

Metropolis Commission 2
Managing Urban Growth

**Outcome Model for Inclusive
Urban Management**

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3rd Millennium Urban Management Goal

Inclusive Society

⇒ Challenge is to install Inclusive Governance --Planning,
Policy & Programme Management

⇒ But what is *Inclusive Governance (IG)*

⇒ IG Indicator: *Equity in access to services which can be
effectively utilized*

⇒ Lack of IG Indicator: *A tale of two cities, a city within
a city* is a characteristic syndrome



3rd Millennium Urban Management Goal

⇒ **During last three years, outcome-oriented city planning, budgeting, programme management system being developed in a major Indian metropolis**

⇒ **Outcome roadmap is on public domain: www.mcgm.gov.in
See Budget Statement 2010-11, 2009-10, 2008-09**

⇒ **Major components include:**

- * Performance Indicators in terms of output & outcome deliverables**
- * Causative factors of inadequacies on performance front**
- * Transfer of performance results into practice through:
 - * New activities to enhance outcome prospect**
 - * Build DDP route**
 - * Install Outcome-oriented M&E system to generate & transfer outcome results to planning/budgeting****



Towards Inclusive Urban Governance

⇒ Govts recognize need to shift focus from only creation of additional assets/outputs for service coverage & extension to *effective use of outputs to result in outcomes*

⇒ Outcome promoting initiatives:

***MTEF**, *as impact cannot be expected in one year*

***Performance-based budgeting**, *to induct efficiency & effectiveness* -- priority urban challenge

An Indian City Initiative

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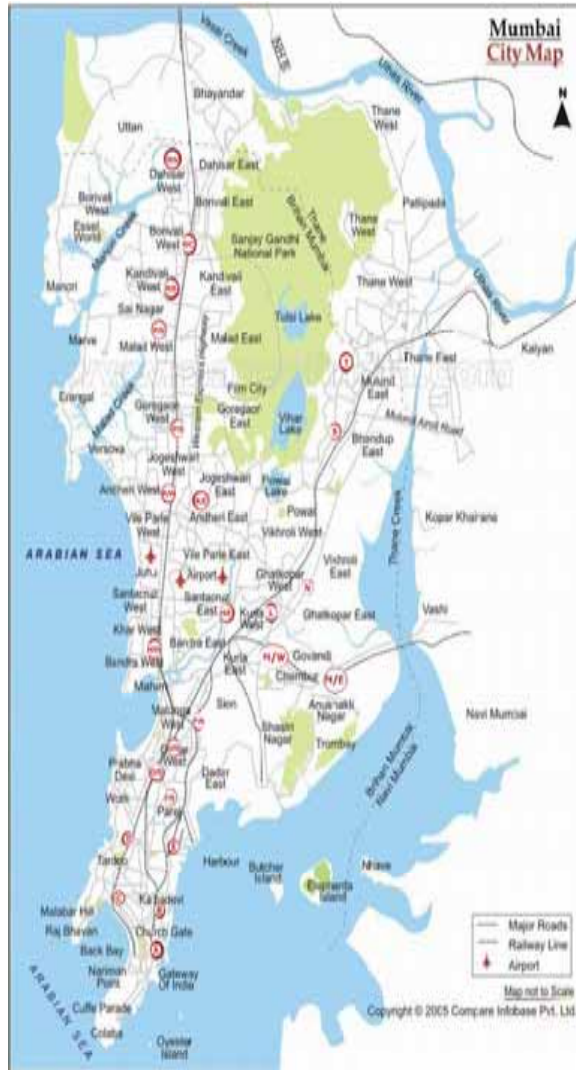
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MUMBAI-- India's first municipal corporation 1882-- Age 128

First urban local govt to install Outcome process



City within city syndrome,
reflecting typical metro
scenario

***Growing slums 54% pop**

***Poverty dimension less
income-based (BPL),
largely service access-
oriented**

**•Annual Budget
US \$ 4.4 bn +**

**• *Global Leadership in
Outcome Approach to
City Management***

MCGM Outcome Roadmap: Evolutionary Stages

MCGM Budget 2006-07 first introduced outcome concept.

System gradually evolved in 2008-09, 2009-10, 2010-11

Budgets



MCGM Outcome Roadmap: Evolution Stages

MCGM Budget 2006-07: “*budget for the year 2006-07 has the distinction of being the first outcome-based budget for Mumbai.*”
outlays, outcomes & time-lines to be displayed through media & MCGM website, & “at end of every quarter, in form of achievements of expenditure & physical outcomes, with reasons for short falls in performance, if any.”

⇒ **No progress during year & next. Was only an *expression of intention***

⇒ **SDS inducted to start preparatory work in Nov. 2007, leading to *Outcome framework, with specific output & outcome indicators* in Budget 2008-09**



MCGM Outcome Process: Foundation Building

Outcome framework Budget 2008-09

- ⇒ *core activities identified for producing outcomes*
- ⇒ *evaluation Studies proposed for 4 Depts to assess roadblocks*
- ⇒ *commitment to present performance results –presented in Budget 2010-11*
- ⇒ *commitment to transfer outcome results to Budget –
development work in progress, approach presented in Budget
2010-11 & results likely to be transferred in Budget 2011-12*
- ⇒ *develop data base -- work initiated in 2009-10 & to be
institutionalized in 2010-11*



MCGM Outcome Process: Foundation Building

MCGM Budget 2009-10

⇒ **Data base on roadblocks to progress & effectiveness**

Work completed for 4 Depts in 2009-10

⇒ **Department-Department Partnership –DDP Strategy presented in Budget 2010-11**

⇒ **Establish OAB, OMC, M&E Cells *To do in 2010-11***

⇒ **Methodology *to transfer Performance Results into Programme Planning & Budgeting* *Work initiated in 2009-10. Likely to be presented in Budget 2011-12***



MCGM Outcome Roadmap Work Plan 2010-11

MCGM Budget 2010-11

“succeeded in developing model for outcome-based budget during the year. A package of output-based performance indicators and Outcome-based performance indicators to measure the progress and Performance of activities in all 19 departments of the M.C.G.M has been prepared...”

Outcome Roadmap-- 3Tier in-house system

Outcome Advisory Board (OAB) –Decision making



Outcome Management Unit (Finance Department)



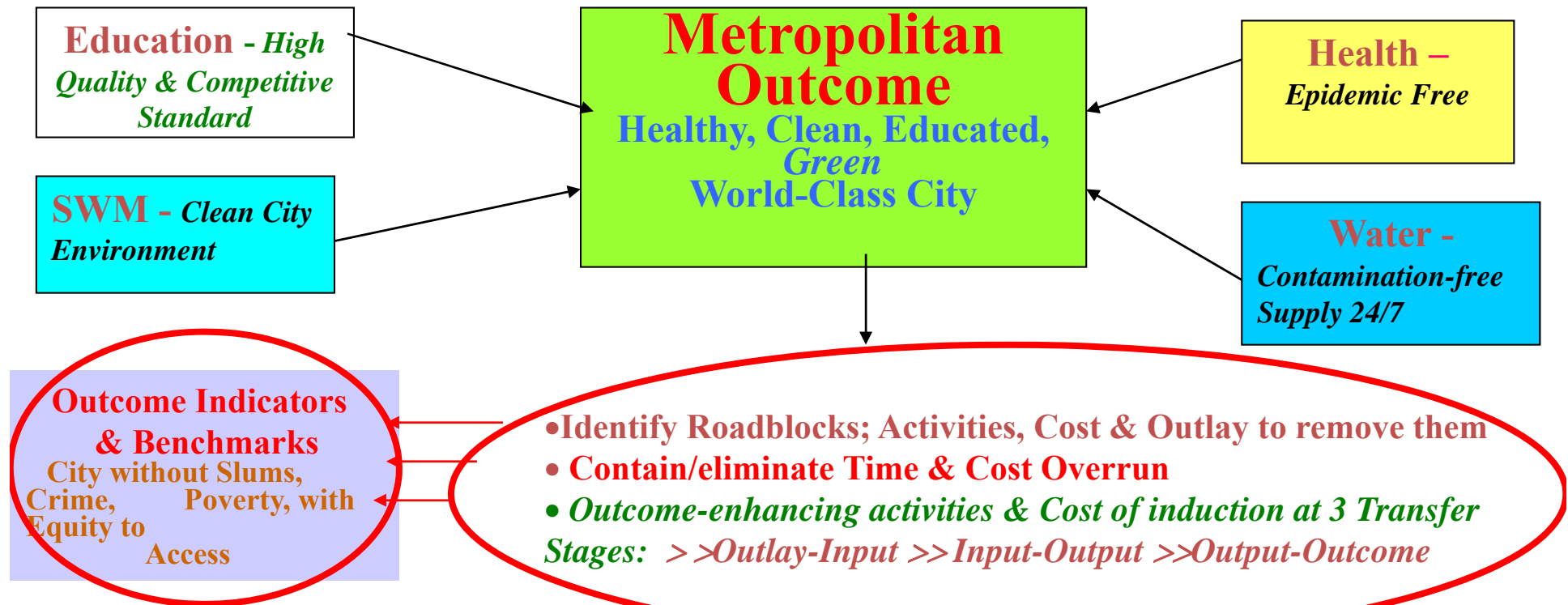
Outcome M&E Cells (Initially 4 departments, gradually all)

Specific activities, outlays for M&E, Data base, CB, Evaluation studies, ward level performance indicators and city reports



SDS Outcome-oriented Model

Activities & Challenges to Attain Outcomes in Mumbai



Three stage Outcome Process -- OoP, OoB, OoE, with specific activities (roadblocks, outputs & outcomes) to monitor & evaluate at each Stage, to induct activities to eliminate RBs & add milestones of Productivity, Quality, Efficiency, Productivity, Effectiveness = to result in Outcomes through effective use of the outputs

SDS Approach to Outcomes

Transfer Results to Budget

⇒⇒ Outcome Roadmap base :2 Performance Results

⇒ Performance Indicator Results (PIR)

*** Assess Gap between Actual & Target**

⇒ Evaluation Study Results (ESR)

***Make inventory of CF of Gaps/RBs**

***Assess time/cost overruns , funding sources**

***Assess impact of CFs**

***Addressing weak/zero DDP**

***Other relevant information**

PR+ER provide inputs for Outcome Roadmap Action Plan

through programme planning to budgetary process



About SDS

- ⇒ Quarter century of operations across 25 countries, over 40 cities & globally recognized Centre of Excellence
- ⇒ Four UN Awards for Excellence/Best Practice 1994-2003
- ⇒ UN HABITAT Training of Trainers Institution for all UN regions & Regional Coordinator for GUO Program 1993-2005
- ⇒ Member of First Global Advisory Board of UN HABITAT for Research in Human Settlements (HS-NET), Nairobi, 2003-2007
- ⇒ President, Network of Local Government Training & Research Institutes in Asia & the Pacific (LOGOTRI), Manila, 2007-
- ⇒ Member, Regional Network of Local Authorities for Management of Human Settlements (CITYNET), Yokohama, 2010-2013
- LOGOTRI & CITYNET are UN ESCAP supported Asian networks,
- ⇒ Member, Board of Governors, Global Urban Development Network (GUD), Washington, 2010-

Society for Development Studies (SDS)

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