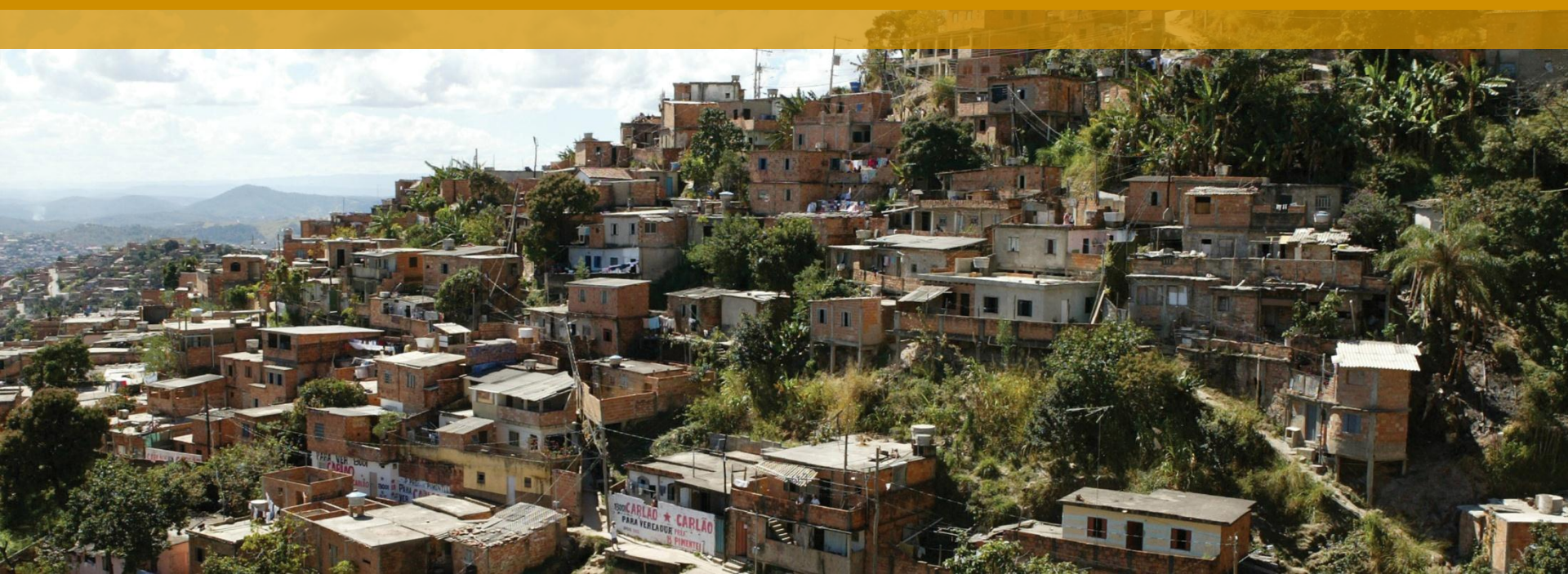


# Cities Alliance Results Management and Performance Monitoring Initiative

CITIES  
WITHOUT  
SLUMS

*Defining Results and Driving Performance –  
A Change Management Process*



Hanoi 2 November, 2012

**Cities Alliance**  
Cities Without Slums

# 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.**

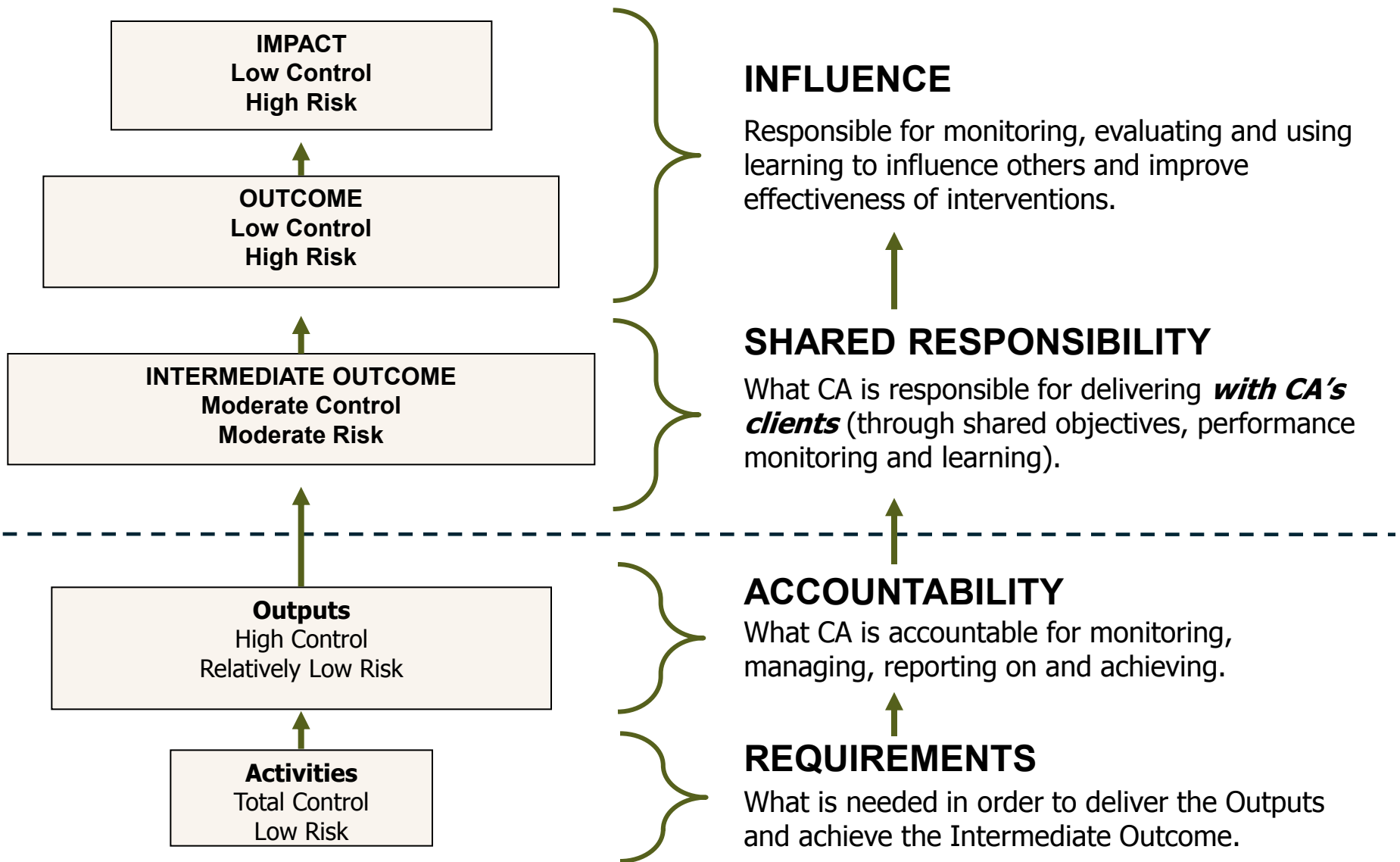
## Why Results for Cities Alliance?

- ❑ **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





# Cities Alliance Results Architecture : Creating Alignment – The Secretariat, the Program and the Client

## Client

Client RFs	
Results Chain	Performance Indicators
Impact	Quantitative & Qualitative measures of performance here
Outcome	Quantitative & Qualitative measures of performance here
Intermediate Outcome	Quantitative & Qualitative measures of performance here
Outputs	Quantitative & Qualitative measures of performance here

## Member Partnerships

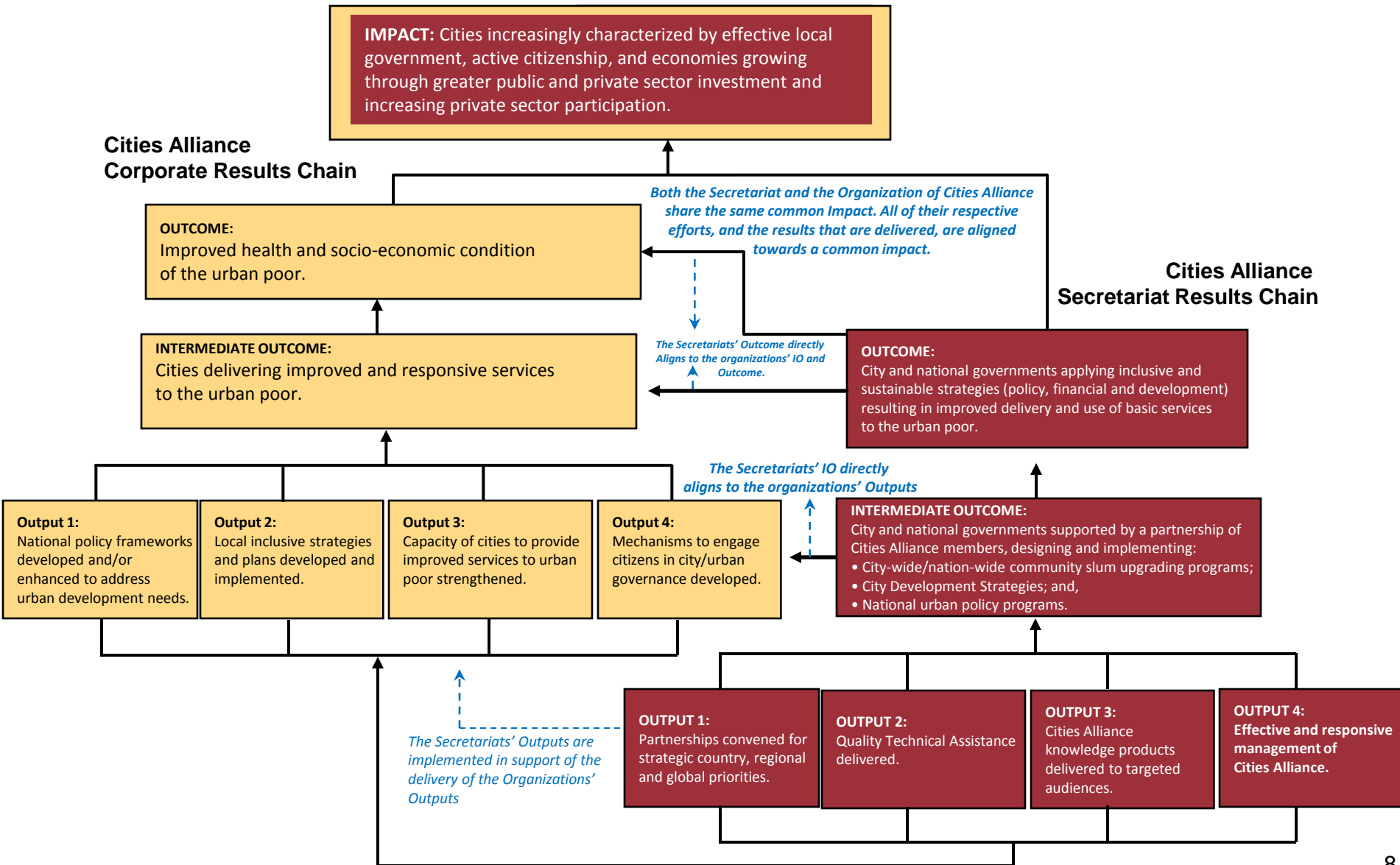
CA Corporate RF	
Results Chain	Performance Indicators
Impact	Quantitative & Qualitative measures of performance here
Outcome	Quantitative & Qualitative measures of performance here
Intermediate Outcome	Quantitative & Qualitative measures of performance here
Outputs	Quantitative & Qualitative measures of performance here

## Secretariat

CA Secretariat RF	
Results Chain	Performance Indicators
Impact	Quantitative & Qualitative measures of performance here
Outcome	Quantitative & Qualitative measures of performance here
Intermediate Outcome	Quantitative & Qualitative measures of performance here
Outputs	Quantitative & Qualitative measures of performance here

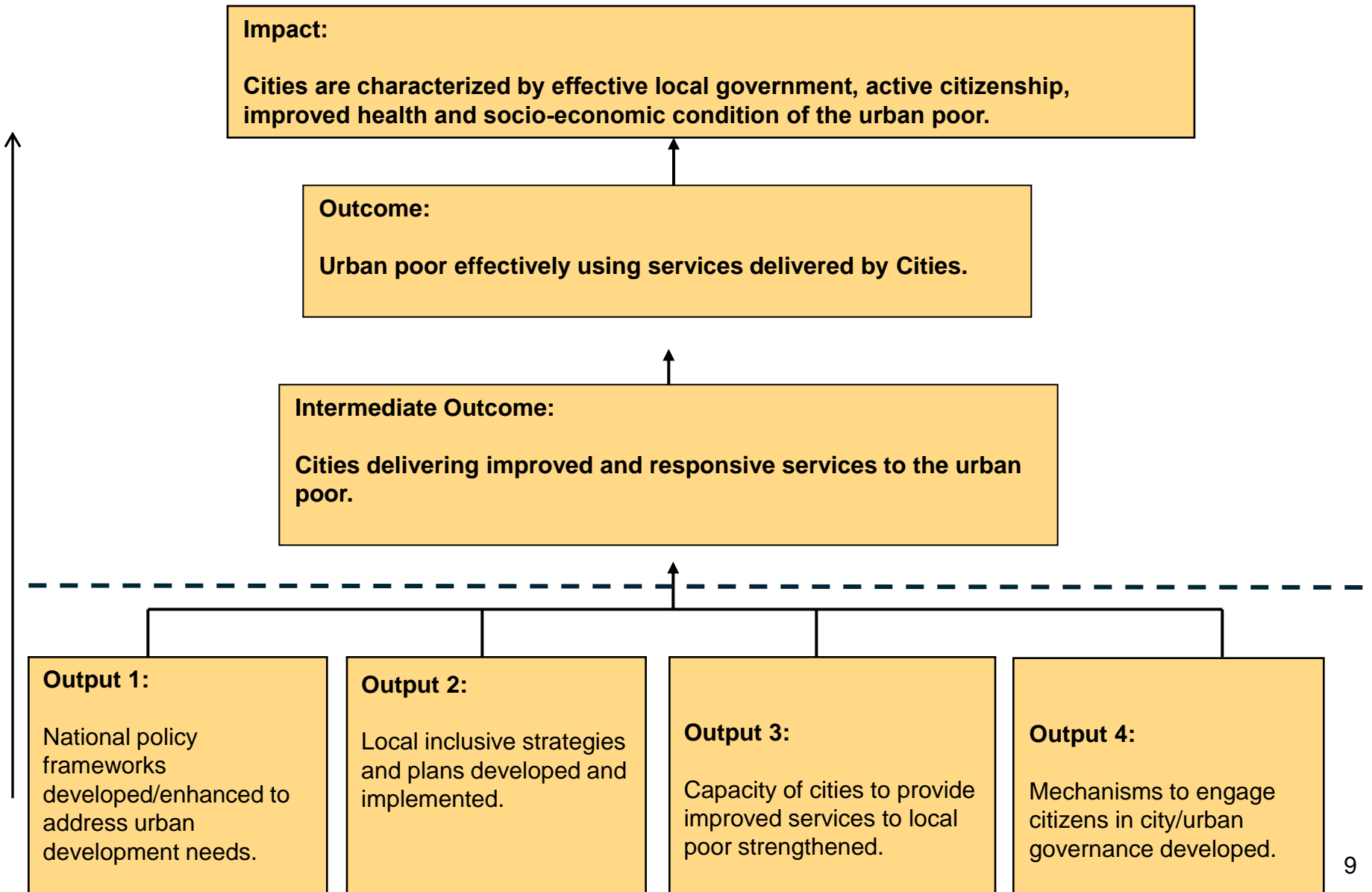
**ALIGNMENT**

# Cities Alliance Results Architecture : The Secretariat and the Organization Aligning for a Common Impact





# Cities Alliance Corporate Results Chain



# Cities Alliance Results Chain for the Secretariat

