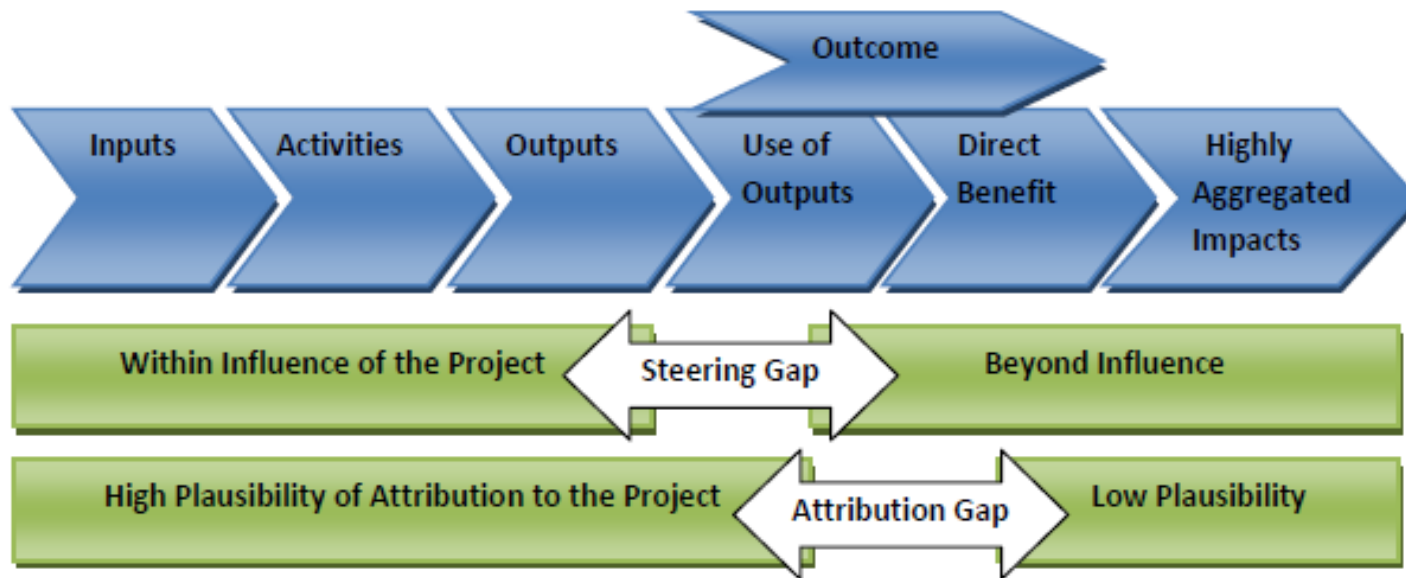


***The road to
Results Based Management***

Results! - but which?



What can we attribute to CA support?

*Better **living conditions** for the urban poor*



*Partners have enhanced implementation **capacity***



*Partners **implement** improved strategies and policies*

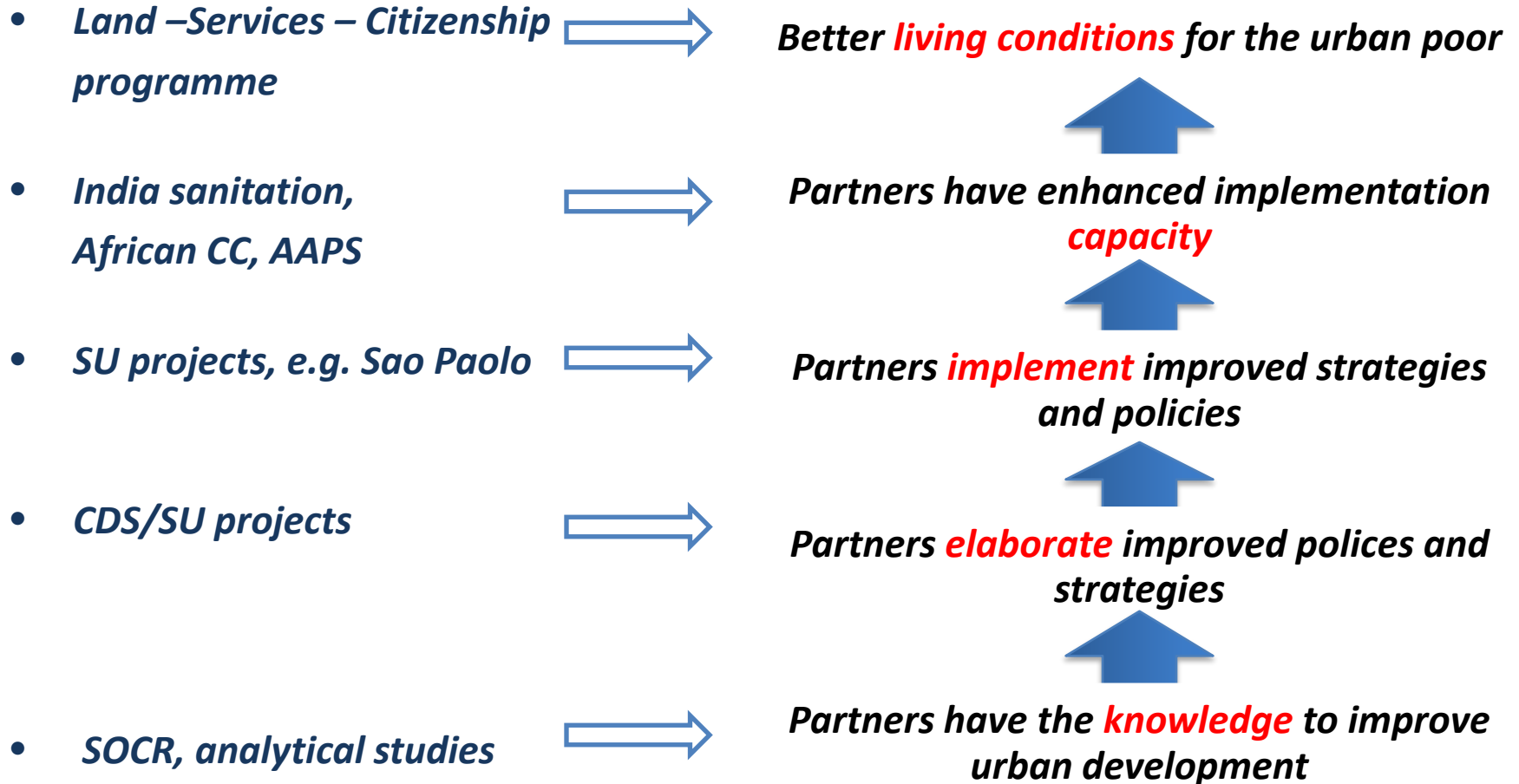


*Partners **elaborate** improved policies and strategies*



*Partners have the **knowledge** to improve urban development*

What level target CA projects?



Which sectors matter?

Sector approach

water, sanitation, transport, energy, land and housing, services, citizenship, poverty, environment and climate change, social, local governance, gender aspects, municipal finance, economic development, cultural heritage....

Integrated approach

cross- and trans-sectoral:

Focus on urban poverty and its intersection with related urban sectors; participation of the urban poor in the political, social and economic fabric of a city, “**improved**” urban development

Draft Results Framework

<i>Living conditions of urban poor are improved</i>	Targets/Indicators: <ul style="list-style-type: none">•Slum dwellers with improved conditions
<i>Local and national governments implement improved urban policies and strategies</i>	<ul style="list-style-type: none">•# of improved national policies or strategies being implemented•# of cities with improved CDS or SU strategies being implemented
<i>Local and national governments elaborate improved urban policies and strategies</i>	<ul style="list-style-type: none">•# of improved national policies or strategies being elaborated•# of cities with improved CDS or SU strategies being elaborated
<i>Local and national governments have enhanced knowledge about improved urban development</i>	<ul style="list-style-type: none">•# of data sets or analytical work suitable to improved national policies, strategies, CDS or SU

Draft Annual Work Programme

Long term impacts: living conditions of urban poor

Implementation of improved strategies and polices

Elaboration of improved strategies and policies

Improved knowledge

1. Country Programmes	2. Catalytic Fund	3. Knowledge and Advocacy Programme	4. CA partnership operations
specific strategies for each country	Activities selected on a competitive basis according to their potential to cause systemic change	Activities responding to a specific strategy for the Knowledge and Advocacy Programme	Management of CA secretariat, operation of CA governance bodies
Budget allocated specifically for country programmes	Budget allocated for catalytic fund	Budget allocated specifically for K+A	Budget for partnership operations

Planning and reporting

- Country Programmes

- Each country programme is result of a joint planning exercise among stakeholders, CA members active in the country, and CA secretariat.
- Objectives, specific results, and strategy of each country programme respond to the specific situation, as does the M+E approach.
- M+E reporting is on each country programme with defined contributions from partners, sponsors, CA secretariat.
- Overall Evaluation of country programmes done externally, every 3 years, against DAC criteria.

Planning and Reporting

- Catalytic Fund

- Selection and assessment criteria for projects to be defined by CG (e.g. specific thematic focus; innovation effect; complementarity to other projects in the country; impact on national policies)
- Planning of projects within the above defined framework by local or national government,
- M+E on outputs, not on implementation process
- Evaluation of overall programme externally, every 3 years, against DAC criteria

Planning and reporting - Country specific Knowledge and Advocacy

- Each country programme would have specific and targeted knowledge and advocacy activities,
- Systematization and dissemination of experiences would be an integral and mandatory part of each country programme and of each project of the catalytic fund.
- Both would be monitored as integral part of the M+E system of country programme.

Planning and reporting - regional/global Knowledge and Advocacy

- Joint work programmes and main knowledge and advocacy projects prioritized by CG.
- Joint work programmes and other knowledge activities would have specifically defined outputs and correspondent target groups.
- Global and regional advocacy activities would have specific results and correspondent target groups.
- Both would have M+E integrated in each programme/project.
- Overall Evaluation of K&A programmes done externally, every 3 years, against DAC criteria.