efforts.

1. Priority area one: Use of data derived from citizen report cards at city level (governance), Urbanization Reviews (Urban Database), national accounts and census data disaggregated at the local government level.
2. Priority area two: PRSPs, city level collection of slum data using household surveys, vulnerability assessments, infrastructure network records, national census data, GIS databases.
3. Priority area three: Subnational ICA and Doing Business Survey Data, national investment authority data, labor force statistics, national account data.
4. Priority area four: Data derived from disaster reduction assessments and surveys; data available at the city-level and through national environmental and transport authorities; GCIP data; City GHG Index, ECO<sup>2</sup> Cities Audit.

**Table A-3: Urban Strategy Results Matrix (Bank Contribution)**

<b>Bank Contribution</b>			
<i>How does the Bank contribute to these results?</i>		<i>How will we know if we're on track?</i>	
<b>Bank Strategy</b>	<b>Outputs</b>	<b>Process Indicator</b>	<b>Baseline and Targets</b>
<p><b>Leverage WB Group strength through internal and external partnerships</b></p> <p><i>Establish viable mechanisms for Bank internal cross-sector collaboration on urban issues</i></p> <p><i>Facilitate access to finance at the subnational level.</i></p> <p><i>Expand partnerships, access to TA, and leveraging of funds from Global Facilities</i></p>	<ul style="list-style-type: none"> <li>• Establish Multi-sectoral Urbanization Team (MSUT)-- (Bank staff and external experts)</li> <li>• Develop, pilot test, and implement Urbanization Review Diagnostic Tool (with OECD, Bank Staff and External experts, and support from donor partners)</li> <li>• Joint implementation of Subnational PEFAs (PREM)</li> <li>• Joint implementation (with PREM) of Decentralization Performance Management Tool</li> <li>• Joint Action Plan agreed with Subnational Finance Program (IFC)</li> <li>• Support piloting of Cities Alliance Land, Services and Citizenship (LSC) Initiative</li> <li>• Expand coverage of CDS and enhance capital investment planning and bankable project outputs</li> <li>• Promote Energy Efficient Cities Innovation Grants (ESMAP/Energy Anchor)</li> <li>• Mobilize Municipal Finance Technical Assistance (PPIAF MFTA)</li> </ul>	<ul style="list-style-type: none"> <li>• MSUT in place by June 2010.</li> <li>• 2-3 pilot URs completed in FY11; UR mainstreamed as analytical tool, 3-4 implemented in FY12 across all 6 Bank regions (including pilots)</li> <li>• 4-5 implemented in MICs and LICs</li> <li>• Action Plan agreed for selected pilot countries, including both MICs and LICs</li> <li>• Action Plan agreed.</li> <li>• 5 pilot LIC countries identified across 4 regions</li> <li>• Support CA in developing capital investment planning tool to strengthen local government investment planning</li> <li>• 10-15 Innovation Grant Program supported through WB TA/Lending Programs or CDSes</li> <li>• Develop joint Action Plan with PPIAF MFTA and regional Urban</li> </ul>	<ul style="list-style-type: none"> <li>• New Coordination Mechanism: in place by June 2010.</li> <li>• New Knowledge Product. UR referenced in 8-12 CASEs by end-FY13</li> <li>• 2-3 implemented jointly on pilot basis. 4-5 implemented within Mid-Term Implementation Review Cycle.</li> <li>• New initiative. 2-3 implemented in FY10.</li> <li>• Action Plan would be new coordinating mechanism.</li> <li>• Initial pilot coordination in Vietnam. One pilot collaboration completed by end-FY11.</li> <li>• New Initiative: Capital Investment Planning Tool created by end-FY11.</li> <li>• New Initiative: 4 EEC Grants linked to Bank Urban Operations by end-FY12</li> <li>• Baseline: 19 cities; Target: Increase MFTA by 100-150% over prior 5 year</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase access to services for the urban poor through Output-based Aid (GPOBA)</li> <li>• Facilitate access to Carbon Finance (CFF) through Bank lending and TA</li> <li>• Develop Disaster Risk Mitigation (GFDRR)</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>• Develop joint Action Plan with GPOBA targeting the urban poor across all 6 regions</li> <li>• Develop joint Action Plan with CFU</li> <li>• Develop joint Action Plan with GFDRR</li> </ul>	<ul style="list-style-type: none"> <li>• period by Mid-cycle update</li> <li>• Increase by 30% over prior 5 year period by Mid-cycle update</li> <li>• Increase by 20% over prior 2 year period by Mid-cycle update</li> <li>• New Programmatic Approach</li> </ul>
<p><b>Expand Wholesaling &amp; Policy-based Instruments</b></p> <p><i>Expand knowledge and investment coverage to secondary cities through wholesaling instruments.</i></p> <p><i>Increase scale of slum interventions by expanding national slum programs.</i></p> <p><i>Expand programmatic and policy based lending through use of Development Policy Loan Instruments and proposed new programmatic results-based SIL.</i></p>	<ul style="list-style-type: none"> <li>• Promote MDF/MDP wholesaling approaches across regional urban portfolios through Staff workshops and training/promotional materials</li> <li>• Activate Singapore and Marseille Urban Hubs with WBI to extend wholesaling approaches to knowledge activities</li> <li>• Expand policy-based lending approach on housing, land and urban poverty and slums</li> <li>• Carry out portfolio review, supported by IEG review of Housing DPOs and derive lessons learned for effective design of housing, solid waste and land DPOs. Explore options for applying new results-based programmatic lending instrument.</li> </ul>	<ul style="list-style-type: none"> <li>• % urban portfolio devoted to wholesaling instruments</li> <li>• Finalize work program agreements with Marseille/Singapore Urban Hubs</li> <li>• % lending based on DPOs.</li> <li>• % of projects in the sector that use output-, outcome- or results-based disbursements mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Target TBD at regional level based on demand projections</li> <li>• Agreed multi-year work programs in place with activities under implementation</li> <li>• Expand DPO from 7% commitment amount average of Urban portfolio (FY00-09) to 20%, dependent on client demand</li> <li>• Target TBD at regional level based on demand projections</li> </ul>
<p><b>Strengthen in-country policy formulation &amp; systems</b></p> <p><i>Support evidence-based policy at the national and city level.</i></p>	<ul style="list-style-type: none"> <li>• Urbanization Reviews: Designed to capture data enabling cross-country and regional comparisons</li> </ul>	<p>WB Urbanization Database to capture UR results and enable cross-country and regional comparisons</p>	<p>New initiative.</p>



	<ul style="list-style-type: none"> <li>• GCIP: City-driven voluntary program generating city level data</li> <li>• City Asset Management Strategies: Strengthen city-level asset management and strategy through data collection</li> <li>• Municipal Contracts: Capture multi-city data through collection tools as part of wholesaling approach</li> <li>• Expanded coverage of Subnational ICAs and Doing Business Surveys</li> </ul>	<p>29 core and 36 supplemental City Indicators Collected</p> <p>No. of City Asset Management Strategies implemented</p> <p>Use of baseline and target data from urban audits and financial audits as baseline and monitoring indicators</p> <p>Adopt 7 indicators of Doing Business in the design of Local Economic Development Project Baseline Indicators</p>	<p>100 cities participating in GCIP; Target: 160 by Mid-cycle update</p> <p>New initiative</p> <p>New initiative aimed at capturing data at the aggregate level.</p> <p>Currently only 3 projects were identified that use such indicators as baseline. Target is to achieve 100% for all new LED designed operations.</p>
<p><b>Enhance Bank Urban M&amp;E Program and Results Management</b></p> <p><i>Improve monitoring of impact of Bank-financed MDP subprojects</i></p> <p><i>Improve ability to report on results of urban operations</i></p> <p><i>Improve urban portfolio &amp; business line monitoring</i></p>	<ul style="list-style-type: none"> <li>• Expand ex ante and ex post economic analysis of Urban MDP-financed sub-projects.</li> <li>• Adoption of core urban poverty indicator for urban projects across and integrate sector indicators across five business lines, e.g. water.</li> <li>• Revise and update urban thematic codes</li> </ul>	<p>No. and percentage of urban MDPs with baseline and ICR level economic analysis</p> <p>Core indicator defined and measurement standard verified with OPCS</p> <p>New thematic codes adopted and confirmed by OPCS</p>	<p>Baseline: 30% average (1998-2008)<sup>75</sup> Target: 100% of MDPs with ex ante economic analysis through Midcycle Review in FY14.</p> <p>Core indicator used in all new poverty-focused Urban starting in FY10.</p> <p>Baseline: 4 Thematic Codes not in line with business lines; Target: New Thematic Codes in accordance with business lines.</p>

<sup>75</sup> IEG assessment of 190 MDPs implemented between 1998-2008, of which 24 were subjected to detailed field assessments.