

Cities Alliance

Cities Without Slums



CORPORATE
SCORECARD
2015

Cities Alliance

Cities Without Slums

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I. Corporate Scorecard for 2015 Cities Alliance Results and Performance Management

1.1 Background

As per its Charter, the main objective of the Cities Alliance is to reduce urban poverty and promote the role of cities in sustainable development. To assess the extent to which its efforts and those of partners are making progress toward that objective, the Cities Alliance monitors, evaluates and reports its activities within an agreed-upon performance and results framework and through dedicated comprehensive systems.

Corporate Scorecard. This corporate scorecard serves as a snapshot of the Cities Alliance's overall performance and results in 2015 and as a report to the Cities Alliance Management Board. It provides the Cities Alliance with information on the achievement of development results, effectiveness in achieving those results, and efficiency of its operations. The scorecard is also meant to support strategic planning to fill crucial gaps, foster learning and corrective actions, and promote accountability for results.

The Scorecard comprises two major components: the Results Framework (RF) and the Performance Indicators Monitoring System (PIMS).

Results Framework. The Charter and three-year Medium Term Strategy (MTS) establish the developmental objectives of the Cities Alliance, its approach and the type of activities it supports. The Results Framework articulates the different tiers of results (outputs, intermediate outcomes, outcomes and impact) expected by Cities Alliance interventions that lead to the achievement of the organisation's objectives through causal and logical relationships (see Figure 1 below). The Results Framework includes selected Indicators to help measure and document progress and performance across the various tiers of results.

The Results Framework is approved by the Consultative Group [now Assembly] as part of its responsibility for setting the strategic direction of the Cities Alliance, and for reviewing and evaluating the organisation's overall performance. The Consultative Group approved the current version of the Cities Alliance Results Framework at the 2013 Annual Meetings in Ouagadougou. At that time, it also decided to operationalise and test the framework for a three-year period within the five Cities Alliance Country Programmes with an end of 2016 target.

Performance Indicators Monitoring System. The Results Framework is defined operationally by the PIMS, which operationalises the 47 indicators into baselines, milestones and targets, data sources, and tools and frequency for data collection. The PIMS operates across Secretariat operations, grant portfolios and the organisation as a whole. The PIMS is not only about monitoring, controls and tracking emerging results; it is also about learning – for both clients and the Cities Alliance as a partnership – that can be applied in the planning and design of new activities.

I. Corporate Scorecard for 2015 Cities Alliance Results and Performance Management

1.2 Tiers Explained

Tier I: Millennium Development Goals. This tier is primarily contextual and reports on the long-term development goals that countries are achieving. The universe of measurement is the countries where Cities Alliance has a long term engagement. Developmental impact is measured in terms of livelihood of the target population – the urban poor – across three aspects: slums (Target 11 – entrenched with Cities Alliance history), health, and participation. Impact levels here are well beyond the control of the Cities Alliance which, as such, is not responsible for delivering these objectives.

Some of these indicators will be revised to align them to the new Sustainable Development Goal (SDG).

Tier II: Partner results as supported by Cities Alliance members. The Cities Alliance provides technical assistance programmes and services to leverage the financing that helps cities to be more effective, participatory and able to deliver improved, responsive services to the urban poor.

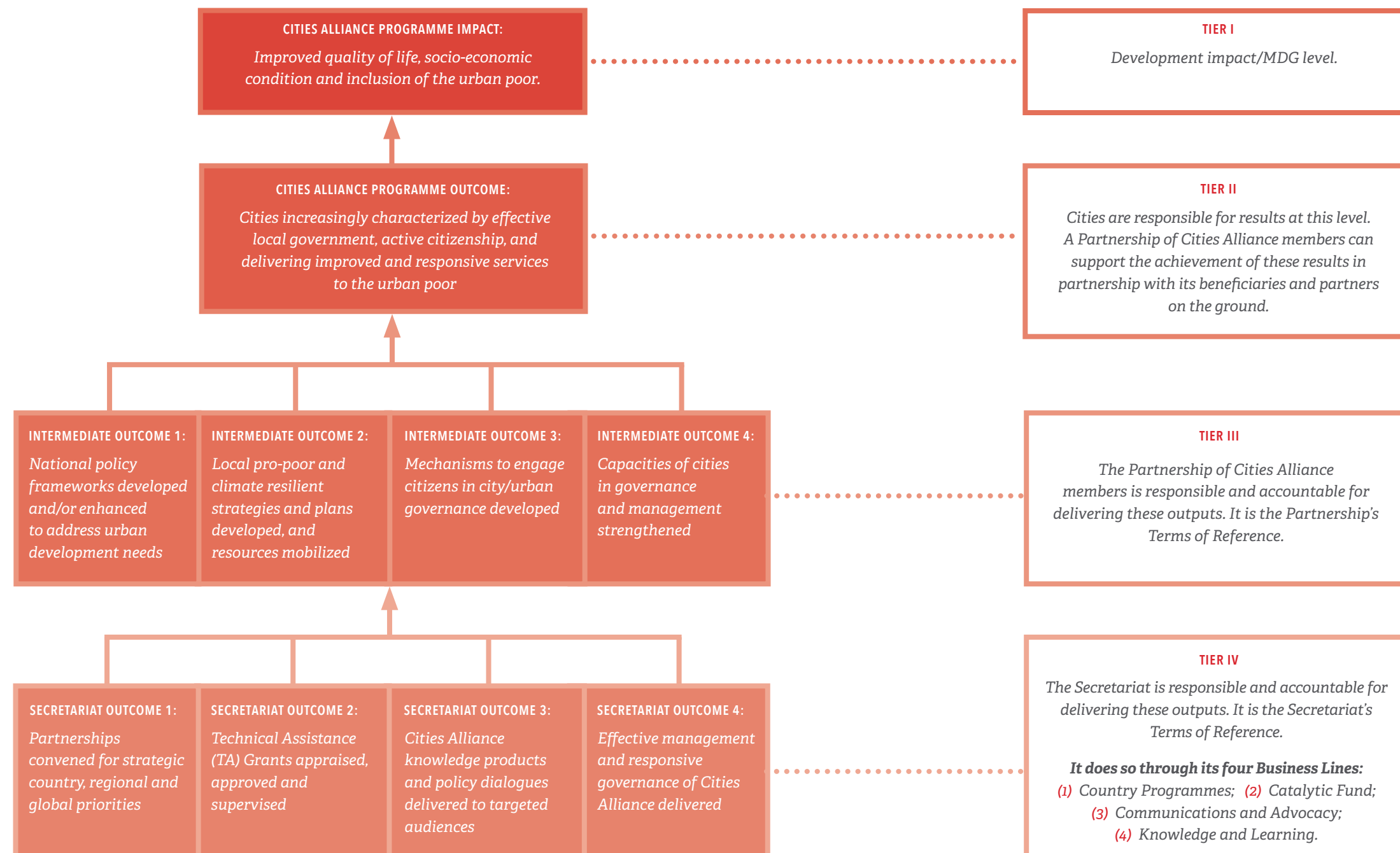
While Cities Alliance members are the clients of the Secretariat, the city (broadly defined) is the client of the Cities Alliance. Cities and national government partners are responsible for results at this level. A partnership of Cities Alliance members can only support the achievement of these results in partnership with beneficiaries and partners on the ground.

Tier III: Cities Alliance programmatic results. This tier covers the programme activities of the Cities Alliance. With the support of the Secretariat, the partnership of Cities Alliance members provides financing and implementation of technical assistance to local and national partners within a long-term programmatic framework of cooperation (Country Programmes). Indicators reflect the typical suite of technical assistance services that the Alliance delivers to leverage investments: policy frameworks, local planning, institutional participation and community engagement, and capacity development.

The partnership of Cities Alliance members – with the support of the Secretariat – is responsible and accountable for delivering these outputs. It is the Partnership's Terms of Reference.

Tier IV: Secretariat performance. This tier covers the organisational efficiency of the Cities Alliance Secretariat across four major areas of operations: partnerships; Technical Assistance grants; knowledge products and policy dialogues; and management of Cities Alliance governance. The Secretariat is responsible and accountable for delivering these outputs. It is the Secretariat's Terms of Reference. It does so through its three Business Lines: (1) Country Programmes; (2) Catalytic Fund; and (3) Joint Work Programmes.

Figure 1: The Cities Alliance Results Framework

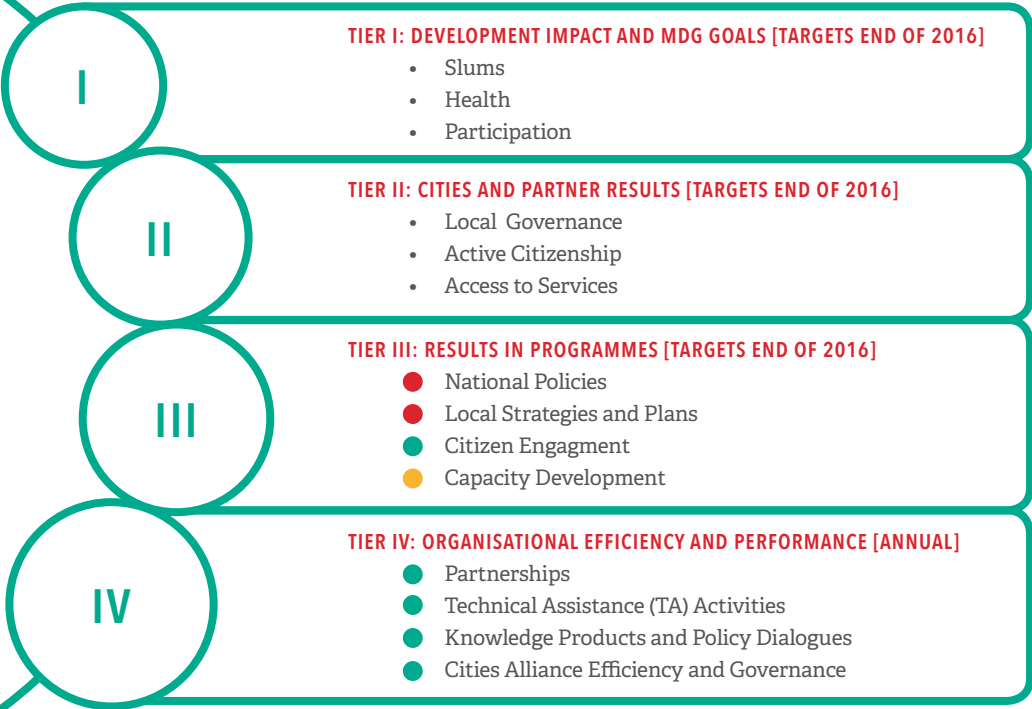
**Changes introduced in 2015**

New indicators. We have added new key performance indicators at the Secretariat level (Tier IV) to cover three important corporate areas which were not previously captured: our environmental footprint, our progress on gender mainstreaming (a pillar of the Medium Term Strategy) and our ability to deliver against the corporate workplan. The new indicators are numbered respectively IV.4.7, IV.4.8 and IV.4.9 (see Annex I for a detailed definition).

Geographic expansion. The RF/PIMS was pilot tested within the five active Country Programmes. Given its usefulness in the management of these programmes, many of these indicators were also included in the M&E plan of the Country Programme in Liberia. Many of the indicators have also guided and structured part of the diagnostic work of the Future Cities Africa programme. This means that the next period 2017-2020 already has a new geographical universe in place against which our progress can be measured.

Alignment. As envisaged, this year we have further structured the Annual Report around the Scorecard. The quantitative results are thus complemented by the qualitative narrative of the Report which captures the most significant changes within Cities Alliance programmes in the current calendar year.

II. Summary 2015 Corporate Scorecard
(Targets end of 2016)



LEGEND

- **Challenge.** Majority of indicators show a decrease from baseline, have failed to achieve / complete the established target or are significantly below the established performance standards. However, most are expected to complete by the target-date of end 2016.
- **Watch.** Majority of indicators show no significant increase or decrease from baseline, have not yet achieved the established targets, or are under the established performance standards although within tolerance.
- **On Track.** Majority of indicators show significant increase from baseline, have achieved the established targets or meet/exceed the established performance standards.
- **Sustainable.** Targets/performance standards are consistently achieved and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.
- **Not Applicable.** Insufficient data to establish a trend, or no target or performance standard is set.

For Tiers I and II, colour-coded traffic lights are not provided since they pertain to the developmental context and are results driven by city partners which are tracked on a three-year basis.

III. The Scorecard

IMPACT	INDICATORS ¹³	CRITERIA ¹⁴	BASELINE [2007/2013]	CURRENT [YEAR]
TIER I - IMPACT				
I.1 Improved quality of life, socio-economic condition and inclusion of the urban poor.	I.1.1 Percentage of city population living in slums	%	55.1%	53% [2014]
	I.1.2 Percentage of households in urban areas that exist without secure tenure	%	N/A	N/A
	I.1.3 Under age 5 mortality rate in urban areas	Per 1000	73.5	N/A
	I.1.4 Participation of urban poor in the voting population	%	N/A	N/A

¹³ TIER I/MDG Indicators have not been tracked regularly by international and national organisations. Currently are under revisions to align them to the post 2015 agenda and the Sustainable Development Goal (SDG).

¹⁴ Only measured in cities and countries where Cities Alliance works

III. The Scorecard

OUTCOME	INDICATORS	CRITERIA	BASELINE [YEAR]	TARGET 2016
TIER II - OUTCOMES				
II.1 Cities increasingly characterised by effective local government, active citizenship, and delivering improved and responsive services to the urban poor.	II.1.1 Average municipal expenditures per person per year	US\$ [total expenditures / population]	51.2 USD [2013]	53.8 USD
	II.1.2 Average number of municipal employees as a percentage of the total population per year	% [# Employees / total population]	0.47% [2013]	0.49%
	II.1.3 Average number of women among municipal employees	% [# women employees / total municipal employees]	41.8% [2013]	43.9%
	II.1.4 Proportion of municipal employees with post-secondary education	% [# employees with edu / total municipal employees]	55.8% [2013]	58.6%
	II.1.5 Average percentage of voter participation	% of all eligible voters	56.9% [2010/13]	59.7%
	II.1.6 Average percentage of women voter participation	% of all eligible women	N/A	N/A
	II.1.7 Average ratings on existence of a municipal website for citizen questions and complaints	Scale [0-2]	1 [2013]	2
	II.1.8 Average ratings on functioning of local-level structures for consultations	Scale [0-2]	1.5 [2013]	2
	II.1.9 Average ratings on participatory planning process in place (budgetary or other)	Scale [0-2]	1.5 [2013]	2
	II.1.10 Average ratings on levels of civil society activity in municipality	Scale [0-2]	1.5 [2013]	2
	II.1.11 Average proportion of households in slum and/or low-income areas with regular access to potable water	%	47.9% [2013]	50.3%
	II.1.12 Average proportion of km of maintained roads/paths in slum and/or low-income areas	%	84.1% [2013]	88.3%
	II.1.13 Average proportion of households in slum and/or low-income areas with sewerage connections	%	21.7% [2013]	22.8%
	II.1.14 Average proportion of households in slum and/or low-income areas with regular electricity connections	%	59.5% [2013]	62.5%
	II.1.15 Average proportion of households in slum and/or low-income areas with regular solid waste collection	%	39.8% [2013]	41.8%
	II.1.16 Effectiveness of advocacy and knowledge product dissemination – Average Official Development Assistance for urban development	US\$ (,000,000) [# ODA Flows]	30.6 [2012]	32.1
	II.1.17 Effectiveness of advocacy and knowledge product dissemination – Average ratings for prominence of city and urban themes in corporate strategic directions [Cities Alliance members]	Scale [0-2]	1.6	2

III. The Scorecard

Notes on Tier II: Methodology and Qualitative Results

This Tier describes the impact that leveraged funding from Cities Alliance technical assistance has on cities from our focus countries; specifically on being more effective, participatory and able to deliver improved, responsive services to the urban poor.

Between 2013 and 2014, city indicator baselines for the first five Cities Alliance Country Programmes (Uganda, Ghana, Mozambique, Burkina Faso and Vietnam), which comprise the universe for the initial pilot phase of the PIMS have been collected. In Burkina Faso the baseline study on Tier II indicators has been carried out by Agence Perspective, a national consultancy firm which provided the initial diagnostic for the development of the country programme. In Ghana, the work has been carried out by ILGS and is part of the 'sustainable urban local government capacity building' grant. In Vietnam, the work has been carried out by ACVN. Given the high number of participating Vietnamese cities, a representative sample is based on factors including size, geography, and degree of involvement in the programme. In Uganda, the baseline study has been conducted by a team within the Ministry of Lands, Housing and Urban Development.

Tier II data is not updated annually, but rather at programme closure - i.e. end of 2016 - as an end-line study. Collecting data for this Tier annually was adjudged to be too expensive, but also not very effective in measuring progress and attribution. Impact at this level need to be assessed over longer timeframes, so that it includes actual outcomes from the funds leveraged through the technical assistance. Tier II endlines for Uganda, Vietnam and Ghana will be prepared by June with Burkina Faso and Mozambique coming at a later stage.

Given the strong linkages that have been created between the TA provided and capital investments follow-up in many of the Country Programmes, there is a degree of confidence that some of the above baselines will have a positive evolution. A 5% increase has been calculated as a standard target. Moreover, Ghana, Uganda and Vietnam have operational community development/upgrading funds which have now financed several small community infrastructure projects.

III. The Scorecard

OUTCOME	INDICATORS	CRITERIA	BASELINE 2011	TARGET 2016	CURRENT 2015	IN PROGRESS [PERCENT]	COMPLETE [PERCENT]	STATUS
TIER III - INTERMEDIATE OUTCOMES [READ THIS IN CONJUNCTION WITH ANNEX 2] ¹⁵								
III.1 National policy frameworks developed and/or enhanced to address urban development needs.	III.1.1a Number of countries with national urban policy(ies) developed	Unit (aggregate from scale: values = or > 2)	0	4 ¹⁶	2	25% [1]	50%	Some delays in the preparation of the Vietnam and Burkina policies.
	III.1.1b Number of countries with national urban policy(ies) adopted	Unit (aggregate from scale: values = 3)	0	3	1	67% [2]	33%	Uganda national policy to be resubmitted to the Cabinet in April.
	III.1.2 Number of countries with national urban policy frameworks developed	Unit (aggregate from scale: values= 3)	0	3	1	67% [2]	33%	See above.
III.2 Local pro-poor and climate-resilient strategies and plans developed, and resources mobilised	III.2.1 Number of local pro-poor climate resilient strategies/ plans developed	Unit	0	42	3	81% [34]	7%	Process in GH and UG slower than expected. Both countries to be completed by 2016.
	III.2.2 Average total financial resources mobilised by partners for strategy implementation	US\$	N/A	500K	N/A	Tracking	Tracking	

¹⁵ Delayed from baselines to current status is due to the upfront time for programme set up and the institutional transition. All CP grants are currently operational and under implementation.

¹⁶ Targets were initially established in 2013 has been slightly revised after consultation and validation with country partners.

III. The Scorecard

OUTCOME	INDICATORS	CRITERIA	BASELINE 2011	TARGET 2016	CURRENT 2015	IN PROGRESS [PERCENT]	COMPLETE [PERCENT]	STATUS
TIER III - INTERMEDIATE OUTCOMES <i>Continued</i>								
III.3 Mechanisms to engage citizens in city/urban governance developed	III.3.1 Number of cities which have regularly functioning governance mechanisms to engage citizens in urban governance	Unit (aggregate from scale: values = or > 2)	0	42	27	33% [14]	64%	On track
	III.3.2 Number of countries which have regularly functioning governance mechanisms to engage citizens in urban governance	Unit (aggregate from scale: values = or > 2)	1	5	4	20% [1]	80%	On track
	III.3.3 Number of sustainable mechanisms to engage citizens (Catalytic Fund projects & projects at the city level)	Unit	0	25	Tracking	14	Tracking	
III.4 Capacities of cities in governance and management strengthened	III.4.1 Number of cities where the capacity of local governments has been strengthened in areas such as strategic planning, financial management, and human resources management	Number (aggregate from scale = 2)	0	37	14	81% [30]	37%	On track to be achieved by the target date – 37% increase from last year
	III.4.2 Number of countries in which the capacity of training and support organisations (national public organisations, universities, training institutions, associations of cities, etc.) to train local government officials and current and future technical experts has been strengthened. future urban technical experts has been strengthened	Number (aggregate from scale = 2)	0	4	1	75% [3]	25%	On track to be achieved by the target date – 25% increase from last year

III. The Scorecard

Notes on Tier III: Methodology and Qualitative Results

Annex II provides a snapshot of Tier III across the different cities and countries participating in the Country Programmes. These indicators are mainly maturity scales which go from an initial stage at inception to maturity at the end point of the programme (in terms of optimisation/institutionalisation/scale etc.). Most of the targets are set to be 'green' at the end of 2016, which coincides with the end of the Land, Services and Citizenship (LSC) programme.

With regard to some of the progress and challenges, the following should be noted. In Vietnam the urban policy process is underway. The initial Cities Alliance investment has served to focus attention on the need for a national urban policy and leveraged an additional USD 1.5 million from the Asian Development Bank and USAID. Cities Alliance initiated a process that has grown into a larger policy dialogue and process involving many more stakeholders, that will culminate in a Prime Minister's decree in support of the urban development policy by 2018. In Burkina Faso considerable delays have been experienced due to political instability and the uncertainty of the powers and functions of cities. The Uganda policy process is complete and scheduled to be submitted to cabinet in April 2016.

In both Uganda and Ghana (27 local plans) the planning process has been directly linked to municipal capacity development. In many municipalities a very low planning skill base exists and considerable extra training has been required. In all municipalities the planning process has started and different municipalities are at various levels of completion and in line with the target completion date of 2016. Quality assurance is currently taking place and plans are being improved through a learning by doing exchange.

In addition to impact gauged by the current indicators, the following are some of the Most Significant Changes (MSC) that have occurred during the year:

Burkina Faso. A major milestone in 2015 was the country's first-ever National Urban Forum, held in Ouagadougou. The Municipal Urban Forums were among the most important vehicles for community participation. Four of these were held over the course of 2015 in Tenkodogo, Dori, Bobo-Dioulasso, and Dedougou. New to Burkina Faso, these forums provided a platform for dialogue and consultation among local stakeholders on city development issues and priorities. Each forum gathered around 150-200 people, including representatives from civil society (who made up approximately one third of attendees). Women made up nearly half of all participants at the four forums.

III. The Scorecard

Ghana. The country held its fifth National Urban Forum in August 2015. The Forum drew more than 215 participants from across the country to discuss the theme Building Resilient Cities – Deepening Spatial Planning and Land Value Capture for Development as Ghana prepares to implement its National Urban Policy. With support from Cities Alliance, the Institute for Local Government Studies (ILGS) – is providing valuable institutional capacity strengthening to help Greater Accra Metropolitan Area (GAMA) local authorities be prepared to implement the National Urban Policy. In 2015 ILGS held three training workshops with goal of providing local government officials, city authorities and planners with the know-how to better manage and plan cities, and to increase their knowledge of resilience and climate change.

Mozambique. The slum upgrading initiative in the Chamanculo C neighbourhood of Maputo, Mozambique is a true example of global cooperation. It derives from successful integrated, participatory slum upgrading experiences undertaken in Salvador de Bahia, Brazil, with the support of Cities Alliance and the governments of Italy and Brazil. The success of the integrated methodology used in Salvador led delegations of many African states to visit Brazil to learn about its upgrading experiences. In order to test whether the methodology was transferrable to an African city slum, the organisations and partners that implemented the project in Salvador – including the Italian NGO AVSI – partnered with the City of Maputo to adapt the methodology to Chamanculo C.

Uganda. The Government of Uganda is in the final stages of formulating an overarching National Urban Policy to respond to the rapid urbanisation growth and challenges with support through the Cities Alliance Country Programme in Uganda (Transforming the Settlements of the Urban Poor in Uganda, or TSUPU). The national urban policy has been finalised by the Policy Working Group and is expected to be submitted to the Cabinet for consideration and adoption by April 2016. The Municipal Development Strategy (MDS) initiative promotes long-term, proactive, and participatory planning in 14 secondary cities in Uganda so that they will be better positioned to accommodate future urban growth. It focuses on bringing all stakeholders together to develop a shared vision for their city that benefits all residents, especially women and youth. The MDS initiative was launched in February 2015.

Vietnam. An important component of the Cities Alliance Country Programme in Vietnam has been the establishment of a National Urban Development Strategy (NUDS) to guide the country's urban development. In September 2015, the process took a major step forward when Cities Alliance signed an agreement of cooperation with the Vietnamese Ministry of Construction for the foundation phase of developing the strategy. In January 2015, an initiative to prepare community-based, participatory City Development Strategies in seven cities in Vietnam was launched. It is one of three building blocks of the Vietnam Country Programme, in addition to interventions at the national and community levels.

III. The Scorecard

III. The Scorecard

OUTPUTS	INDICATORS	CRITERIA	2010	2012	2013 WORLD BANK ¹⁷	2013 UNOPS ¹⁸	2014	2015	YEARLY PERFORMANCE STANDARD	COMPLETE [PERCENT]	STATUS
TIER IV - SECRETARIAT OUTPUTS											
IV.1 Partnerships convened for strategic country, regional and global priorities	IV.1.1 Multi-member partnership agreements endorsed by the partners per year	Unit	1	2	2	1	1	2	2	100%	●
	IV.1.2 Total financing per partnership agreement per year	US\$ total value (,000)	928	796	3,862	2,959	1,215	1,108 ²⁰	700	100%	●
	IV.1.3 Diversity of partners per multi-member partnership agreement	Scale AVG score	2	2	2.5	1	3	2.5	3	83%	●
IV.2 Technical Assistance (TA) activities appraised, approved and supervised ¹⁹	IV.2.1 Number of TA activities approved	Unit	21	15	6	1	10	26	30	87%	●
	IV.2.2 Total value of TA activities approved	US\$ (,000)	8,081	3,978	2,792	1,152	5,301	7,132	7,500	95%	●
	IV.2.3 TA activities effectively supervised	% of total reports received	N/A	N/A	75	75	70	90%	90	100%	●
IV.3 Cities Alliance knowledge products and policy dialogues delivered to targeted audiences	IV.3.1 Number of knowledge products produced with grant financing by members and partners	Unit	2	14	14	13	11	8	10	80%	●
	IV.3.2 Number of knowledge products produced with grant financing by the Secretariat	Unit	5	7	16	0	17	28	5	100%	●
	IV.3.3 Audience access to knowledge products	Unique Visitor Access	36,656	69,830	78,881	23,874	73,845	76,520	50,000	100%	●
	IV.3.4 Policy dialogues and formal learning events that are financed by grants and implemented by members and partners	Unit	8	8	13	4	1	5	5	100%	●
	IV.3.5 Policy dialogues and formal learning events that are financed by grants and implemented by the Secretariat	Unit	8	2	9	2	5	18	5	100%	●
IV.4 Effective management and responsive governance of Cities Alliance delivered	IV.4.1 Grant Making Efficiency: From initial submission of proposal to approval of grant	Days	113	67	89	86	44	158	60	-62%	●
	IV.4.2 Grant Making Efficiency: From approval of grant to grant agreement	Days	107	80	44	16	59	39	30	-23%	●
	IV.4.3 Grant Making Efficiency: From grant agreement to first disbursement	Days	N/A	N/A	N/A	42	12	10	10	100%	●
	IV.4.4 Grant Making Efficiency: From final disbursement to closing	Days	N/A	N/A	N/A	N/A	Tracking	Tracking	120	N/A	○
	IV.4.5 Members' impression of Secretariat effectiveness: support to governance meetings	Scale AVG score	N/A	N/A	N/A	3.7	4.8	4.6	4	100%	●
	IV.4.6 Members' impression of Secretariat effectiveness: quality and timeliness of reports to Members	Scale AVG score	N/A	N/A	N/A	4.3	4.6	4.5	4	100%	●
	IV.4.7 [NEW] Secretariat Greenhouse Gas Emissions performance (tonnes CO2 equivalent)	Average emissions per staff	N/A	N/A	N/A	N/A	N/A	13.4 [2014]	5 ²¹	-63%	●
	IV.4.8 [NEW] Secretariat staff capacity on Gender Mainstreaming	% positive feedback ratings	N/A	N/A	N/A	N/A	N/A	57%	75%	76%	●
	IV.4.9 [NEW] Secretariat Delivery Performance. Rate of completed activities against the approved annual work plan	% completed activities	N/A	N/A	N/A	N/A	N/A	65%	100%	65%	●

¹⁷ Up to 30th August 2013
¹⁸ From 31st August - 31st December 2013

¹⁹ This indicator now includes not only TA grants but also TA activities which have been procured
²⁰ Committed only
²¹ Target for emissions is based on UNOPS average. Given the diversity of UNOPS with Cities Alliance's business model, data should be taken with due caution until a more longitudinal perspective and other organisational benchmarks will become available. Emissions data include air travel for partners in those cases where these expenditures have been funded by the Cities Alliance.

III. The Scorecard

Notes on Tier IV: Methodology and Qualitative Results

Tier IV, the Secretariat level, is under constant tracking and regularly updated through the information gathered by the Cities Alliance project database. While overall the Secretariat's performance has exceeded most of the performance expectations and annual targets, data on grant processing time is an area of concern. The high number of days is due to a combination of internal non-optimised processes, grantee degree of responsiveness and allocation of time. The Secretariat will carry out further analysis on the distribution between internal and external factors. Response measures have already been identified as part of the risk framework process.

For indicator IV.4.1, data used for calculation includes projects for which project proposals have been approved within the timeframe 1 January - 31 December 2015. For indicator IV.4.2, data used for calculations includes projects for which project-related grant agreements have been countersigned from 1 January - 31 December 2015. For indicator IV.4.3, data includes projects for which the first disbursements have been made between 1 January - 31 December 2015.

We have added new key performance indicators at the Secretariat level (Tier IV) to cover three important corporate areas which were not previously captured: our environmental footprint, our progress on gender mainstreaming (a pillar of the Medium Term Strategy) and our ability to deliver against the corporate workplan.

LEGEND

- **Challenge.** For indicators based on targets (Tiers II&III), indicator shows a decrease from baseline and/or has failed in achieving the established target. For indicators based on performance standards (Tier IV), indicator is significantly far under the established performance standard.
- **Watch.** For indicators based on targets (Tiers II&III), indicator shows no significant increase or decrease from baseline and/or has not yet achieved the established target. For indicators based on performance standards (Tier IV), indicator is under the established performance standard although within tolerance.
- **On Track.** For indicators based on targets (Tiers II&III), indicator shows significant increase from baseline and/or has achieved the established target. For indicators based on performance standards (Tier IV), indicator meets/exceeds the established performance standard.
- **Sustainable.** Targets/Performance standards are consistently achieved and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.
- **Not Applicable.** There is insufficient data to establish a trend, or there is no target or performance standard.

IV. Annex 1: Indicator Definitions

Tier I: Cities Alliance Programme Impact

I.1 Improved Quality of Life, Socio-economic Condition and Inclusion of the Urban Poor

1. **Percentage of city population living in slums.** The number of people living in slums of a city (numerator) divided by the total population of this city (denominator) expressed as a percentage. At the country level, this percentage is the total number of people living in slums of all the cities of a country (the numerator), divided by the total population living in all the cities of the given country (the denominator), expressed as a percentage.

Sources: GCIF; <http://mdgs.un.org/unsd/mdg/seriesdetail.aspx?srid=710>

UN-Habitat has developed a household-level definition of a slum household in order to use existing household level surveys and censuses to identify slum dwellers among the urban population. A slum household is a household that lacks any one of the following five elements:

- **Access to improved water** (access to sufficient amount of water for family use, at an affordable price, available to household members without being subject to extreme effort);
- **Access to improved sanitation** (access to an excreta disposal system, either in the form of a private toilet or a public toilet shared with a reasonable number of people);
- **Security of tenure** (evidence of documentation to prove secure tenure status or de facto or perceived protection from evictions);
- **Durability of housing** (permanent and adequate structure in non-hazardous location);
- **Sufficient living area** (not more than two people sharing the same room).

Source: [UN-Habitat](#)

2. **Target for emissions is based on UNOPS average.** Given the diversity of UNOPS within Cities Alliance's business model, data should be taken with due caution until a more longitudinal perspective and other organisational benchmarks become available. Emissions data include air travel for partners in those cases where these expenditures have been funded by Cities Alliance.

IV. Annex 1: Indicator Definitions

1. **Percentage of households in urban areas that exist without secure tenure.** The number of households in urban areas without secure tenure (the numerator) divided by the total number of households in the same urban areas (denominator) expressed as a percentage. Secure tenure is the right of all individuals and groups to effective protection against forced evictions. People have secure tenure when there is evidence of documentation that can be used as proof of secure tenure status or when there is either de facto or perceived protection against forced evictions.

Sources: GCIF; UNSTAT (Last update: 02 Jul 2012):
<http://unstats.un.org/unsd/mdg/SeriesDetail.aspx?srid=711>

2. **Under age 5 mortality rate in urban areas.** (MDG-related) The under-5 mortality, also called infant mortality, is a rate defined as the number of infants dying before reaching their fifth birthday per 1,000 live births in a given year. It is an indicator of the Millennium Development Goals, which seek to reduce the under-5 mortality rate by two-thirds between 1990 and 2015. Under-5 mortality measures child survival and reflects the impact of social, economic, and environmental circumstances as well as other causes of death on infants, toddlers, and young children, including access to health care.

Sources: MDG - United Nations; UNICEF http://www.unicef.org/sowc2012/pdfs/SOWC%202012-Executive%20Summary_EN_13Mar2012.pdf

3. **Participation of urban poor in the voting population.** The total number of voting urban poor per 1,000 voting persons. This definition refers to the concept of voting age population, which includes all citizens above the legal voting age.

Source: IDEA.

IV. Annex 1: Indicator Definitions

Tier II: Cities Alliance Programme Outcome

II.1 Cities Increasingly Characterised by Effective Local Government, Active Citizenship, and Delivering Improved and Responsive Services to the Urban Poor

1. **Municipal expenditures per person per year [Effective Local Government].** Numerator: Total operating expenditures of municipality in a given year. Denominator: total population (estimated) of municipality in same year. Average expressed in US\$.

Sources: [Operating budget of municipality;](#)
[national population census and population estimates.](#)

2. **Municipal employees per person [Effective Local Government].** Numerator: Total number of employees directly or indirectly employed by the municipality in a given year. Denominator: Total population of municipality in same year. Figure expressed as a percentage.

Sources: [Human Resources department of municipality;](#)
[national population census and population estimates.](#)

3. **Average number of women among municipal employees [Effective Local Government].** Numerator: Total number of female employees directly or indirectly employed by the municipality in a given year. Denominator: Total number of employees directly or indirectly employed by the municipality in the same year. Figure expressed as a percentage.

Sources: [Human Resources department of municipality;](#)
[national population census and population estimates.](#)

4. **Proportion of municipal employees with post-secondary education [Effective Local Government].** Numerator: Number of well-trained employees (engineers, technical experts, etc.) in a municipality in a given year. Denominator: Total number of employees directly or indirectly employed by the municipality in the same year. Figure expressed as a percentage.

Sources: [Human Resources Department of municipality;](#)
[national population census and population estimates.](#)

IV. Annex 1: Indicator Definitions

1. **Voter participation in most recent municipal election (as % of eligible voters) [Active Citizenship].** Numerator: Number of eligible voters who voted in most recent municipal election. Denominator: Number of eligible (or registered) voters in municipality for the same election. Figure expressed as an average.

Sources: [GCIF, voting records](#)

2. **Average percentage of women voter participation [Active Citizenship].** Numerator: Number of eligible female adult voters who voted in most recent municipal election. Denominator: Number of eligible (or registered) female voters in municipality for the same election.

Source: [Voting records](#)

3. **Existence of active municipal website for citizen questions and complaints [Active Citizenship].** Indicators measure existence and quality of the municipal ICT enhancing public accountability towards citizens.

RATING SCALE:

0	1	2
No website or equivalent ICT system	Website (or equivalent ICT system) exists and some information available but is not maintained/interactive	Website exists (or equivalent ICT system), information available and platform is interactive

Sources: [City IT Departments.](#)

IV. Annex 1: Indicator Definitions

4. **Functioning of local-level governance structures for consultation, at ward or sub-ward level [Active Citizenship].** Consultation is a process through which subjects or topics of interest are discussed within or across constituency groups. It is a deliberation, discussion, and dialogue. The objective of a consultation is to seek information, advice and opinion. In any consultative process, the convener is not only gathering input, but sharing information as well. The organiser seeks to identify and clarify interests at stake, with the ultimate aim of developing a well-informed strategy or project that has a good chance of being supported and implemented. Providing and sharing information is seen as the foundation of an effective consultation process (World Bank).

RATING SCALE:

0	1	2
Little or no governance structures for consultations	Ad hoc or irregular governance structures for consultations	Governance structures that are legally mandated and functioning actively

Sources: [Information from website and/or operating budget; data from municipal administration](#)

5. **Participatory planning processes in place (budgetary or other) [Active Citizenship].** Participatory planning is a tool for identifying the collective needs of all individuals within a community, a way of building consensus, and a means of empowering disadvantaged or disenfranchised groups (World Bank).

RATING SCALE:

0	1	2
Little or no participatory planning	Formal planning structures in place for budgets and planning projects	Regular use of local participatory processes for budgetary and project purposes

Sources: [Information from website and/or operating budget; data from municipal administration](#)

IV. Annex 1: Indicator Definitions

1. **Level of civil society activity in municipality [Active Citizenship].** The term civil society refers to the wide array of non-governmental and not-for-profit organisations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organisations (CSOs) therefore refer to a wide of array of organisations: community groups, non-governmental organisations (NGOs), labour unions, indigenous groups, charitable organisations, faith-based organisations, professional associations, and foundations (World Bank).

RATING SCALE:

0	1	2
<i>Little or no civil society activity</i>	<i>Moderate civil society activity</i>	<i>Strong and visible civil society activity</i>

Sources: [Cities Alliance Secretariat, Civil Society Index](#)

2. **Access to regular potable water in slum and/or low-income areas [Delivering services to the urban poor].** Access: within 200 metres from a home; Adequate: 20 litres / day / person; Safe: water does not contain biological or chemical agents directly detrimental to health. Numerator: total number of households in slum and/or low-income areas with regular supply of potable water from municipal source (calculation based on MDG criteria). Denominator: total number of households living in slum and/or low-income areas. Figure expressed as a percentage.

Sources: [City Engineer's office/Municipal Public Works Departments](#)

3. **Kilometres of maintained roads in slum and/or low-income areas [Delivering services to the urban poor].** Numerator: Total number of kilometres of maintained roads in slum and/or low-income areas. [Implies that roads are graded regularly, there are culverts or runoff drains for the rainy season, and roads are passable for vehicles such as ambulances, taxis, and trucks for access to markets.] Denominator: Total number of kilometres of roads/paths in slum and/or low-income areas. Figure expressed as a percentage.

Sources: [City Engineer's office/Municipal Public Works Departments](#)

IV. Annex 1: Indicator Definitions

4. **Proportion of households in slum and/or low-income areas with sewerage connections [Delivering services to the urban poor].** Numerator: Total number of households living in slum and/or low-income areas that are connected to a main sewerage system in a given country. Denominator: Total number of households living in slum and/or low-income areas. Figure expressed as a percentage.

Sources: [Municipal water/sanitation departments](#)

5. **Proportion of households in slum and/or low-income areas with regular electricity connections [Delivering services to the urban poor].** Numerator: Total number of households living in slum and/or low-income areas that are formally connected to electricity. Denominator: total number of households living in slum and/or low-income areas. Figure expressed as a percentage.

Sources: [Municipal/local electricity supply agency](#)

6. **Proportion of households in slum and/or low-income areas served by regular solid waste collection (either publicly or privately) [Delivering services to the urban poor].** Numerator: Total number of households located in slum and/or low-income areas that are served by regular solid waste collection (either publicly or privately). Denominator: Total number of households located in slum and/or low-income areas. Figure expressed as a percentage.

Sources: [Municipal sanitation departments](#)

7. **Effectiveness of advocacy and knowledge product dissemination – Official Development Assistance for urban development.** Official Development Assistance (ODA) in urban development is defined as an umbrella of flows captured by the OECD Creditor Reporting System (CRS) 43030 Urban Development and management (integrated urban development projects; local development and urban management; urban infrastructure and services; municipal finances; urban environmental management; urban development and planning; urban renewal and urban housing; land information systems) and 16040 Low Cost Housing. Figure expressed in US\$.

Source: [AidData](#)

IV. Annex 1: Indicator Definitions

1. **Effectiveness of advocacy and knowledge product dissemination – City and urban themes in corporate strategic directions.** This indicator is defined as the prominence of themes related to city and urban areas that are integrated at the country and regional levels into the directions Cities Alliance members take with the objective of achieving business success in the long term. Figure expressed as an average.

RATING SCALE:

0	1	2
Little or no reference to city and urban themes	Representation of urban and city themes	Urban and city agenda considered as a corporate priority

IV. Annex 1: Indicator Definitions

Tier III: Cities Alliance Intermediate Outcomes

III.1 National Policy Frameworks Developed and/or Enhanced to Address Urban Development Needs

1. **(a and b in the Indicators Scorecard) Status of national urban policy (ies).** Indicator rates the status of national urban development policy(ies) in countries where the Cities Alliance works. National policies on urban development may include sectoral policies covering some or all of the following aspects: housing, slum upgrading, transport, land, fiscal decentralisation. Policies are officially adopted through ministerial decree or pertinent legal declaration (must have legal status and budgetary commitment).

RATING SCALE: (STATUS OF AN URBAN DEVELOPMENT POLICY IN A GIVEN COUNTRY)

0	1	2	3
Policy not developed	Policy under development	Policy developed	Policy adopted

Sources: [Copies of the official policies; members and Secretariat ratings](#)

IV. Annex 1: Indicator Definitions

1. **Status of development of national urban policy frameworks.** The rating scale measures the development of an urban policy framework in countries where the Cities Alliance works by measuring the qualitative evolution from single sectoral policies related to urban issues, to an integrated and comprehensive framework for city planning and governance. Characteristics of national policy frameworks include: (a) long-term strategic vision of cities; (b) creation of an enabling legal and fiscal environment; and (c) integrated and comprehensive approach to urban planning.

RATING SCALE:

0	1	2	3
Policies not developed	Single sectoral policy developed	Sectoral policies developed	Comprehensive and integrated policy framework developed

Sources: Copies of the official policies; member and Secretariat ratings

III.2 Local Pro-poor and Climate-resilient Strategies and Plans Developed, and Resources Mobilised

1. **Number of local pro-poor and climate resilient strategies/plans.** The indicator measures the number of local pro-poor and climate resilient strategies/plans developed in cities in which Cities Alliance works in a given year. Local pro-poor and climate resilient strategies may be city development strategies (CDSs), slum upgrading strategies, or other local strategies that include pro-poor and climate resilient elements.

Sources: Copies of the CDSs, slum upgrading strategies, and Secretariat records

2. **Total financial resources mobilised by partners for strategy implementation.** The indicator measures a) Total value (US\$) of resources committed (budget) by the city for implementation of strategies and plans in a given year; (b) Total funding leveraged – Total value (US\$) of resources committed by partners for implementation of strategies and plans per year; and (c) Average funding per \$ of seed capital (grants) per year.

Sources: Completion reports; feedback; and Secretariat records

IV. Annex 1: Indicator Definitions

III.3 Mechanisms to Engage Citizens in City/Urban Governance Developed

1. **Cities (in Country Programmes) with regularly functioning governance mechanisms to engage citizens in urban governance developed.** This indicator rates the degree of participation by citizens, including slum dwellers, at the local level in the determination, approval and implementation of urban development strategies and policies, by cities in which the Cities Alliance works through Country Programmes. Governance mechanisms include: social accountability mechanisms, slum development committee, and municipal fora.

RATING SCALE:

0	1	2	3
Mechanisms to engage citizens do not exist at community and municipal level or mechanisms are ad-hoc and scarce	Community/saving and other stakeholders groups are formed, processes for municipal Forum (charter development, preparation of a workplan, etc.) are under development	Community groups are federated at municipal level, stakeholders are organised and municipal forum are held	Municipal forum charter is adopted with a budget and an action plan, community federations/groups and other stakeholders actively participate in the municipal forums

Sources: Country Programme progress and completion reports; CATF completion reports; member survey (lead member)

IV. Annex 1: Indicator Definitions

1. **Countries with regularly functioning governance mechanisms to engage citizens in urban governance developed.** This indicator rates the degree of participation by citizens, including slum dwellers, at the national level in the determination, approval and implementation of urban development strategies by country in which the Cities Alliance works. Governance mechanisms include: national forum, city federation, association of municipalities.

RATING SCALE:

0	1	2	3
<i>Mechanisms to engage citizens do not exist at national levels or mechanisms are ad-hoc, unstructured and scarce</i>	<i>Processes for national forum (charter development, preparation of a workplan, etc.) are under development and stakeholders are identified and engaged</i>	<i>Stakeholders groups are organised and national forum is held</i>	<i>National forum charter is adopted with a budget and an action plan, stakeholders actively participate in national forums</i>

2. **Sustainability of mechanisms to engage citizens (all grants at city level).** This indicator rates the presence of mechanisms for participatory local governance in Cities Alliance activities at the city level and their sustainability beyond the project life cycle. Mechanisms include: social accountability activities, local fora, citizenship advocacy and awareness campaigns, grassroots NGO and community involvement.

RATING SCALE:

0	1	2
<i>No/ad hoc mechanism</i>	<i>Mechanism integrated into core grant activities</i>	<i>Mechanism integrated in implementing grant and likely to be used in the future outside the grant life cycle</i>

IV. Annex 1: Indicator Definitions

III.4 Capacities of Cities in Governance and Management Strengthened.

1. **Capacity of local governments in areas such as strategic planning, financial management, and human resources management.** This indicator rates the degree of capacity strengthened in the cities in which Cities Alliance works (through the Country Programmes and the Catalytic Fund) including the capacity of local government authorities (in areas such as strategic planning, financial management, and human resources management).

RATING SCALE:

0	1	2
<i>No capacity strengthening activities have been conducted by Cities Alliance partnership</i>	<i>Capacity development activities have been conducted, but strengthening is not yet evident</i>	<i>Capacity of local government authorities has been strengthened</i>

Sources: Country Programme progress and completion reports; CATF completion reports; member survey

IV. Annex 1: Indicator Definitions

1. **Capacity of training and support organisations (national public organisations, universities, training institutions, associations of cities, etc.) to train local government officials and current and future urban technical experts.** This indicator rates the degree of capacity strengthened in the countries in which Cities Alliance works (through the CPs and the Catalytic Fund) including the capacity of training and support organisations (national public organisations, universities, training institutions, associations of cities, etc.) to train local government officials and current and future urban technical experts (in strategic planning, financial management, and human resources management).

RATING SCALE:

0	1	2
No capacity development activities of training and support organizations have been conducted by Cities Alliance partnership	Capacity development activities for training and support organizations have been conducted, but strengthening is not yet evident	Capacity of training and support organizations has been strengthened

Sources: [Country Programme progress and completion reports](#); [member survey](#)

IV. Annex 1: Indicator Definitions

Tier IV: Cities Alliance Secretariat Outputs

IV.1 Partnerships Convened for Strategic Country, Regional and Global Priorities.

1. **Multi-member partnership agreements endorsed by the partners per year.** Indicator measures the number of formalised partnership agreements in a given year as a measure degree of the success of the Secretariat convening process. Partnership agreement may be: framework document for Country Programmes; resolution of partners; statement of agreement. Multi-member is defined as two or more Cities Alliance members.

Source: [Cities Alliance Secretariat records](#)

2. **Scaling: Total financing for partnership agreements per year.** Indicator measures total funding contributed in a given year to a specific partnership agreement by partners directly and/or jointly fundraised. It also calculates the value ratio of the total funds per Secretariat funding.

Source: [Cities Alliance Secretariat records](#)

3. **Broadening: diversity of partners.** This indicator measures the objective to diversify the membership base to other key stakeholders as well as expand financing mechanisms to local private sector. Categories of partners are (i) Civil society/NGOs, academia; (ii) Private sector; (iii) Donors; and (iv) Local governments.²¹

RATING SCALE:

0	1	2	3
No non-member partners	One category of non-member partners	At least two categories of non-member partners	Three or more categories of non-member partners

²¹ Sub-indicator to measure private sector engagement. Numerator: Number of instances private sector participates. Denominator: total number of partnering activities.

IV. Annex 1: Indicator Definitions

IV.2 Technical Assistance (TA) Activities Appraised, Approved and Supervised

1. **TA activities (CP, CATF and JWP) approved.** Indicator measures the total number of TA activities [both grants and contracts] approved in a given year following the appraisal process. The appraisal process includes application of a checklist and, according to specific guidelines, peer reviews and member reviews.

Source: [Cities Alliance Secretariat records](#)

2. **Total value of TA activities (CP, CATF and JWP) approved.** Indicator measures the total cumulative US\$ value funded by the Cities Alliance of TA activities [both grants and contracts] approved in a given year following the appraisal process.
3. **TA activities supervised.** Indicator measures quality of supervision. Percent of grants and contracts with progress and completion reports that include information on process and results achieved in a given year. Numerator: number of grants/contracts with at least 75% of all required progress and completion reports. Denominator: Total number of TA activities supervised.

Source: [Cities Alliance Secretariat records](#)

IV.3 Knowledge Products and Policy Dialogues Delivered to Targeted Audiences

1. **Knowledge products produced with grant financing by members and partners.** Indicator measures the total number and cost of knowledge products developed with grant financing, as well as the alignment of the knowledge products and strategy, and demonstrates clear and proactive management of the delivery of Cities Alliance knowledge to targeted audiences.

Knowledge products may include: thematic publications, published diagnostic studies such as a State of the Cities Report (SOCR) or Urbanisation Review (UR); toolkits; and other guides, policy papers etc. produced by members and partners with Cities Alliance Secretariat support and funding. Generally a knowledge product should have a Cities Alliance logo.

Source: [Cities Alliance Secretariat records; knowledge pipeline and distribution schedule](#)

IV. Annex 1: Indicator Definitions

2. **Knowledge products produced with grant financing by the Secretariat.** Total number of knowledge products (see previous definition) produced with grant financing by the Secretariat.

Source: [Cities Alliance Secretariat records](#)

3. **Knowledge products produced with grant financing and freely accessed by targeted audiences.** Indicator measures the effective distribution of knowledge products via the Cities Alliance website (number of unique visitors to the Cities Alliance website on specific knowledge pages/downloads from targeted countries). Total number of unique visitors to the Cities Alliance website from targeted countries.

Source: [Cities Alliance Secretariat records](#)

4. **Policy dialogues and formal learning events that are financed by grants and implemented by members and partners.** Indicator measures the total number of Policy Dialogues, Advocacy and Knowledge and Learning events that are financed by grants and carried out by member and partners. Policy dialogues may include: (i) formal consultation events with members and/or relevant institutions (e.g., decentralization talks in Tunisia; IBSA; Policy Advisory Forum); (ii) Advocacy/ Communications events (e.g., seminars/workshops at Africities, WUF). Formal learning exchanges could include: peer-to-peer events and study tours, learning workshops and seminars.

Source: [Cities Alliance Secretariat records](#)

5. **Policy dialogues and formal learning events that are financed by grants and implemented by the Secretariat.** Total number of policy dialogues and formal learning events (see previous definition) that are financed by grants and carried out by the Secretariat.

Source: [Cities Alliance Secretariat records](#)

IV. Annex 1: Indicator Definitions

IV.4 Effective Management and Responsive Governance of Cities Alliance Delivered

1. **Average time for key phases in the project cycle – from initial submission of proposal to approval of grant.** Average time, in days, from initial submission of proposal to approval of grant for projects completing this phase in a given year.

Source: [Cities Alliance Secretariat records](#)

2. **Average time for key phases in the project cycle – from approval of grant to grant agreement.** Average time, in days, from approval of grant to signature of grant agreement for projects whose agreement was signed in a given year.

Source: [Cities Alliance Secretariat records](#)

3. **Average time for key phases in the project cycle – from grant agreement to first disbursement.** Average time, in days, from signature of grant agreement to first disbursement for projects receiving first disbursement in a given year.

Source: [Cities Alliance Secretariat records](#)

4. **Average time for key phases in the project cycle – from first disbursement to closing.** Average time, in days, from first disbursement to closing for projects closed in a given year.

Source: [Cities Alliance Secretariat records](#)

5. **Members' impression of Secretariat effectiveness: support to governance meetings.** Average rating by members in a given year. Scale of five (1 – very unsatisfactory; 5 – very satisfactory) on rating selected statements.

Source: [Cities Alliance Secretariat yearly survey of members](#)

6. **Members' impression of Secretariat effectiveness: timeliness and quality of reports to members.** Average rating by members in a given year. Scale of five (1 – very unsatisfactory; 5 – very satisfactory) on rating selected statements.

Source: [Cities Alliance Secretariat yearly survey of members](#)

IV. Annex 1: Indicator Definitions

7. **[NEW - FROM 2015 ONLY] Secretariat Greenhouse Gas Emissions performance.** Average emissions per Cities Alliance staff (tonnes CO₂ equivalent) calculated on the following sources: Air travel, On-site Electricity, On-site Refrigerants, Public transport during official travel, Purchased heat/steam, CFC/HCFs.

Source: [UNOPS GHG Annual Inventory as part of Greening the Blue initiative](#)

8. **[NEW - FROM 2015 ONLY] Secretariat staff capacity on Gender Mainstreaming.** Average feedback rating by staff in a given year on selected statements evaluating workshops and other capacity development activities focused on gender.

Source: [Cities Alliance Secretariat feedback and evaluation forms](#)

9. **[NEW - FROM 2015 ONLY] Secretariat Delivery Performance.** Indicators measures the rate of completed activities against the approved annual work plan in a given year.

Source: [Cities Alliance Secretariat Annual Work Plan reviews](#)

V. Annex 2. Tier III - Intermediate Outcomes
2015 Snapshot

INDICATORS	DEFINITION/SUB-INDICATORS	BURKINA FASO QUAGA DOUGOU BOBO-DIOULASSO DEDOUNGOU DORI TENKODOGO	GHANA ASHAIMAN TEMA LEDZOKUKU-KROWOR ADENTAN ACCRA METROPOLITAN KPONE KATAMANSO LA-NKWANTANANG MADINA LA-DADE-KOTOPON GA EAST GA WEST GA CENTRAL GA SOUTH SHAI OSUDOKU	VIETNAM VIET TRI LAO CAI HAI DUONG HUNG YEN HA TINH DONG HOI TAM KY QUY NHON CAO LANH BEN TRE	UGANDA ARIUA ENTEBBE FORTPORTAL GULU HOIMA JINJA KABALE LIRA MASAKA MBALE MBARARA MOROTO SOROTI TORORO	MOZAMBIQUE MAPUTO (CHAMANCULO C) NACALA NAMPULA TETE	AVERAGE # SCORE 0 % SCORE 0 # SCORE 1-2 % SCORE 1-2 # SCORE 2-3 % SCORE 2-3 TOT # OF COUNTRIES/CITIES
TIER III - SNAPSHOT 2015							
III.1 National policy frameworks development and/or enhanced to address urban development needs	III.1.1 Status of development of national policy(ies) related to urban [Rating Scale (0 - 3)]	N/A	3	1	2	N/A	2.0 0 0% 2 67% 2 87% 3
	III.1.2 Status of development of national urban policy frameworks [Rating Scale (0 - 3)]	N/A	3	1	2	N/A	2.0 0 0% 2 67% 1 33% 3
III.2 Local pro-poor and climate-resilient strategies and plans developed, and resources mobilised	III.2.1 Number of local pro-poor climate-resilient strategies/plans developed [Red - Strategy/plan not developed; Yellow - Strategy/plan under development; Green - Strategy/plan developed]	<div><div></div><div></div><div>N/A</div><div>N/A</div></div>	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	3 8% 30 83% 3 8% 38
III.3 Mechanisms to engage citizens in city/urban governance developed	III.3.1 Regularly functioning governance mechanisms at the city level to engage citizens in urban governance [Rating Scale (0 - 3)]	<div><div>N/A</div><div>1</div><div>1</div><div>1</div><div>1</div></div>	<div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div></div>	<div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div></div>	<div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div></div>	<div><div>N/A</div><div>N/A</div><div>N/A</div><div>N/A</div></div>	1.7 0 0% 18 40% 27 60% 45
	III.3.2 Regularly functioning governance mechanisms at the national level to engage citizens in urban governance [Rating Scale (0 - 3)]	<div><div>2</div></div>	<div><div>2</div></div>	<div><div>2</div></div>	<div><div>2</div></div>	<div><div>1</div></div>	2.0 0 0% 1 20% 4 80% 5
III.4 Capacities of cities in governance and managment strengthened	III.4.1 Capacity of local governments has been strengthened in areas such as strategic planning, financial management, and human resources management [Rating Scale (0 - 2)]	<div><div>N/A</div><div>1</div><div>1</div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div><div>1</div></div>	<div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div><div>2</div></div>	<div><div>N/A</div><div>1</div><div>1</div><div>1</div></div>	1.3 0 0% 31 69% 14 31% 45
	III.4.2 Capacity of training and support organisations to train local government officials and current and future urban technical experts has been strengthened [Rating Scale (0 - 2)]	N/A	<div><div>1</div></div>	<div><div>1</div></div>	<div><div>1</div></div>	<div><div>2</div></div>	1.3 0 0% 1 7% 1 25% 4

Cities Alliance

Cities Without Slums

