Cities Alliance Results Management and Performance Monitoring Initiative

Defining Results and Driving Performance –
A Change Management Process

Hanoi 2 November, 2012
The Cities Alliance Results Management Process

- Clearly define our clients and our clients’ client and articulate how these groups will change as a result of our work.
- Develop a clear set of results for the Partnership and for the Secretariat.
- Define how the Secretariat supports the results of the organization.
- Develop realistic indicators for performance for each of the results and at each level.
- Create broad ownership and commitment to results (members, staff, partners, clients).
- Put in place/develop the people, process and tools that are needed to enable performance monitoring and results-based data sharing and decision making.
- Reflect on what is working, what is not and why to ensure sustained use and adoption of results management.
What do Results Mean to Us?

- A sharp focus on the client and how the client uses the products and services we deliver to them.

- A reinforced commitment to knowledge and learning, not only about what we deliver, but why we delivered what we did and how this affected our clients and, in turn, our clients’ clients.

- A strengthened commitment to partnering with our members, our in-country implementers and our clients in order to ensure a harmonization of effort and a collaborative approach to sharing monitoring information, reporting on results and learning.

- A need to always ask ourselves… ”SO WHAT”… so what if we delivered a workshop, what happened as a result, how was the knowledge used, what else is needed to drive that use, to scale it up into action and change.
Why Results for Cities Alliance?

- **We want to know**…not only how our resources are being used. We want to know *how our clients are using* the products and services we deliver to them and *how this is improving their ability to deliver services* to the urban poor.

- **We want to learn**….about what we provide affects change. We need to know what worked, what did not and why. We can then constantly improve.

- **We want to grow**…in order to increase our scale and reach, we need to better understand and communicate our results to other partners and potential members.

- **We want to respond**…to our 2011 evaluation, and CG, both of which stressed the need for a results framework and monitoring system.
Progress since Maputo CG 2011

- Completed a CA Theory of Change
- Results Frameworks for CA and Sec
- Results Framework applied to Country Programmes,
- Engaged CA regional staff
- TOR for performance indicators, for M&E
- Preparation of support materials
Cities Alliance Model for Results: Levels of Requirements, Accountability, Responsibility and Influence

**Requirements**
What is needed in order to deliver the Outputs and achieve the Intermediate Outcome.

**Outputs**
High Control
Relatively Low Risk

**Activities**
Total Control
Low Risk

**Intermediate Outcome**
Moderate Control
Moderate Risk

**Outcome**
Low Control
High Risk

**Influence**
Responsible for monitoring, evaluating and using learning to influence others and improve effectiveness of interventions.

**Impact**
Low Control
High Risk

**Shared Responsibility**
What CA is responsible for delivering *with CA’s clients* (through shared objectives, performance monitoring and learning).

**Accountability**
What CA is accountable for monitoring, managing, reporting on and achieving.
### Client RFs

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National policy frameworks developed and/or enhanced to address urban development needs.

**Output 2:**
Local inclusive strategies and plans developed and implemented.

**Output 3:**
Capacity of cities to provide improved services to urban poor strengthened.

**Output 4:**
Mechanisms to engage citizens in city/urban governance developed.

**Output 1:** Partnerships convened for strategic country, regional and global priorities.

**Output 2:** Quality Technical Assistance delivered.

**Output 3:** Cities Alliance knowledge products delivered to targeted audiences.

**Output 4:** Effective and responsive management of Cities Alliance.

**Intermediate Outcome:**
Cities delivering improved and responsive services to the urban poor.

**Outcome:**
Improved health and socio-economic condition of the urban poor.

**Intermediate Outcome:**
Cities Alliance knowledge products delivered to targeted audiences.

**Outcome:**
City and national governments applying inclusive and sustainable strategies (policy, financial and development) resulting in improved delivery and use of basic services to the urban poor.

**Impact:**
Cities increasingly characterized by effective local government, active citizenship, and economies growing through greater public and private sector investment and increasing private sector participation.

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**Cities Alliance Secretariat Results Chain**

**Output 1:** Partnerships convened for strategic country, regional and global priorities.

**Output 2:** Quality Technical Assistance delivered.

**Output 3:** Cities Alliance knowledge products delivered to targeted audiences.

**Output 4:** Effective and responsive management of Cities Alliance.

**Intermediate Outcome:**
City and national governments supported by a partnership of Cities Alliance members, designing and implementing:
- City-wide/nation-wide community slum upgrading programs;
- City Development Strategies; and,
- National urban policy programs.

**Outcome:**
City and national governments applying inclusive and sustainable strategies (policy, financial and development) resulting in improved delivery and use of basic services to the urban poor.

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**Cities Alliance Corporate Results Chain**

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**Intermediate Outcome:**
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**Outcome:**
Improved health and socio-economic condition of the urban poor.

**Impact:**
Cities increasingly characterized by effective local government, active citizenship, and economies growing through greater public and private sector investment and increasing private sector participation.
Impact:
Cities are characterized by effective local government, active citizenship, improved health and socio-economic condition of the urban poor.

Outcome:
Urban poor effectively using services delivered by Cities.

Intermediate Outcome:
Cities delivering improved and responsive services to the urban poor.

Output 1:
National policy frameworks developed/enhanced to address urban development needs.

Output 2:
Local inclusive strategies and plans developed and implemented.

Output 3:
Capacity of cities to provide improved services to local poor strengthened.

Output 4:
Mechanisms to engage citizens in city/urban governance developed.
Cities Alliance
Results Chain for the Secretariat

Impact:
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