The Cities Alliance Corporate Results Framework and Results-Based System 2022-2025

TABLE OF CONTENTS

TABLE OF FIGURES

ACRONYMS

CEE	City Enabling Environment (rating)
CDS	City Development Strategy
CP	Country Programme
CSC	Corporate Scorecard
CRF	Corporate Results Framework
CUF	Community Upgrading Fund
KPI	Key Performance Indicator
MDBs	Multilateral Development Banks
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
RBM	Results-based management
RF	Results Framework
SDGs	Sustainable Development Goals
SMEs	Small and Medium-sized Enterprises
TA	Technical Assistance
UR	Urbanisation Review
USD	United States Dollar
WUF	World Urban Forum

I.   CORPORATE RESULTS FRAMEWORK 2022–2025: INDICATORS AND TARGETS

TIER I: DEVELOPMENT CONTEXT (SDGs)

> **This level** is **primarily contextual** and reports on the long-term development goals of partner countries. It is necessary to situate Cities Alliance's work within the broader SDG mission.

As primarily contextual information, no targets are set for TIER 1. The universe of measurement is the priority countries where Cities Alliance has long-term engagements. Data is tracked annually from available data in the Global SDG Indicators Database.[1]

Where feasible, funded by development partners, and in part to mitigate SDG measurement gaps, Cities Alliance will continue to commission baseline studies and final evaluations to track TIER I data within the geographic scope of longer-term interventions.

RESULT DESCRIPTION	INDICATORS	CRITERIA
R.I By 2025, as part of the global joint efforts to respond to the current crises, we seek to improve the lives and resilience of 28 million of the world's urban poor and empower women in 24 or more cities across 10 or more countries	**I.1** Proportion of urban population living in slums, informal settlements, or inadequate housing [SDG indicator 11.1.1]	%
	I.2 Proportion of the urban population living below the international poverty line [SDG indicator 1.1.1]	%

TIER II: DEVELOPMENT IMPACT IN CITIES

> TIER II represents the development **impact in cities that Cities Alliance contributes towards** through i) legal/policy change, ii) infrastructure interventions, and iii) larger follow-up investments.

The universe of measurement at TIER II is the priority countries/cities where Cities Alliance has long-term engagements. Data is tracked annually from the Global SDG Indicators Database.

TIER II Targets

Where feasible, funded by development partners, and in part to mitigate SDG measurement gaps, Cities Alliance will continue to commission baseline studies, set targets, and commission follow-up studies to track TIER II data within the geographic scope of longer-term interventions.

RESULT DESCRIPTION	INDICATORS	CRITERIA
R.II To enable cities to be more inclusive and to run more effectively, to deliver improved and responsive services to the urban poor, to foster equal economic opportunities, and to be more resilient	**II.1** Average municipal expenditures per person per year on basic services [contributes to SDG indicator 11.a.1.c]	USD

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1   https://unstats.un.org/sdgs/dataportal/database

RESULT DESCRIPTION	INDICATORS	CRITERIA
R.II To enable cities to be more inclusive and to run more effectively, to deliver improved and responsive services to the urban poor, to foster equal economic opportunities, and to be more resilient	**II.2** Proportion of population in slum and/or low-income areas with regular access to safely managed drinking water services [SDG indicator 6.1.1]	%
	II.3 Proportion of population in slum and/or low-income areas with regular access to safely managed sanitation services [SDG indicator 6.2.1]	%
	II.4 Proportion of population in slum and/or low-income areas with regular access to solid waste collection [contributes to SDG indicator 11.6.1]	%
	II.5 Proportion of total adult population with secure tenure right to land in slum or low-income areas [SDG indicator 1.4.2]	%
	II.6 Proportion of youth not in education, employment, or training [SDG indicator 8.6.1]	%
	II.7 Proportion of seats held by women in local governments [SDG indicator 5.5.1]	%
	II.8 Rating: Country migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people [adapted SDG indicator 10.7.2]	Unit

TIER III: PROGRAMMATIC OUTCOMES

TIER III represents the **direct results of Cities Alliance** influence on local authorities and the living conditions of the urban poor, as well as efforts to address the root causes of social exclusion and urban poverty across the six thematic areas.

Cities Alliance operational activities track TIER III indicators on an ongoing basis. Data is aggregated and disaggregated by thematic area once a year.

TIER III Targets

TIER III Programmatic Outcome Indicator targets have been established for the currently active portfolio of operations. Additional targets will be incorporated for new programme/project agreements and updated annually.

Targets for seven cross-cutting indicators – Urban Capacity (3.1, 3.2 and 3.3), Mechanisms to Engage Citizens (4.2), and Programme Beneficiaries and Leverage (5.2, 5.3) – have been established based on maintaining the performance of Cities Alliance during the previous Strategic Plan (2018–2022). These metrics are required to track the Strategic Plan (2023–2025) objectives of supporting **28** million of the urban poor, in **10** countries and **24** cities and providing **$35 million** in technical assistance over the life of the strategy.

RESULT DESCRIPTION	INDICATORS	DISAGGREGATIONS	CRITERIA	STRATEGY TARGETS
R.III.1 Urban Policies to address urban development needs developed, enhanced, and/or implemented	**III.1.1 Number of national urban development policies i) updated, ii) developed, iii) adopted, and iv) implemented** [contributes to SDG indicators 11.3.1, 11.a.1]	*Policies incorporating solutions to: 1. tenure security and improved housing; 2. access to basic services; 3. climate resilience, mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management*	Unit by rating: i, ii, iii, iv	2
R.III.2 Urban Plans and Strategies towards effective urban development developed, enhanced, and/or implemented	**III.2.1 Number of city/sector/ settlement development plans and strategies i) updated, ii) developed, iii) adopted, and iv) implemented** [contributes to SDG indicators 11.3.1, 11.a.1]	*Plans and strategies incorporating solutions to: 1. tenure security and improved housing; 2. access to basic services; 3. climate resilience, mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management*	Unit, by rating: i, ii, iii, iv	18
R.III.3 Urban Capacities strengthened in city governance and management	**III.3.1 Number of urban institutions (Cities Alliance members, local governments, national public organisations, civil society organisations, universities, training institutions, associations of cities, etc.) with strengthened capacities** By rating for each institution: 0) institutional capacity not strengthened, 1) institutional capacity strengthening in process, and 2) institutional capacity strengthening completed. [contributes to SDG indicators 11.a.1, 16.6.2]	*Strengthened capacities in: 1. tenure security and improved housing; 2. access to basic services; 3. climate resilience, mitigation and environmental restoration;4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management*	Unit, by rating: 0, 1, 2	100 (annual target)
	III.3.2 Number of individuals (professionals in the national and local governments, community representatives, civil society, etc.) with strengthened capacities [contributes to SDG indicators 11.a.1, 16.6.2]	*Strengthened capacities in: 1. tenure security and improved housing; 2. access to basic services; 3. climate resilience, mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management*	Unit (M/F)	4,000 (annual target)

RESULT DESCRIPTION	INDICATORS	DISAGGREGATIONS	CRITERIA	STRATEGY TARGETS
R.III.3 Urban **Capacities** strengthened in city governance and management	**III.3.3 Number of toolkits and other technical assistance products with evidence of uptake by stakeholders and/ or beneficiaries** [contributes to SDG indicators 11.a.1, 17.16]	*Toolkits and other TA products incorporating solutions to: 1. tenure security and improved housing; 2. access to basic services; 3. climate resilience, mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management*	Unit	10
	III.3.4 Number of urban dialogues which deliver strategic, policy and/ or normative influence i) globally, ii) nationally, and iii) within cities [contributes to SDG indicators 11.a.1, 17.16]	*Influential dialogues incorporating solutions to: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; 6. migration management*	*Unit*	20 i) 2, ii) 6, iii) 12
R.III.4 Mechanisms developed to **Enhance Citizen Engagement** in city/urban governance	**III.4.1 Number of slum dweller federations / organisations of the urban poor strengthened** By rating for each institution: 0) institutional capacity not strengthened, 1) institutional capacity strengthening in process, and 2) institutional capacity strengthening completed. [contributes to SDG indicators 6.b, 11.3.1 and 16.7.2]		Unit, by rating 0,1,2	30
	III.4.2 Number of participation mechanisms developed to engage citizens in city governance [contributes to SDG indicators 11.3 and 16.7.2]		Unit	24
R.III.5 Services, Infrastructure and Leverage	**III.5.1 Number of community infrastructure projects constructed** [contributes to SDG indicators 6.1,1, 6.2,1, 6.b.1]		Unit	17

RESULT DESCRIPTION	INDICATORS	DISAGGREGATIONS	CRITERIA	STRATEGY TARGETS
R.III.5 Services, Infrastructure and Leverage	**II.5.2** Number of beneficiaries (M/F) of services [Direct]	Type of service beneficiary: *Individuals (M/F) benefitting from 1. strengthened tenure; 2. upgraded or more resilient housing; 3. access to community infrastructure projects; 4. access to improved public space; 5. access to climate resilient basic services (water, sanitation, waste management, and energy), 5. improved livelihoods; 6. improved climate resilient livelihood options, 7. community-based adaptation or nature-based solution projects; 8. vocational training; 9. strengthened capacities; and 10. other* **Gender:** Male/Female	Unit	**1.5 mm**
	III.5.3 Amount of funds (USD) leveraged for cities [contributes to SDG indicator 10.b.1]		*USD amount*	**20 mm**

TIER IV: SECRETARIAT PERFORMANCE KPIs

> TIER IV represents the **performance of the Secretariat** in delivering the mission of the Strategic Plan: efficiently delivering outputs, managing effective day-to-day operations, and harnessing organisational enablers.

TIER IV tracks the overall performance of the Cities Alliance Secretariat. It includes annual performance metrics to track progress towards integrated programming and incorporates several new metrics for corporate enablers.

TIER IV Targets

Annual performance standards for Secretariat Performance KPIs have been set to maintain the ambitious approach to improving organisational performance under the categories of Partnerships, Volume, Efficiency, and Sustainability. New indicators include metrics to track the integration of cross-cutting strategic themes and several indicators to track performance towards the corporate enablers identified in the Strategic Plan.

RESULT DESCRIPTION	INDICATORS	CRITERIA	ANNUAL PERFORMANCE STANDARDS
R.IV.1 Integrated Programming	**IV.1.1** Proportion of Cities Alliance projects with a specific component or objective on: i) gender equality; ii) climate resilience and/or environment; iii) youth opportunities; and iv) digital solutions	%	**Baseline plus 5% increase**
R.IV.2 Partnerships	**IV.2.1** Number of multi-member new programmes and/or initiatives per year	Unit	2
	IV.2.2 Total amount (USD) in co-financing per year	USD total value, thousands	700
R.IV.3 Volume	**IV.3.1** Total number of TA activities approved per year	Unit	30
	IV.3.2 Total number of knowledge products that are financed by Cities Alliance and produced by members, partners and/or the Secretariat per year	Unit	30
R.IV.3 Volume	**IV.3.3** Total number of policy dialogues, awareness-raising activities, and formal learning events that are financed by Cities Alliance and implemented by members, partners, and/or the Secretariat	Unit	50
R.IV.4 Efficiency	**IV.4.1** Grantmaking/procurement: Average time from initial submission of proposal/bid to first disbursement	Days	100
	IV.4.2 Grantmaking/procurement: Average time from grant/contract expiration to closing	Days	120
	IV.4.3 Audience access to knowledge products	Unit	140,000
R.IV.5 Sustainability	**IV.5.1** Secretariat delivery performance	%	100%
	IV.5.2 Corporate enabler: Cities Alliance revenue growth rate	%	15%
	IV.5.3 Secretariat Greenhouse Gas Emissions performance (tonnes CO_2 equivalent)	Average emissions per staff	3

II.   THE CITIES ALLIANCE MONITORING, EVALUATION AND LEARNING SYSTEM

As per its Charter, the main objective of 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, Cities Alliance monitors, evaluates and publicly reports its activities within an agreed-upon corporate performance and results framework and through a dedicated results-based management system. Cities Alliance has utilised a tiered results framework to manage and track progress towards strategic objectives and development results at the corporate level since 2013.

The Cities Alliance Corporate Results Framework (CRF) follows international standards and practices for results based management, maps the Cities Alliance contribution to the Sustainable Development Goals, and defines organisation-wide standards for baselines, milestones, targets, data sources, as well as the tools and frequency for data collection. Results are reported annually through the Corporate Scorecard (CSC).

The Cities Alliance Strategic Plan 2022–2025: Delivering for the Urban Poor outlines the organisation's vision, mission, and Theory of Change over the four-year period. This CRF articulates the pathways of change from Secretariat outputs to longer-term developmental impact and is aligned to the organisation's mission, vision, strategic objectives, ambitious but achievable performance targets, thematic objectives, and the estimated expenditure to deliver the plan.

The Management Board approves the CRF as part of its responsibility for setting the strategic direction of the Cities Alliance and reviewing and evaluating the organisation's overall performance. The revised results framework incorporates significant guidance from the Management Board, which approved the Strategic Plan 2022-2025 and CRF indicators in 2021.

It should be noted that the results framework indicators represent carefully chosen metrics that allow for aggregated performance monitoring of the organisation's results across the operational portfolio. Other elements of the **Cities Alliance Monitoring, Evaluation and Learning (MEL) system** include:

- **Project and programme MEL plans**, which include results frameworks, indicators, targets, data quality assessments, and learning plans that are highly specific to the sector, context, and funder.

- Cities Alliance **programme and project MEL systems** increasingly incorporate stakeholder feedback mechanisms and qualitative, participatory, and complexity-aware approaches to strengthen local ownership, learning, adaptive management, and results.

- **External and internal evaluations** commissioned by the Cities Alliance to assess programme, project, and thematic performance as well as results and learning. They also provide supplementary evidence and context to interpret the CRF results.

Enhancements to the CRF (2022–2025)

The 33 indicators which constitute the CRF have been developed to manage the implementation of the 2022–2025 Strategic Plan. They allow for a degree of aggregation across the portfolio and are only a small fraction of the metrics utilised by the Cities Alliance. Whilst maintaining a high degree of consistency with the previous CRF indicators, the revised set of indicators will strengthen the results-based system by:

- Refocusing on a **smaller overall number of indicators** (a total of 33 CRF indicators, down from 42 previously); **shifting to focus on TIER III Programmatic Outcome indicators** (increased from 9 to 11 indicators); and streamlining the TIER IV Secretarial Performance indicators (reduction from 17 to 12 in the current CRF).

- Aligning **CRF indicators more closely with the Sustainable Development Goals** (SDGs). Ninety-five per cent of outcome and impact CRF indicators (TIERs I, II, and III) are now mapped to SDG goals, targets, and indicators.

- Introducing simple progress indicators (TIER IV) to **track efforts towards integrated programming** (on Gender Equality, Climate Change and Resilience, Youth Opportunities, and Digitalisation).

- Expanding the rating system to better **track the implementation process** of Cities Alliance-supported urban plans, strategies, and policies.

- **Capturing progress and tracking results towards the six thematic objectives of the Strategic Plan** through selected TIER II SDG indicators and thematic disaggregation of TIER III indicators.

FIGURE 1: Strategic Plan 2022–2025 thematic areas
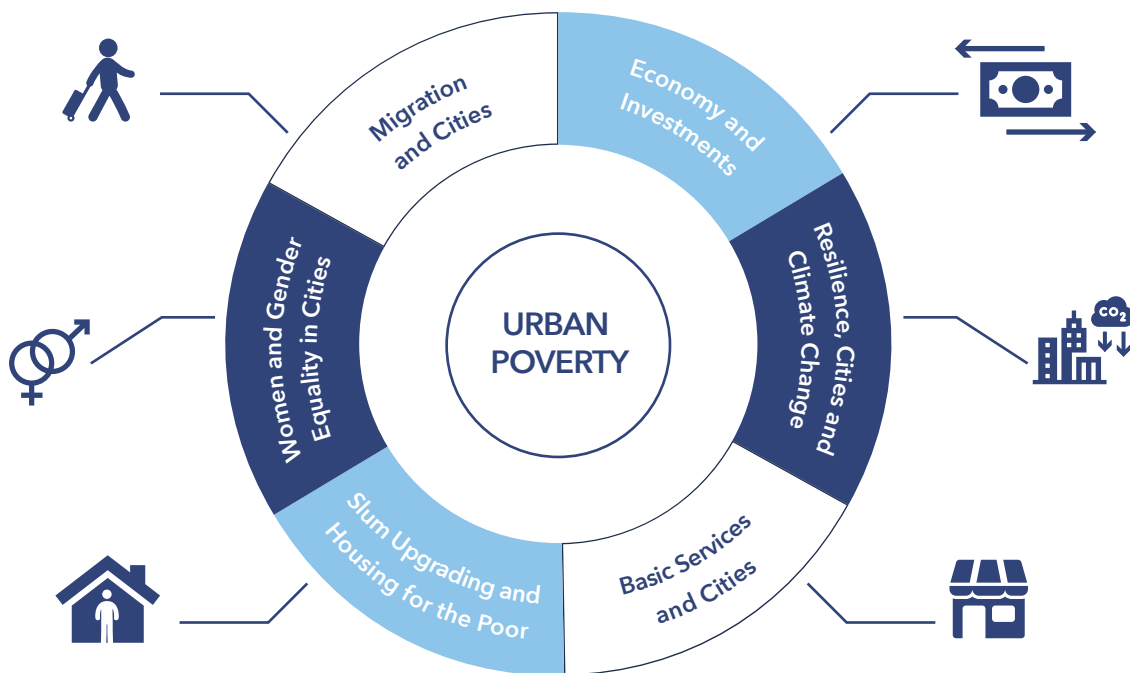
III. THE CORPORATE RESULTS FRAMEWORK AND THEORY OF CHANGE

The CRF is built around a theory of change that articulates the pathway from Secretariat outputs to the intended longer-term development impact. The CRF lays out the products and services that will be delivered over a period of time (TIER IV), the changes these products and services will generate in the short and medium term (TIER III), the effect on the main clients (TIER II), and the overall influence on national and global developmental goals (TIER I). Broadly defined, the **city is the client of Cities Alliance,** while the **ultimate beneficiaries of Cities Alliance's activities are the urban poor**.

The logic model is not a classical linear model of change. Instead, it captures the multiple routes the strategy takes to deliver impact, with different degrees of attribution and contribution. Vertical progression across TIERs approximates the chronological and causal or logical progression across a result chain: from inputs to outputs, intermediate outcomes, outcomes, and impact.

FIGURE 2: CRF hierarchy of results

Tier I **CONTEXT**	Primarily contextual SDGs
Tier II **DEVELOPMENT IMPACT IN CITIES**	Client city results influenced by Cities Alliance technical assistance and operations
Tier III **PROGRAMMATIC OUTCOMES**	Results of programme activities financed by the Cities Alliance
Tier IV **SECRETARIAT PERFORMANCE**	Metrics (KPIs) tracking the performance of the Secretariat

Influence

Contribution

Attribution

TIER I: CONTEXT (SDGs)

This level is **primarily contextual** and reports on the long-term development goals of partner countries. It is necessary to situate Cities Alliance's work within the broader SDG mission.

Cities Alliance aims to contribute to the achievement of the SDGs within cities, with an emphasis on <u>Goal 1: No Poverty</u> and <u>Goal 11: Sustainable Cities and Communities</u>.[2] These two key SDG indicators relate most directly to the Cities Alliance mission and the target population – the urban poor. **TIER I indicators define what the organisation is, ultimately, trying to influence.**

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2   While for measurement purposes we focus on a small subset of SDGs indicators in TIER I, TIER II indicators include a further four goals and six indicators. More generally, and as per its Strategic Plan 2022-2025, the Cities Alliance remains firmly committed to the progress of those ten SDG Goals and 55 SDG Targets which relate to cities. Read about the <u>Cities Alliance's contribution to the SDGs here</u>.

TIER II: DEVELOPMENT IMPACT IN CITIES

> TIER II represents the development **impact in cities that Cities Alliance contributes towards** through i) legal/policy change, ii) infrastructure interventions, and iii) larger follow-up investments.

Cities Alliance's overall mission is to enable cities to become more inclusive and to run more effectively so that they deliver improved and responsive services to the urban poor, become more resilient to climate change, and foster economic opportunities for all. The aim is well-run and resourced inclusive cities that allow citizens to exercise their rights and responsibilities as part of a shared vision for their city. **Partner cities and national governments are the primary parties responsible for results at TIER II.**

TIER II client city results are achieved through i) **comprehensive citywide approaches** that include financial, governance, policy, and capacity interventions across the five enabling environment domains of governance, citizenship, services, economy, and environment; and ii) **investments in low-income settlements** that address the symptoms of slums, most obviously the lack of services, poorly located settlements, insecure tenure, vulnerability to climate change impacts, and poor housing.

The CRF targets eight **SDG indicators** as the highest-level indicators to track the impact of Cities Alliance operations on client cities, from across six of the goals: Goal 1: No Poverty, Goal 5: Gender Equality, Goal 6: Clean Water and Sanitation, Goal 8: Decent Work and Economic Growth, Goal 10: Reduced Inequalities, and Goal 11: Sustainable Cities and Communities.

TIER III: PROGRAMMATIC OUTCOMES

> TIER III represents the **direct results of Cities Alliance's** influence on local authorities and the living conditions of the urban poor, as well as efforts to address the root causes of social exclusion and urban poverty across the six thematic areas.

To contribute to the development impact of TIER II, Cities Alliance aims to influence local authorities and the living conditions of the urban poor on topics related to the six thematic area objectives of the Strategic Plan (see Figure 1). To do this, the Cities Alliance – through the Secretariat, its members, and partners – provides technical assistance for upstream diagnostics, planning, and policy advice and development. It also supports long-term institutional strengthening, capacity development, and citizen engagement by investing in national, regional, local, and community institutional structures. Additionally, Cities Alliance contributes directly to infrastructure development in informal settlements, typically delivered through community engagement and dedicated infrastructure funds.

In terms of the CRF Theory of Change, the critical juncture is the relation between TIER III and TIER II. It is within this space – the outcome level – that the seeds for sustainability, institutionalisation, and transformative change are planted. **The Cities Alliance is responsible and accountable for delivering these outcomes through its Secretariat, implementing members, and partners. It is the partnership's Terms of Reference.**

Pathways to Impact

At the **TIER III Programmatic Outcome** level, the Cities Alliance delivers change through three main pathways. Each aims to reduce urban poverty and build sustainable cities and communities, as measured through **TIER II Development Impact** on Cities (SDG indicators) – nevertheless on different time scales and through different strategies.

TIER III includes indicators to track performance through three impact routes of the logic model:

    A. **Direct impact** through community-led, gender-responsive, and resilient infrastructure; incremental housing; strengthening informal sectors and their integration into the formal value chain; youth opportunity

interventions; and strengthening Small and medium-sized enterprises (SMEs), which directly affects livelihoods, access to services, and health for low-income households.

    CRF Indicators include:

- **TIER III Citizen Engagement indicators** (R.III.4).

- **TIER III Programme Beneficiary indicators** (R.III.5).

B.   **Less direct** impact through the preparation and influence of larger-scale investments, via diagnostics, planning and project preparations, knowledge production, and influence; and targeted efforts to partner with and engage multilateral development banks (MDBs) to achieve improved access to services, livelihoods, and health for the urban poor.
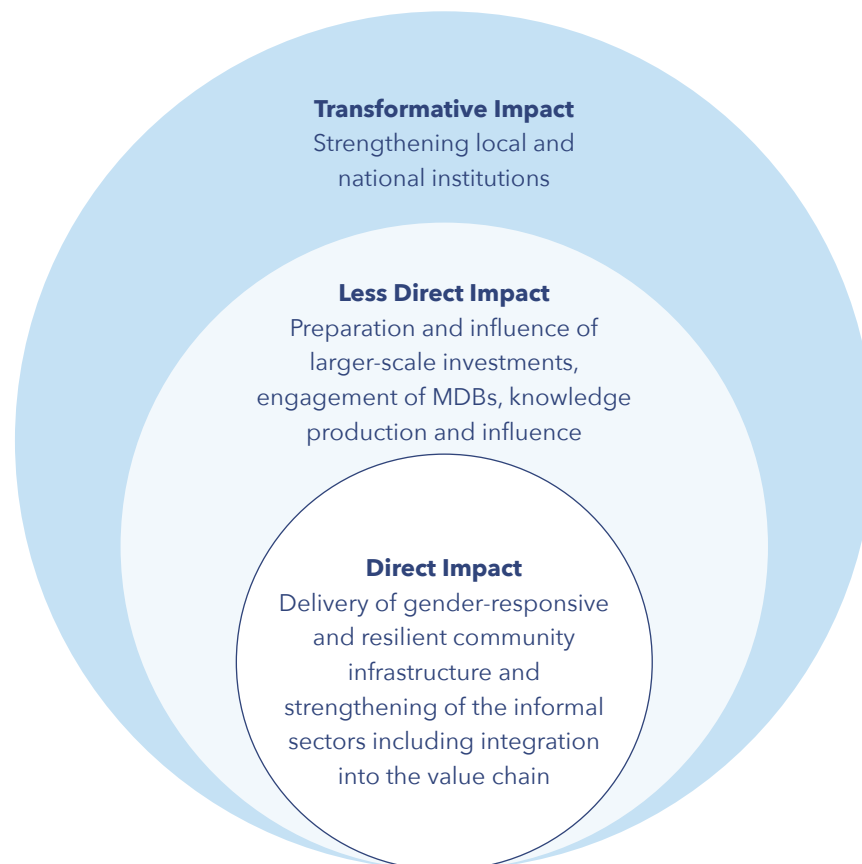
    CRF Indicators include:

- **TIER III Urban Policy and Planning indicators** (R.III.1 and R.III.2).

- **TIER III Leverage indicators** (R.III.5).

C.   The third approach – **more indirect and longer term** – targets transformative impact through the strengthening of local and national institutions with technical assistance to foster significant changes in how cities are conceived and managed as well as their capacity and use of financial resources.

    CRF Indicators include:

- **TIER III Urban Capacity indicators** (R.III.3).

FIGURE 3: Cities Alliance pathways to impact

Transformative Impact
Strengthening local and
national institutions

Less Direct Impact
Preparation and influence of
larger-scale investments,
engagement of MDBs, knowledge
production and influence

Direct Impact
Delivery of gender-responsive
and resilient community
infrastructure and
strengthening of the informal
sectors including integration
into the value chain

Tracking Performance towards Thematic Objectives

TIER III indicators are thematically neutral technical assistance indicators and are designed as cross-cutting metrics.

The CRF 2022–2025 TIER III indicators allow for thematic disaggregation, which will enable performance management and tracking of progress across the f six Strategic Plan **focus areas**:

1. Slum Upgrading and Housing for the Poor.

2. Basic Services in Cities.

3. Resilience, Cities and Climate Change.

4. Economy and Investments.

5. Women and Gender Equality in Cities.

6. Migration and Cities.

In addition, all individual-level indicators are disaggregated by gender.

Specific Climate Change and Resilience indicator disaggregations include:

- Number of individuals with improved climate resilient livelihood options.

- Number of individuals with improved access to climate resilient basic services (water, sanitation, waste management, and energy).

- Number of individuals benefiting from community-based adaptation or nature-based solution projects.

TIER IV: SECRETARIAT PERFORMANCE

> TIER IV represents the **performance of the Secretariat** in delivering the mission of the Strategic Plan: efficiently delivering outputs, managing effective day-to-day operations, and harnessing organisational enablers.

The effective operations of the Secretariat are critical to the Cities Alliance Theory of Change. Successfully delivering the mission and the 2022–2025 Strategic Plan requires optimised organisational efficiencies and flexibility. TIER IV covers the overall performance of the Cities Alliance Secretariat through its two operating windows (global and country) and across five different areas: integrated programming, partnership, volume, efficiency, and sustainability. TIER IV includes several metrics to track the corporate enablers identified in the Strategic Plan. **The Secretariat is responsible and accountable for delivering these outputs according to the yearly performance standards**.

Attribution vs Contribution

The Cities Alliance Secretariat is responsible, and should be held accountable, for effectively delivering TIER IV. At TIER III, the Secretariat has a direct and/or shared responsibility with partner organisations to deliver the desired change. Attribution of results can be established to a reasonable degree. Moving further up the chain, the level of control decreases, and the attribution gap increases.

TIER II is the core of the organisation and its reason for being. However, results at this level are delivered primarily by client cities and communities with the support of Cities Alliance, members, and partners. Beyond the highly localised impact of direct implementation, they are to some degree beyond the control of Cities Alliance, and as such only contribution factors – if any – can be established.

Critical Assumptions

The critical assumptions for Secretariat's operations (TIER IV) are fully captured and detailed in the Cities Alliance Risk Management Framework. Without an effective response to these assumptions and risks, the Secretariat would not be able in the first instance to operate and run any programmatic-funded activity and deliver against its annual budget and work plan.

Assumptions related to Programmatic Outcomes (TIER III) and their Developmental Impact on cities (TIER II) are documented in detail within the relevant Cities Alliance programme/project documents. However, a core assumption of the Theory of Change relates to the learning, knowledge, and influence functions of the Cities Alliance business model: **Realising developmental impact in cities depends heavily on capturing evidence-based learning from country and city-level experiences, mainstreaming, and applying this knowledge** in projects as well as disseminating it to the global urban development community. TIER III tracks this core assumption through several indicators: i) uptake of knowledge products by development actors; ii) strategic, policy, and normative influence; and iii) amount of funds leveraged for cities.

The analysis of risks is carried out against standard risk categories and dimensions (stakeholder, country, institutions, governance, capacity, fraud/corruption, and project design risks). The assumptions/risks for each programme are commonly very context-specific. Nevertheless, a few are typical assumptions/risks that Cities Alliance programmes, and ultimately the overall developmental logic of the organisation, are strictly contingent upon. Recurrent assumptions/risks include the following:
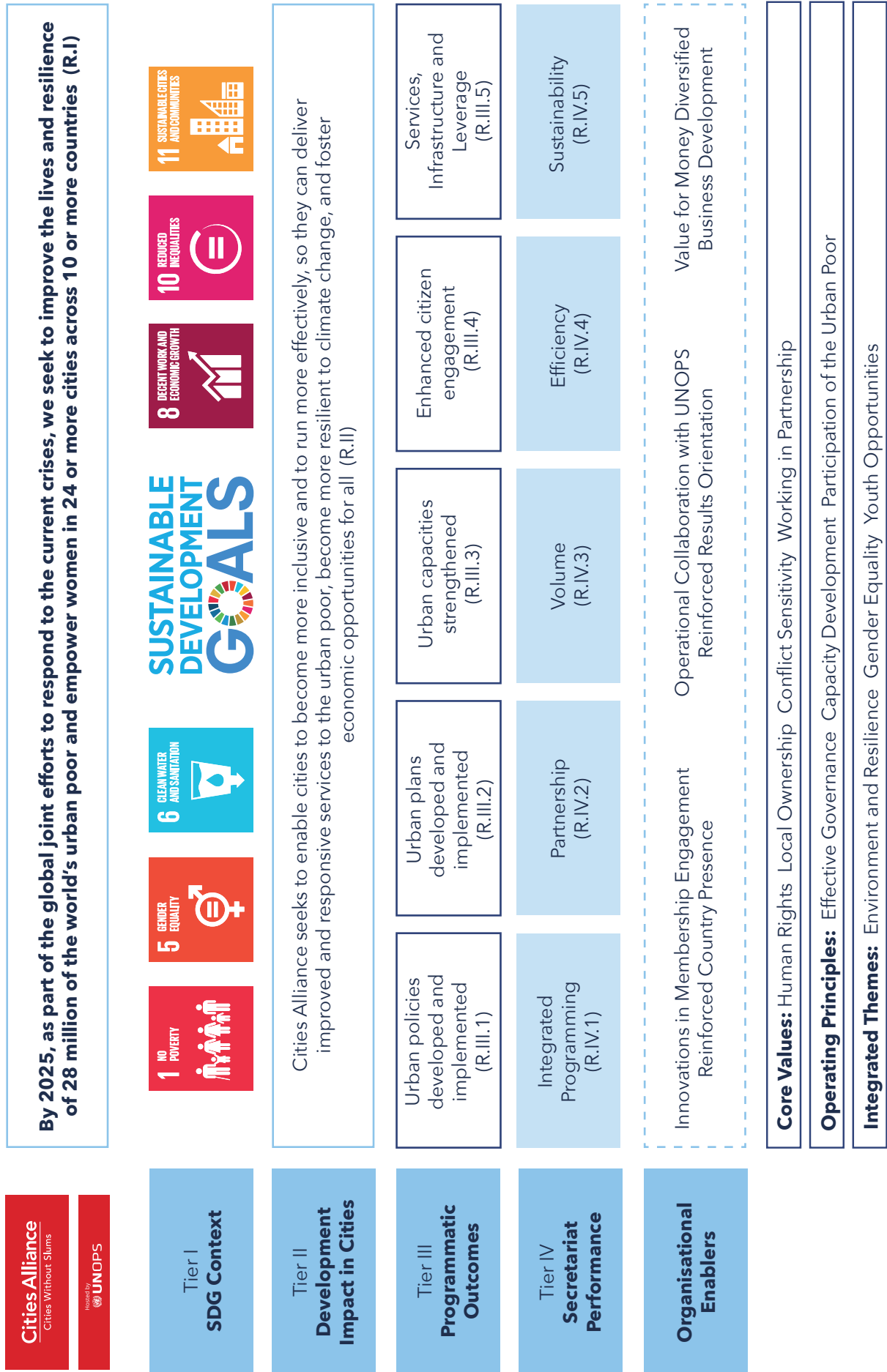
A. Stability of national governments and the operating environment, including consistency in government approaches, policies, and a lack of violent conflict or other emergency.

B. Consistency in local governments' commitment and ownership with smooth transfers of power through electoral cycles.

C. Existing social cohesion and social capital are able to ensure that local communities can shape policy and act as a catalyst for change.

D. Ability and capacity of partners and stakeholders to operate at a standard level of effectiveness and deliver on commitments.

E. Ability to leverage follow-up investments so that the Cities Alliance's technical assistance can be effective on the ground, translating into infrastructure and/or other types of interventions.

Results Architecture

Figure 5 illustrates the results architecture of the CRF and maps targeted results to key elements from the Strategic Plan, including:

1. Strategic Objective and closely related SDGs (R.I).

2. Development Impact on Cities, measured through a selection of SDG indicators across the six thematic focus areas of the Strategic Plan (R.II).

3. Programmatic Outcomes structured across the Cities Alliance operating principles of effective governance, capacity development, and participation of the urban poor, and disaggregated by thematic focus area objectives (R.III).

4. Secretariat performance, including progress towards harnessing organisational enablers (R.IV).

FIGURE 4: CRF 2022–2025 results architecture

Cities Alliance
Cities Without Slums
Hosted by UNOPS

By 2025, as part of the global joint efforts to respond to the current crises, we seek to improve the lives and resilience of 28 million of the world's urban poor and empower women in 24 or more cities across 10 or more countries (R.I)

Tier I
SDG Context

1 NO POVERTY
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES

SUSTAINABLE DEVELOPMENT GOALS

Tier II
Development Impact in Cities

Cities Alliance seeks to enable cities to become more inclusive and to run more effectively, so they can deliver improved and responsive services to the urban poor, become more resilient to climate change, and foster economic opportunities for all (R.II)

Tier III
Programmatic Outcomes

Urban policies developed and implemented (R.III.1)

Urban plans developed and implemented (R.III.2)

Urban capacities strengthened (R.III.3)

Enhanced citizen engagement (R.III.4)

Services, Infrastructure and Leverage (R.III.5)

Tier IV
Secretariat Performance

Integrated Programming (R.IV.1)

Partnership (R.IV.2)

Volume (R.IV.3)

Efficiency (R.IV.4)

Sustainability (R.IV.5)

Organisational Enablers

Innovations in Membership Engagement
Reinforced Country Presence

Operational Collaboration with UNOPS
Reinforced Results Orientation

Value for Money Diversified
Business Development

Core Values: Human Rights Local Ownership Conflict Sensitivity Working in Partnership

Operating Principles: Effective Governance Capacity Development Participation of the Urban Poor

Integrated Themes: Environment and Resilience Gender Equality Youth Opportunities

Contribution to the Sustainable Development Goals

The CRF includes ten SDG indicators which can be tracked directly (TIERs I and II) and maps the contribution of a further ten indicators (TIER III) to SDG targets and indicators.

FIGURE 5: CRF indicators mapped to the SDGs[3]

MAPPED SDGS	MAPPED SDG INDICATORS
Goal 1: No Poverty	**SDG Indicator 1.1.1:** Proportion of the urban population living below the international poverty line. **SDG Indicator 1.4:** Proportion of population living in households with access to basic services. **SDG indicator 1.4.2:** Proportion of total adult population with secure tenure to land.
Goal 5: Gender Equality	**SDG indicator 5.5.1:** Proportion of seats in local governments held by women.
Goal 6: Clean Water and Sanitation	**SDG Indicator 6.1.1:** Proportion of population using safely managed drinking water services. **SDG indicator 6.2.1:** Proportion of population using safety managed sanitation services. **Contribution to SDG Indicator 6.b:** Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management.
Goal 8: Decent Work and Economic Growth	**SDG Indicator 8.6.1:** Proportion of youth not in education, employment or training.
Goal 9: Industry, Innovation and Infrastructure	
Goal 10: Reduced Inequalities	**SDG Indicator 10.7.b:** Country migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people. **Contribution to SDG Indicator 10.b.1:** Total resource flows for development.
Goal 11: Sustainable Cities and Communities	**SDG Indicator 11.1.1:** Proportion of urban population living in slums, informal settlements or inadequate housing Contribution to SDG Indicator 11.a.1.c: Average municipal expenditures per person per year on basic services. **Contribution to SDG Indicator 11.a.1:** The proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city. **Contribution to SDG Indicator 11.3.1:** Ratio of land consumption rate to population growth rate. **SDG indicator 11.6.1:** Proportion of population in slum or low-income areas with regular access to solid waste collection.
Goal 13: Climate Action	
Goal 16: Peace, Justice and Strong Institutions	**Contribution to SDG Indicator 16.6.2:** Proportion of the population satisfied with their last experience of public services. **Contribution to SDG Indicator 16.7.2:** Proportion of population who believe decision-making is inclusive and responsive.
Goal 17: Partnerships for the Goals	**Contribution to SDG Indicator 17.16:** Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals.

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3   The global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development is available here: https://unstats.un.org/sdgs/indicators/indicators-list

IV. CORPORATE REPORTING

Results-Based Annual Report

To meet accountability requirements to the governing bodies and related commitments to development partners, clients, and other relevant stakeholders, Cities Alliance prepares a yearly report that outlines progress made towards programmatic objectives, results achieved, and learning. The Annual Report provides an overview of sectoral and citywide progress towards stated development results (TIERs I and II), while accounting for how the Cities Alliance and its partners contributed to those results (TIERs III and IV).

Grounded in the data collected through the projects and programme baseline studies and informed by progress and completion reports, evaluation analyses, stakeholder feedback, and Most Significant Change stories, the Annual Report is the primary instrument through which the Cities Alliance communicates its story to the Assembly, Management Board, beneficiaries, partners, and the wider public. The report provides an aggregate account of progress towards the implementation of the Strategic Plan (2022–2025) and a snapshot of the Alliance's overall progress, performance, and learning. It documents any significant changes in the internal and external context that either affected or will ultimately affect the portfolio's effectiveness to facilitate decision-making. **The Annual Report is issued at the end of the first quarter of a given year and retrospectively covers the previous calendar year**.

Annual Corporate Scorecard

CRF indicators are aggregated annually and published as a dashboard to facilitate performance management at the Secretariat and in dialogue with the Management Board. The use of a rigorous quantitative approach and the dashboard's 'traffic light' system enables reviewers to quickly identify areas where progress is on track versus areas where further improvements are warranted. Full details of progress made, results achieved, and learning (as captured through programme/project MEL systems, and external and internal evaluations) will continue to be presented in the annual results-based report. **The CSC is issued in the second quarter of a given year as an Annex to the results-based Annual Report**.

Interpreting Scorecard Results

Quantifiable indicator measures are used along with a corresponding colour coding system to facilitate analysis. Green is used to indicate areas where progress is on track; yellow points to issues that need to be watched more closely and where performance is improving, relative to baseline data; and red is used to highlight areas where performance is either off track or not improving. Learning from the previous strategy (2018–2022) indicated that corporate performance strengthened, and TIER III results were delivered by programmes which came to maturity in the final years of the strategic period. Therefore, there was a progressive shift from yellow to green. **Similar patterns in results delivery should be anticipated and accounted for in CSC analysis and interpretation**.

Figure 6 provides a description of the 'traffic light' system and the corresponding coding for quantitative values.[4]

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4   The definitions used in the table borrow heavily from the World Bank's approach.

FIGURE 6: Traffic light system

QUANTITATIVE CODING	DEFINITION
<50%	**CHALLENGE.** For indicators based on targets (TIERs II and 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.
50-75%	**WATCH.** For indicators based on targets (TIERs II and 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.
> 75%	**ON TRACK.** For indicators based on targets (TIERs II and 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.
Sustained >100%	**SUSTAINABLE.** Targets/Performance standards are consistently achieved and mechanisms/processes underlying change are institutionalised and/or maintained without external assistance.
N/A	**NOT APPLICABLE.** There is insufficient data to establish a trend, or there is no target or performance standard.

V.   UNIVERSE, FREQUENCY, METHODS AND TARGETS/PERFORMANCE STANDARDS

TIER	UNIVERSE	TYPE OF INDICATORS	DATA COLLECTION METHODS	FREQUENCY OF DATA UPDATE	TARGETS (DATE)
I	Countries where Cities Alliance has long-term operations	Quantitative	Mainly desk review of SDG indicators from the Global SDG Indicators Database https://unstats.un.org/sdgs/indicators/database Primary data studies/ surveys, where funded, with private/public entities contracted through public procurement	Every year [provided availability of SDG data]. Yearly results are included in the CSC	Not applicable since this is the macro developmental context
II	Cities and neighbourhoods of sustained operations	Quantitative and maturity scales	Desk review of the eight SDG indicators from the Global SDG Indicators Database https://unstats.un.org/sdgs/indicators/database Primary data studies/ surveys, where funded, with private/public entities contracted through public procurement	Dependent on operation timeframes. Occurs in cities with large-scale programmes and funded baseline and endline studies. Results are included in the Annual Report and CSC	Only where the required studies are funded and dates aligned to operational timeframes
III	All portfolio programmes and projects	Quantitative and maturity scales	Mainly through desk reviews of project reports and documentation	Every year. Yearly results are included in the Annual Report and CSC	Cross-cutting programmatic indicator targets aligned to the Strategic Plan (end-line year in 2025) have been set Targets are set for specific programme indicators and as new operations are rolled out, they will be incorporated
IV	All Secretariat transactions	Quantitative KPIs	Internal through Cities Alliance databases and project documentation	Every year. Yearly results are included in the CSC	Yearly performance standards

VI. INDICATOR DEFINITIONS

TIER I: DEVELOPMENT CONTEXT

I.1 Proportion of urban population living in slums, informal settlements, or inadequate housing.
[SDG indicator 11.1.1]

Definition: The urban population living in slums, informal settlements, or inadequate housing (numerator) divided by the total urban population (denominator), expressed as a percentage.

Sources: Global SDG Indicators Database; national government data

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I.2 Proportion of the urban population living below the international poverty line. [SDG indicator 1.1.1]

Definition: The indicator is defined as the proportion of the population living in households below the international poverty line where the average daily consumption (or income) per person is less than $1.90 a day.

Sources: Global SDG Indicators Database; national government data

TIER II: DEVELOPMENT IMPACT IN CITIES

II.1 Average municipal expenditure per person per year. [Contributes to SDG indicator 11.a.1.c]

Definition: Numerator: Total operating expenditures of a municipality in a given year. Denominator: total population of the municipality in the same year. Average expressed in USD.

Sources: Finance department of municipality; national population census; population estimates

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II.2 Proportion of population living in urban areas (when measured directly - in slums, informal settlements or inadequate housing areas) with access to safely managed drinking water services.
[Equivalent to SDG indicator 6.1.1]

Definition: Proportion of population using safely managed drinking water services is currently being measured by the proportion of population using an improved basic drinking water source which is located on premises, available when needed, and free of faecal (and priority chemical) contamination. 'Improved' drinking water sources include: piped water into dwelling, yard or plot; public taps or standpipes; boreholes or tubewells; protected dug wells; protected springs; packaged water; delivered water and rainwater. Numerator: Population living in slums, informal settlements, or inadequate housing areas with access to safely managed drinking water services. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Global SDG Indicators Database; municipal water/sanitation departments; surveys

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II.3 Proportion of population living in urban areas (when measured directly - in slums, informal settlements, or inadequate housing areas) using safely managed sanitation services. [Equivalent to SDG indicator 6.2.1]

Definition: 'Safe' sanitation facilities include flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets. Numerator: Population living in slums,

informal settlements, or inadequate housing areas with access to safely managed sanitation services. Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Global SDG Indicators Database; municipal water/sanitation departments; surveys

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II.4 Proportion of population living in urban areas (when measured directly - in slums, informal settlements or inadequate housing areas) with access to regular solid waste collection (either publicly or privately).
[Equivalent to SDG indicator 11.6.1]

Definition: Regularly collected municipal solid waste refers to municipal solid waste that is routinely collected from specific addresses or designated collection points. Waste collection is conducted directly by municipal authorities or private contractors licensed/commissioned by municipal authorities with a regular schedule of the day of the week and time of collection. In some cases, private waste collection companies have contracts with clients individually and provide collection services. Numerator: Population living in slums, informal settlements or inadequate housing areas that are served by regular solid waste collection (either publicly or privately). Denominator: Total population living in slums, informal settlements or inadequate housing areas. Figure expressed as a percentage.

Sources: Global SDG Indicators Database; municipal sanitation departments; surveys

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I.5 Proportion of total adult population with secure tenure to land. [SDG indicator 1.4.2]

Definition: Percentage of women and men with secure tenure rights to individually or communally held land, property, and natural resources. Indicator measures the incidence of adults with legally recognised documentation over land among the total adult population.

Sources: Global SDG Indicators Database, surveys

I.6 Proportion of youth (aged 15-24 years) not in education, employment or training. [SDG indicator 8.6.1]

Definition: Numerator: Youth (ages 15 to 24) not in education, employment, or training. Denominator: Total population of youth (ages 15 to 24).

Sources: Global SDG Indicators Database, surveys

II.7 Proportion of seats held by women in local governments. [SDG Indicator 5.5.1]

Definition: Numerator: The proportion of seats held by women in local government. Denominator: Total total number of seats in local government.

Sources: Global SDG Indicators Database; Municipal data; surveys

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II.8 Rating: Country migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people. [SDG Indicator 10.7.2 adapted]

Definition: This adapted non-statistical SDG indicator describes the state of migration policies across six policy domains based on the International Organization for Migration's (IOMMigration Governance Framework (migrant rights, whole of government/evidence-based policies, cooperation and partnerships, socioeconomic well-being, mobility dimensions of

crises, and safe, orderly and regular migration) and how such policies change over time. The domains are adapted for city-level policies. Rated as 1: Requires further progress; 2: Partially meets; 3: Meets; 4: Fully meets.

Unit: number and rating scale

Sources: Global SDG Indicators Database; IOM

TIER III: PROGRAMME RESULTS

III.1 Number of urban policies at the national level i) updated, ii) developed, iii) adopted, or iv) implemented.

Definition: The indicator measured the number and maturity stage of urban-related policies at the national level developed / updated / adopted / implemented through the Cities Alliance.

Unit: Number (#) and Rating scale

1	Policy updated
2	Policy developed
3	Policy adopted
4	Policy implemented

Disaggregation: Policies incorporating solutions to: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management

Sources: Copies of the official policies; media monitoring; Secretariat records

III.2 Number of city/sector/settlement plans and strategies i) updated, ii) developed, iii) adopted, or iv) implemented.

Definition: The indicator measures the number and maturity stage of strategies/plans developed in cities in which Cities Alliance works such as city development strategies (CDSs), slum upgrading strategies, resilience plans, investment plans, etc. developed / updated / adopted / implemented through the Cities Alliance.

Unit: Number (#) and Rating scale

1	Strategy/Plan updated
2	Strategy/Plan developed
2	Strategy/Plan adopted
4	Strategy/Plan implemented

Disaggregation: Strategies and plans incorporating solutions to: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management

Sources: Copies of the strategies/plans; media monitoring; Secretariat records

III.3.1 Number of urban institutions (Cities Alliance members, local governments, national government units/ agencies, public organisations, civil society organisations, universities, training institutions, associations of cities, etc.) with strengthened capacities.

Definition: This indicator counts the number of institutions (local governments, national public organisations, universities, training institutions, associations of cities, etc.) whose capacities have been strengthened in city governance and management. It also monitors the extent to which the engagement of Cities Alliance members in country-based and/or global programmes has contributed to a change in members' corporate practices and policies.

Unit: Number (#) and Rating scale

0	Institutional capacity not strengthened
1	Institutional capacity strengthening in process
2	Institutional capacity strengthening completed

Disaggregation: Strengthened capacities in: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management.

Sources: Secretariat records, partner institution survey

III.3.2 Number of individuals (professionals in the national and local governments, community representatives, civil society, etc.) with strengthened capacities.

Definition: This indicator counts the number of individuals whose capacities have been strengthened in city governance and management areas. Criteria for inclusion include individuals who have participated in training and capacity strengthening events and processes (including technical assistance processes with capacity strengthening objectives).

Unit: Number (#)

Disaggregation: 1. M; 2. F; and 3. Other (including prefer not to say) strengthened capacities in: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management

Sources: Secretariat records, surveys

III.3.3 Number of toolkits and other technical assistance products with evidence of uptake by the stakeholders and/or beneficiaries

Definition: The indicator counts the number of toolkits or similar knowledge products on urban issues that have been developed, synthesised, and/or updated by the Cities Alliance and show signs of uptake by the stakeholders/ beneficiaries. Toolkits are understood as thematic guidelines and practitioners' materials to inform TA programmes. These toolkits may derive, for example, from a global review of case studies, national and local diagnostic work, and/or a review of existing practices and guidelines.

Unit: Number (#).

Disaggregation: Toolkits and TA products incorporating solutions to: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management

Sources: Secretariat records, partner/stakeholder institution strategies, plans, and communications

III.3.4 Number of urban dialogues which delivered strategic, policy, and/or normative influence i) globally, ii) nationally, or iii) within cities.

Definition: The indicator counts the number of urban dialogues shaped by the Cities Alliances at global, national, and local level which have had some form of influence on urban policies/thinking. Influence is captured and evidenced in one or more of the following broad dimensions: increased interest/knowledge on urban issues, increased alignment and partnerships, increased visibility and prominence of urban issues, significant quantity and profiles of attendees, significant follow-up actions, shift in certain values/beliefs (e.g. on forced evictions), and adoption of policy recommendations.

Disaggregation: Geographic scope. Dialogues on: 1. tenure security and improved housing for the urban poor; 2. access to basic services; 3. climate resilience, climate mitigation and environmental restoration; 4. local economic development and investments; 5. gender equality and inclusion; and 6. migration management.

Sources: Secretariat records, feedback surveys, interviews, fact-finding stories

III.4.1 Number of slum dweller federations / organisations of the urban poor strengthened.

Definition: This indicator counts the number of organisations of the urban poor whose capacities have been strengthened in areas such as organisational development, strategic planning, citizen engagement, gender, and MEL.

Unit: Number (#) and Rating scale

0	Institutional capacity not strengthened
1	Institutional capacity strengthening in process
2	Institutional capacity strengthening completed

Sources: Secretariat records, partner institution surveys

III.4.2 Number of participation mechanisms developed to engage citizens in city governance.

Definition: This indicator rates the degree of participation by citizens – with a specific focus on slum dwellers, informal workers and civil society – in city governance by counting governance mechanisms such as social accountability mechanisms, slum development committees, informal workers' associations, and municipal fora.

Unit: Number (#) and Rating scale

0	Mechanism not developed
1	Development of mechanism in process
2	Development of mechanism completed

Sources: Secretariat records

III.5.1 Number of community infrastructure projects constructed.

Definition: This indicator counts the number of community infrastructure projects implemented through Cities Alliance funding, such as Community Upgrading Fund (CUF) projects.

Unit: Number (#)

Disaggregation: Type of infrastructure constructed: 1. improved access to safe water; 2. improved access to sanitation; 3. improved solid waste collection; 4. improved climate adaptation; 5. improved climate mitigation; 6. access to services for migrants; and 7. gender-responsive infrastructure.

Sources: Secretariat records

III.5.2 Number of beneficiaries of services. [Direct]

Definition: This indicator tracks the total number of direct beneficiaries of Cities Alliance-supported services of any type. This includes the population size of communities benefiting from new or improved services (such as CUF project, primary waste collection services, and improved public space) and those directly participating in activities designed to enhance livelihoods or competencies (supported savings groups members, members of supported federations of the urban poor, individuals participating in training programmes).

Disaggregation: Type of service beneficiary: Individuals (M/F) benefitting from 1. strengthened tenure; 2. upgraded or more resilient housing; 3. access to community infrastructure projects; 4. access to improved public space; 5. access to climate resilient basic services (water, sanitation, waste management, and energy), 5. improved livelihoods; 6. improved climate resilient livelihood options, 7. community-based adaptation or nature-based solution projects; 8. vocational training; 9. strengthened capacities; and 10. other

Gender: Male/Female

Unit: Number (#)

Sources: Secretariat records, population and usage estimates

III.5.3 Amount of funds leveraged for investments in cities.

Definition: This indicator measures the amount of co-, parallel and follow-up funds committed by other partners (local and international) towards urban projects as a result of investments by the Cities Alliance.

Unit: USD

Sources: Secretariat records

TIER IV: SECRETARIAT RESULTS

IV.1.1 Proportion of Cities Alliance projects with a specific component or objective on i) gender equality, ii) climate resilience and/or environment, iii) youth, or iv) digital. [Integrated Programming]

Definition: Indicator measures the year-on-year proportion of Cities Alliance projects that integrate targeted themes. Numerator: Total number of Cities Alliance projects (implemented through grants, procurement or directly) that have a documented objective or specific component on gender equality, and/or climate resilience and the environment, and/or youth engagement, and/or digital solutions. Denominator: Total number of Cities Alliance projects.

Source: Secretariat records

IV.2.1 Multi-member new programmes and/or initiatives per year. [Partnerships]

Definition: Indicator measures the number of formalised cooperation frameworks involving two or more members in a given year as a measure of the success of the Secretariat's convening process. Forms of formalised cooperation may be framework documents for Country Programmes, MoUs, resolution of partners, or statements of agreement. Multi-member is defined as two or more Cities Alliance members.

Source: Secretariat records

IV.2.2 Total amount in co-financing per year. [Partnerships]

Definition: Indicator measures total co-funding contributed in a given year to a specific programme by partners directly and/or jointly fundraised. It also calculates the value ratio of the total funds per Secretariat funding.

Source: Secretariat records

IV.3.1 Total number of TA activities approved per year. [Volume]

Definition: Indicator measures the total number of TA activities [both grants and contracts] approved in a given year following the appraisal process.

Source: Secretariat records

IV.3.2 Total number of knowledge products that are financed by the Cities Alliance and produced by members, partners and/or the Secretariat. [Volume]

Definition: Indicator measures the total number and cost of knowledge products developed with Cities Alliance financing. Knowledge products may include: thematic publications; published diagnostic studies such as the CEE ratings, 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 the Cities Alliance logo.

Source: Secretariat records

IV.3.3 Total number of policy dialogues, awareness-raising activities and formal learning events that are financed by Cities Alliance and implemented by members, partners and/or the Secretariat. [Volume]

Definition: Indicator measures the total number of policy dialogues, awareness, advocacy and knowledge and learning events that are financed by Cities Alliance. Policy dialogues may include: formal consultation events with members and/or relevant institutions (such as IBSA, the Policy Advisory Forum, or 100RC). Awareness-raising activities can include community-based and local-level outreach and awareness events and outputs, as well as advocacy or communications events at all levels (e.g., seminars/workshops at Africities or WUF). Formal learning exchanges could include peer-to-peer events, study tours, learning workshops, and seminars.

Source: Secretariat records

IV.4.1 Grantmaking/Procurement: Average time from initial submission of proposal/bid to first disbursement. [Efficiency]

Definition: Average time, in days, from initial submission or proposal/bid to first disbursement for projects receiving first disbursement in a given year.

Source: Secretariat records

IV.4.2 Grant Making/Procurement: Average time from grant/contract expiration to closing. [Efficiency]

Definition: Average time, in days, from grant/contract expiration to final closure for projects closing in a given year.

Source: Secretariat records

IV.4.2 Audience Access to Knowledge Products. [Efficiency]

Definition: 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: Secretariat records

IV.5.1 Secretariat Delivery Performance. [Sustainability]

Definition: Indicator measures the rate (delivery) of completed activities against the approved annual work plan in a given year.

Source: Secretariat Annual Work Plan reviews

IV.5.2 Corporate Enabler: Cities Alliance revenue growth rate. [Sustainability]

Definition: Revenue growth rate measures the year-over-year percentage increase in revenue by funding source. Numerator: Revenue current year, by source. Denominator: revenue previous year, by source.

Source: Secretariat accounting records

IV.5.3 Secretariat Greenhouse Gas Emissions Performance. [Tonnes CO_2 equivalent]

Definition: Average emissions per Cities Alliance staff (tonnes CO_2 equivalent) calculated on the following sources: air travel, on-site electricity, on-site refrigerants, public transport during official travel, purchased heat/steam, CFC/HCFCs.

Source: UNOPS GHG Annual Inventory as part of Greening the Blue initiative

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