Developing Cities Alliance Results Management and Monitoring System
October 2012

Results Achieved since the 2011 Cities Alliance Annual meeting (Nov. 2011)

The need for the development of a Results Management and Monitoring System was a key recommendation from the 2011 independent evaluation of the CA. Since the last meeting of the Consultative Group in Maputo, Mozambique, the Secretariat, under the continued guidance of a Senior Results Monitoring Specialist, has made marked progress in designing and making operational a responsive and results-based Performance Monitoring System. The specific results are described below.

- Completion of the Theory of Change, as presented in the Results Chains, for the Cities Alliance Program, the Secretariat and Country Programs.
- Completion of Results Frameworks, which include a revised draft set of performance indicators, for the Program, Secretariat and Country Program levels of Cities Alliance.
- Presentation to EXCO in Uganda of the products developed to date.
- Engagement of CA regional staff during the staff retreat in the methodology and products developed by the Secretariat, with buy in from staff in the regions.
- Completion of a Terms of Reference for a Consultancy to review the draft performance indicators developed by the Secretariat with the aim of proposing a final manageable set of indicators that are realistic for the Secretariat to monitor, with CA's in-country partners and beneficiaries.
- Completion of a set of educational materials (presentations, briefing notes) on the Results Framework methodology and the process being employed by the Secretariat.
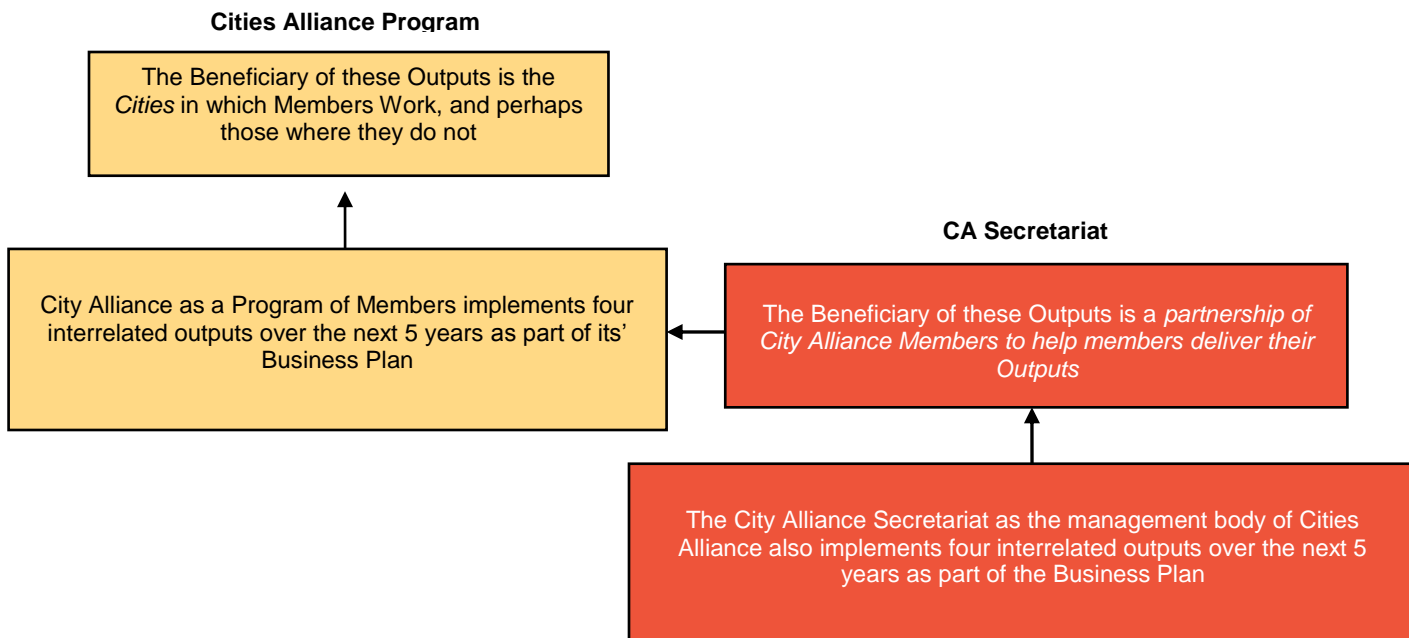
Cities Alliance Programme Theory of Change

The Narrative

While CA members are the clients of the CA Secretariat, the City (broadly defined) is the client of Cities Alliance. Within the next five years, the Cities Alliance's aim is to **enable cities to deliver improved and responsive services to the urban poor**. To realize this objective (the Intermediate Outcome), partnerships of CA members will deliver four interrelated Outputs, each responding to a specific need and/or gap affecting a cities' ability to deliver services to the urban poor:

1. **developing and/or enhancing national policy frameworks;**
2. **developing and implementing local inclusive strategies and plans;**
3. **developing mechanisms to engage citizens in city/urban governance; and,**
4. **building the capacities of Cities to deliver improved services to the urban poor.**

While each output is designed to address a particular need, they should be viewed as a comprehensive and holistic approach to enable cities to deliver improved and responsive services to the urban poor. In order to deliver each output, a number of activities will be implemented within each of the four CA Business Lines. Just as the Outputs should be viewed as a system of products and services, the CA Business Lines should be taken together as a comprehensive and holistic approach to implementing various activities in order to deliver the Outputs. In other words, there is not a one to one correlation between a Business Line and an Output.

Over the longer term, and as cities are delivering improved and responsive services to the urban poor, the CA Theory of Change aims to see improvements in the health, socio-economic condition and political recognition/validation of the urban poor. Ultimately, and as a result of cities delivering improved and responsive services to the urban poor and improvements in their health, socio-economic condition and political recognition, CA aims to demonstrate Cities increasingly characterized by effective local government, active citizenship, and pro-poor public and private investment. This is the Cities Alliance Theory of Change. The performance indicators now under development for each of the results and at each level of the chain will enable the effective monitoring and evaluation of the CA program and form the basis for results-based reporting.

Cities Alliance Program

The Beneficiary of these Outputs is the *Cities* in which Members Work, and perhaps those where they do not

City Alliance as a Program of Members implements four interrelated outputs over the next 5 years as part of its' Business Plan

CA Secretariat

The Beneficiary of these Outputs is a *partnership of City Alliance Members to help members deliver their Outputs*

The City Alliance Secretariat as the management body of Cities Alliance also implements four interrelated outputs over the next 5 years as part of the Business Plan

Cities Alliance Programme Results Chain
October 2012

CA Program Impact:
Cities increasingly characterized by effective local government, active citizenship, and pro-poor public and private investment.
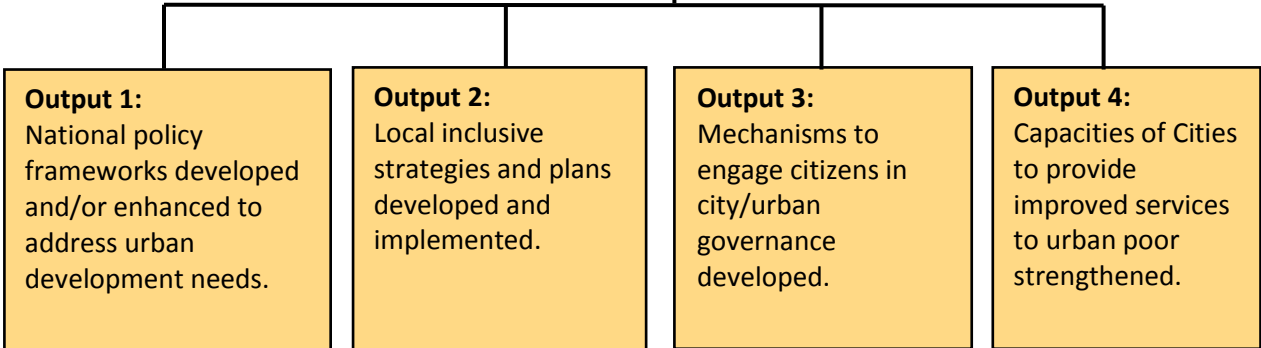
MDG Level.
This is what development practitioners, nations and stakeholders aim to achieve in the long term

Outcome:
Improved health, socio-economic condition and increased political recognition of the urban poor.

The urban poor are responsible for achieving these results by using the health, economic offerings/instruments and platforms to become politically engaged.

Intermediate Outcome:

Cities delivering improved and responsive services to the urban poor.

A City is responsible for delivering these results. A Partnership of CA members cannot be held accountable for this, it can only support the achievement of these results in partnership with its' beneficiaries and
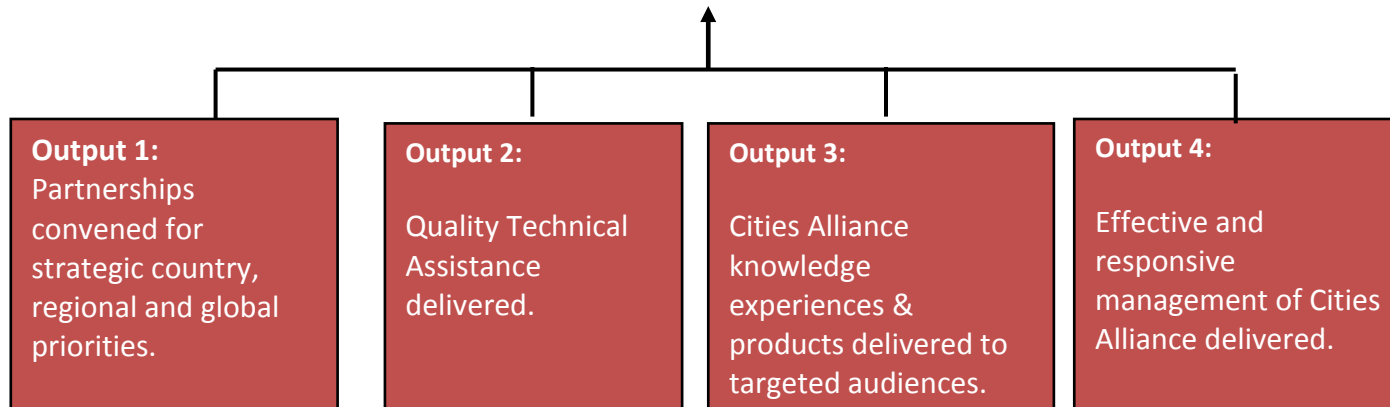
Output 1:
National policy frameworks developed and/or enhanced to address urban development needs.

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

Output 3:
Mechanisms to engage citizens in city/urban governance developed.

Output 4:
Capacities of Cities to provide improved services to urban poor strengthened.

The partnership of CA members is responsible and accountable for delivering these outputs (its' Terms of Reference)

Cities Alliance Secretariat Results Chain
October 2012

The Secretariat Results Chain

The Secretariat's results chain supports the overall Programme results chain. The Secretariat administers various product lines and undertakes other activities as part of the day-to-day operations of the Cities Alliance that deliver Outputs that feed into Programme Outputs.

| Output 1:

Partnerships convened for strategic country, regional and global priorities. | Output 2:

Quality Technical Assistance delivered. | Output 3:

Cities Alliance knowledge experiences & products delivered to targeted audiences. | Output 4:

Effective and responsive management of Cities Alliance delivered. |

*What the **Secretariat is responsible and accountable for** delivering – its .Its' Terms of Reference*