

About SDS



- ▶▶ **SDS think tank in India since 1984**
- ▶▶ **Footprints 50 + countries in policy research, program evaluation, capacity building, technical assistance**
- ▶▶ **Innovate products in national/local planning, financing & development**
- ▶▶ **Global expertise in inducting outcomes in planning & budgeting**
- ▶▶ **Expertise reflected in *4 UN Awards for Best Practice/Excellence***
- ▶▶ **Was UN Agency Global Training of Trainers Institution & Member of several global expert/advisory groups**
- ▶▶ **ExCom CITYNET, President LOGOTRI, Member First Global Advisory Board for Research in Human Settlements (HS-NET), Urban Indicators Global Expert Group from 1990, Making Training Matter Expert Group ...**

MDG -Results



- ▶▶ **Mixed results**, indicating some success in attaining goals. **BUT**
- ▶ *Significant variations across countries & within countries/cities*
- ▶ *Most results in terms of short term output deliverables, indicative of **half-hearted approach**, with little/limited information base*
- ▶ **Most MDG targets vague – reduce % pop from problem or cover specific % of pop *but not in terms of full elimination of problem***
- ▶ **Focus on national or city scenario & not within country/city *Hence increasing evidence of cities within a city***
- ▶▶ **Where is the inclusive city today ? *That should be the MDG final outcome***

Use MDG Results for Post 2015 Agenda



- ▶▶ ***Challenge is to assess sustainability of MDG attainment. Will attained trend continue. Post 2015 MDG Agenda must induct outcomes***
- ▶▶ ***Introduce themes similar to “cities without slums” For example***
- ▶▶ ***“cities without hunger,” “cities without malnutrition,” “cities with full employment,” “cities without crime,” “self-financing & sustainable cities”***
- ▶▶ **Introduce outcome indicators that capture impact of effective use of output deliverables (largely coverage indicators)**

Output or Outcome Deliverables



- ▶ ▶ **Considerable confusion between Output & Outcome**
- ▶ **What is outcome of 100 % pass out rate --*full employment?***
- ▶ **What is outcome of 100% coverage to safe drinking water**
-- *zero water-borne diseases, improve city productivity ?*
- ▶ **What is outcome of 100% coverage of sanitation facilities –**
clean & safe city, improved investment climate ?
- ▶ ▶ **Such outcomes constitute Post 2015 MDG Agenda**

Post 2015 MDG Agenda



- ▶▶ **Post 2015 MDG to address assessed roadblocks of pre-2015 activities & their causative factors as also Post 2015 Outcome Agenda**
- ▶ **Program components to include new types of activities**
- ▶ **Need to also *focus at sub-city level to induct inclusiveness in cities***
- ▶ ***Build City ward level data base* on problems, monitoring & evaluation outcome indicators**
- ▶ **Indicate Outcome Targets & specific program components to attain them, including assessed roadblocks & their causative factors**

Outcome-oriented Operations



Outcome-oriented Planning *Induct outcome orientation in programs to*

- ▶ ▶ **stimulate productivity, efficiency & effectiveness**
- ▶ ▶ **address roadblocks in conversion of outlays into output deliverables & outputs into outcomes**
- ▶ ▶ **build effective coordination & convergence of inter-department activities (DDP in addition to PPP)**

Outcome-oriented Operations



Outcome-oriented Budgeting *Provide budgetary allocations to undertake*

- ▶ ▶ **outcome- promoting activities** Eg education reform to link education to employment, stimulate thinking process, build self-confidence
- ▶ ▶ **budget sharing for similar activities across depts. to build C&C/DDP**

Outcome-oriented Program Management to

- ▶ ▶ **Develop outcome-oriented M&E system**
- ▶ ▶ **Capacity building of Political/Administrative Leadership, Operational officials**
- ▶ ▶ **Induct Integrated approach to planning, budgeting & program management**



Conclusions

- ▶▶ **Integrated Outcome-oriented Planning, Budgeting & Program Management**
- ▶▶ **Outcome-oriented M&E System**
- ▶▶ **DDP within the government system**
- ▶▶ **Capacity Building**
- ▶▶ **Post 2015 MDG must be outcome driven**