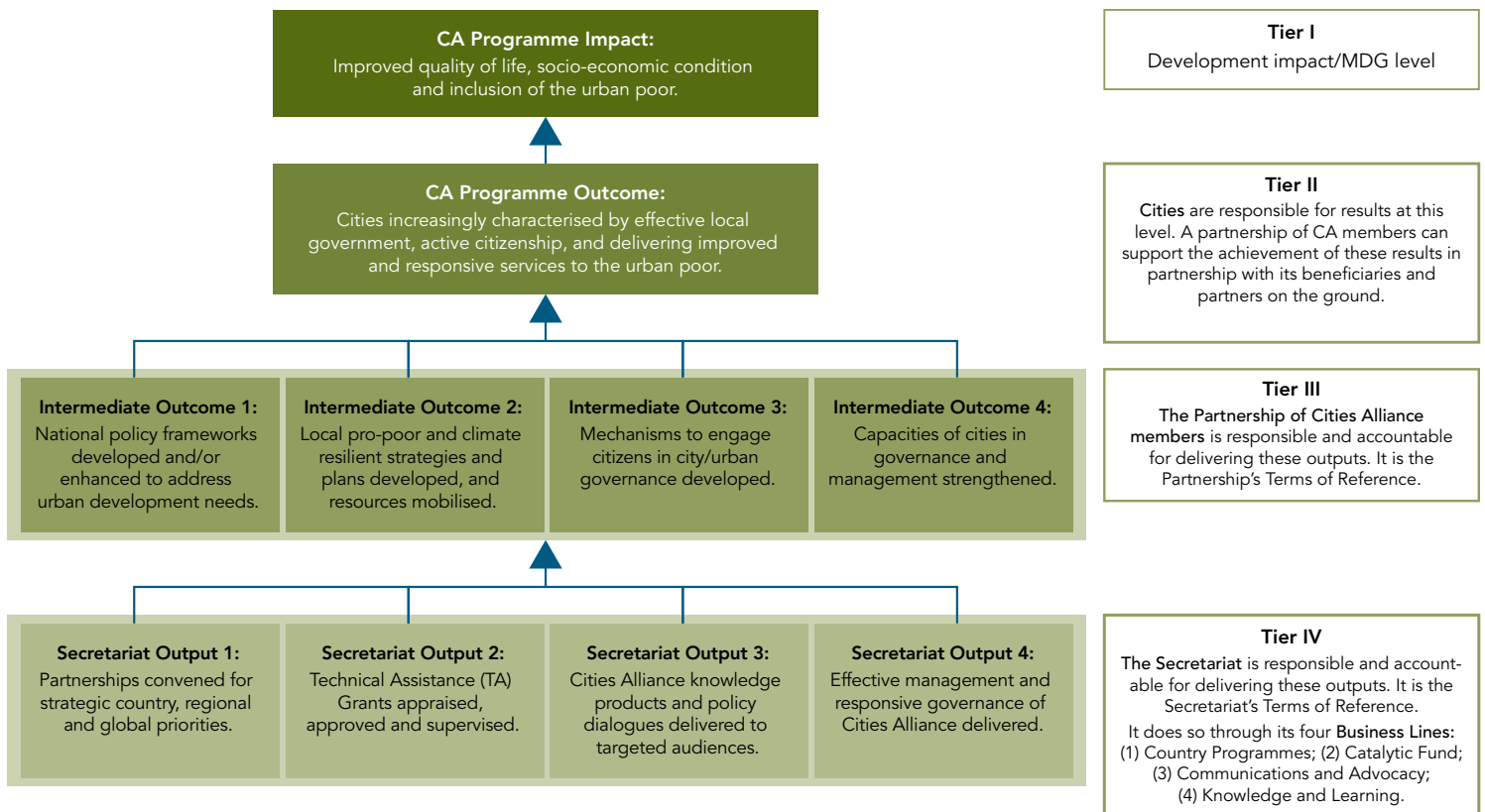




Urbanisation in Ho Chi Minh City, Vietnam. Photo: Tran Viet Duc/The World Bank

Figure 2: Cities Alliance Programme Results Chain



# RESULTS MANAGEMENT AND MONITORING

The Cities Alliance Secretariat has continued to build on efforts begun in FY2012 to develop an effective results-based management system for the partnership. This is an essential step in making the Cities Alliance more accountable for its results, and in professionalising the organisation. A results chain and an initial set of performance indicators were presented to the Cities Alliance Consultative Group at its November 2012 meeting in Hanoi, Vietnam.

Early in 2013, an international consulting firm—Universalialia—was competitively

recruited to help develop and refine the performance indicators. Universalialia was also tasked with providing recommendations for operationalising the results framework into a full-fledged Performance Monitoring System.

Following positive feedback on Universalialia's initial work from the Executive Committee in June 2013, the Secretariat began operationalising the framework. This involved collecting baseline data, setting preliminary targets and performance standards, revising relevant monitoring and evaluation tools, and developing a detailed implementation plan.

These activities are expected to facilitate the development of the Cities Alliance's first corporate scorecard, which will provide comprehensive information on the partnership's overall performance.

The Consultative Group formally approved the final results chain, indicators and timeline for baseline data collection at its November 2013 meeting in Burkina Faso.

## A Framework for Delivering Results

A key component of the Cities Alliance results management and monitoring system is the organisation's Theory of Change, an outcomes-based approach that aims to help the Cities Alliance determine how best to use its resources to achieve its medium- and long-term development goals.

In order to achieve those goals, the Cities Alliance will deliver outputs in four

main areas (See Figure 2), by implementing activities within each of the four Cities Alliance Business Lines: Country Programmes, the Catalytic Fund, Analytic and Strategic Activities (ASAs), and Communications and Advocacy.

The Results Chain (Figure 2), which encapsulates the fundamental assumptions underlying the work of the Cities Alliance, breaks

down the Theory of Change and shows how each step helps the partnership achieve its overall goals: Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor.