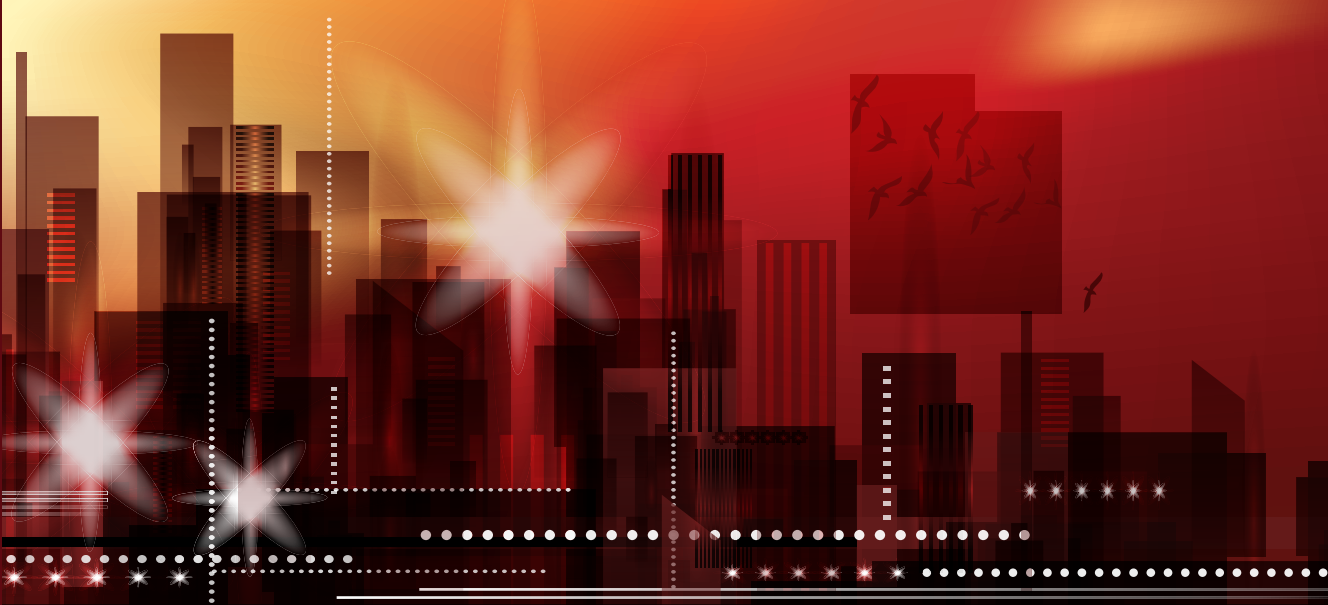


Evaluation of the Establishment Process of the Rafik Hariri UN-Habitat Memorial Award



JULY 2013

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Process of the **Rafik Hariri**
UN-Habitat Memorial Award

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UN  HABITAT



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United Nations Human Settlements Programme (UN-Habitat)
P. O. Box 30030, 00100 Nairobi GPO KENYA
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Acknowledgements

Authors: Rukia Hayata
Editor: Olubusiyi Sarr
Design & Layout: Andrew Ondoo

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ACRONYMS AND ABBREVIATIONS

LDCs	Least Developed Countries
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
RHA	Rafik Hariri Award
RHF	Rafik Hariri Foundation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAWLAT	Tanzania Women Land Access Trust
TOR	Terms of Reference
UN-Habitat	United Nations Human Settlements Programme
UNGA	United Nations General Assembly
USD	United States Dollars
WHD	World Habitat Day
WUF	World Urban Forum
YOP	Youth Opportunities Fund

EXECUTIVE SUMMARY

I. INTRODUCTION

This report presents findings and recommendations on the evaluation of the Rafik Hariri UN-Habitat Memorial Award (hereafter the Hariri Award or the Award) launched in 2009 jointly by UN-Habitat and Rafik Hariri Foundation (hereafter the Foundation), the sponsor of the Award. It also covers the evaluability assessment of the Memorandum of Understanding (MOU) between the Foundation and UN-Habitat.

The Award was inaugurated in 2010 at the Fifth Session of the World Urban Forum held in Rio de Janeiro, Brazil. It honors the late Lebanese Prime Minister, Mr. Rafik Hariri, and comes with a USD 200,000 cash prize, a trophy and a certificate. It is awarded every two years for exemplary achievements in human settlements and socio-economic advances for the urban poor. The Award was endorsed by the UN-Habitat Governing Council at its twenty-second session in April 2009.

The Foundation requested both the evaluation for the launch phase of the Award and the evaluability assessment of the Memorandum of Understanding (MOU). It is a technical assessment of progress in implementing agreed commitments of both partners as contained in the agreement signed between UN-Habitat and the Foundation in March 2009. This evaluation was conducted by an independent consultant, Ms. Rukia Hayata, during the period of March to July 2011.

The objective of the evaluation was to provide lessons learned from the launch phase of the Memorial Award and independent forward looking recommendations to both UN-Habitat and the Foundation so as to improve planning and implementation of the Award. The purpose of the evaluation was to identify strengths and weaknesses in the MOU and in the first phase of the launch of the Award and to inform the management in the planning of future cycles.

A review of existing literature on the Award Secretariat at the UN-Habitat headquarters and administration of questionnaire-based interviews with UN-Habitat and Foundation staff, members of the International Jury and members of the Steering Committee were conducted as part of the evaluation. Views of the general public were drawn from a sample of the list of participants at the Fifth Session of the World Urban Forum that witnessed the inauguration of the Award.

II. MAIN FINDINGS

Rafik Hariri Award

- As an endowment fund, the Foundation has an in-built mechanism to secure predictable funding from the Award sponsor for a period of at least ten years. The Award has a robust solid organizational structure which was established through Article 3 of the MOU, which was comprehensively formulated. The MOU offers elements of governance, trans-

parency and conflict resolution. There is also in-built flexibility and room for consultation, negotiation and if necessary revision. Under Article 15, the MOU has provision for replacement whereby administrative responsibilities could be transferred to Foundation without further review or amendment.

- The resource levels for managing the Award were adequately designed. However, access to these resources are subject to United Nations rules and regulations that are at times not well-suited for adjustment to the specific needs and demands of the various Award actors such as senior members of the International Jury and the Steering Committee in matters of employment, travel and honora¹.
- Delays in holding regular meetings of the Steering Committee constrained the entire process. There was lack of a clear calendar of meetings to which to adhere for successful delivery of the activities.
- Administrative arrangements by the Tanzania Women Land Access Trust—the contracted administrative services provider—were commended by the members of the International Jury. The Trust provided logistical services to support the Award Secretariat at UN-Habitat.
- Both the Foundation and UN-Habitat senior managers have reconfirmed their commitment and interest in the Award through interviews and the survey. At

senior management level, the Executive Director of UN-Habitat has demonstrated interest in, and support for the Award. At the Foundation, the Award is a top priority.

- The Foundation needs to secure financial stability for the award. The process to establish an endowment of USD 20 million is yet to be initiated.

Implementation arrangements

- The launch of the award process was implemented under a tripartite arrangement between UN-Habitat, the Foundation and the Trust. Its inclusiveness will remain a challenge until information is effectively shared between and among the main stakeholders and partners.
- The MOU and the Award process reveal a lack of in-built monitoring and feedback mechanisms to provide information on progress of its implementation as well as reveal necessary areas for improvement and adjustments during the implementation period. There were no action plan, indicators of achievement and means of verifications with timelines and responsible teams and/or persons.
- With regard to the venue of the Award, key players mostly at the Foundation had doubts over the suitability of the World Urban Forum, which moves location every two years. An analysis of strengths, weaknesses, opportunities and threats (SWOT) of various potential venues should be carried out to help identify the best venue. In the meantime, United Nations Secretariat in New

¹ *Once disbursed to the United Nations, funds must be governed by United Nations rules and regulations.*

York is suggested as the best option for future Awards but care must be taken to ensure that the Award receives due attention and visibility.

- Instant visibility was secured by having the inauguration ceremony strategically placed at the opening of the Fifth Session of the World Urban Forum held in Rio de Janeiro in March 2010. However, limited publicity of the Award has emerged as a major concern that must be addressed.
- Relevant project management tools, including reporting, monitoring and evaluation plans, need to be considered and developed by UN-Habitat in the process to increase the Award's publicity and visibility as well as provide feedback on its implementation.

III. CONCLUSIONS

The evaluation concluded that firm commitment for the Award among the cooperating partners had been witnessed, creating a sound basis for continuity into the next cycle.

The analysis of both design and process of the Hariri Award during its first cycle lead to the conclusion that its design is adequate but delivery processes of that design are far from perfect and need to be rectified before embarking on the second cycle.

There is firm commitment for the Award among the cooperating partners and it is the basis for continuity into the next cycle. The current MOU has offered elements of

governance, transparency, conflict resolution, inbuilt flexibility and room for revision and consultation. However, evaluability of the Award processes—including the existence of a clear vision, mission, objectives, activities to deliver the strategic objectives and indicators to measure achievements—remains a challenge.

IV. LESSONS LEARNED

- Adequate time and opportunity for participation before and after the Award are required to achieve optimal involvement of stakeholders.
- The success of the Award during the first cycle is to a large extent attributed to adequate selection process and support from senior managers at UN-Habitat and the Foundation.
- Publicity should be broadened prior to the call for nominations through both the electronic and print media. The process should start with a longer lead time built in so that adequate time is available during the selection process.
- Independent verification of the nominations ought to be reviewed by the technical review committee to ascertain accuracy of claims in nomination documents. A search function could also be explored for different categories of achievers.

- Timely launch of the Award process is as critical as taking necessary measures to enhance publicity, streamline administrative processes and institutionalize supportive promotion activities for the Award, given its size and status.

V. FORWARD LOOKING MANAGEMENT OPTIONS FOR THE AWARD

Four options are proposed with regard to future management of the Award:

Option 1: Business as usual.

Maintain the current arrangement with UN-Habitat as the hub of the Award Secretariat. This is a bilateral arrangement between Foundation and UN-Habitat with UN-Habitat in the lead. This option is considered inadequate if one wishes to address the weaknesses faced in cycle 1 of the Award.

Option 2: Outsourcing of administrative functions.

Maintain the current arrangements with UN-Habitat as the hub of the Award but reduce the level of engagement by the Award Secretariat at UN-Habitat and outsource administrative duties. This option would require a tripartite arrangement between UN-Habitat, the Foundation and the service provider.²

² *The evaluation team presented the four options to UN-Habitat management for discussion. UN-Habitat's preference was against entering a tripartite agreement. A model with clearly delineated functions between UN-Habitat and the Rafik Hariri Foundation with the Foundation responsible for most of the administrative functions was preferred.*

Option 3: Shifting responsibilities from UN-Habitat to the Foundation with the Foundation in charge of the Award Secretariat.

This will amount to a bilateral arrangement with the Foundation in the lead and UN-Habitat would play a supportive substantive role. A roadmap detailing activities and responsibilities of the award process and cycle should be developed and incorporated in the MOU.

Option 4: Moving the Award Secretariat to the Foundation and with the Foundation responsible for outsourcing administrative functions.

The Award Secretariat shifts from UN-Habitat to the Foundation and current MOU is complemented with a roadmap, as in option three, and administrative functions are outsourced. It would reduce the level of UN-Habitat's engagement in the Award and administrative duties would be outsourced to a service provider. This arrangement would require a tripartite arrangement between the Foundation, UN-Habitat and the service provider.³

VI. RECOMMENDATIONS

Recommendation 1:

Consider outsourcing administrative duties and publicity functions. This can be done as part of a tripartite arrangement between UN-Habitat, the Foundation and the service provider. Irrespective of the management structure and option adopted, it is highly recommended that all tasks or activities that

³ *See previous footnote.*

can create a burden on either UN-Habitat's or the Foundation's line staff be outsourced to a third party. This may include information and communication activities related to web-site design and implementation of media strategy. However, outsourcing is not a *panacea* to solving current problems. The Award will still need to be carefully packaged to avoid *ad hoc* decisions that are not working to the full benefit of UN-Habitat and the Rafik Hariri Foundation in promoting the Award and its goals. The Steering Committee must also decide if the services of Tanzania Women Access Trust will continue or not.

Recommendation 2:

Consider developing a comprehensive action plan or road map to complement the MOU between UN-Habitat and the Rafik Hariri Foundation. The road map should address concerns which would include outsourcing, media strategy, new protocol arrangements, venue of the Award to give it a high profile, and so on. It should also detail activities, timeframes and responsibilities and address a range of dimensions including activities, scheduled meetings, information dissemination and communication modalities and monitoring and reporting frameworks. In addition, the offices responsible for information, monitoring and evaluation at UN-Habitat Headquarters should be included in the Award team to ensure that the Award supports the agency's core mandate.

Recommendation 3:

UN-Habitat, in consultation with the Foundation, should fix the calendar to ensure timely and regular events, including Steering Committee meetings for the year and decide conditions for appointing alternate co-chairs of the Committee with full authority.

Recommendation 4:

Review the conceptual aspects of the Award so as to strengthen its focus, taking into account the following:

- Sharing the Award between two winners provided there is adequate follow-up with them thereafter.
- Alternating winners between different geographical and social groups and beyond political or well-known personalities.
- Honoring the commitment of Mr. Hariri by giving opportunities to those who have reached the top and who have the qualities, determination and strategy to learn from the example of the Nobel Peace Prize.

Recommendation 5:

Enhance advocacy by launching an award publicity campaign through established channels including the media, involve UN-Habitat staff and target media in Lebanon and media in the country hosting the Award ceremony. The Foundation should participate in all UN-Habitat activities to make the Award more visible. A wider audience could be reached by advertising nominations



through UN-Habitat established channels and other print media such as The Economist, which has wide international circulation.

Recommendation 6:

Change the nomination, screening and selection processes. Potential candidates could apply and a technical expert review committee vet candidates with the International Jury, which would be shortlisted for the Steering Committee's final decision. UN-Habitat would do the preliminary screening of submitted documents, especially of administrative aspects, and the International Jury could then decide if further screening would be necessary. To ensure full transparency in the screening process the International Jury should be kept informed of the preliminary screening done by the secretariat. As far as possible, the practice of selection of the winner by the Jury through consensus should be encouraged as it worked well during the first cycle. In addition, the technical expert review committee should present the roster of finalists to the International Jury well before it is scheduled to meet to allow ample time to review the finalists in detail. It is important that preferably six to eight weeks should be given for submission of nominations.

Recommendation 7:

The Steering Committee should consider competing options when deciding on the suitability of the venue for the Award ceremony. These are at the venue of the World Urban Forum, which successfully hosted the inauguration ceremony; at the UN-Habitat Headquarters in Nairobi, which hosts the regular sessions of the Governing Council; and at United Nations General Assembly at the United Nations Headquarters in New York. A SWOT Analysis should be conducted to guide the decision on the best option. It is worthwhile exploring different possibilities for a strategic event organizer partner before a final decision is taken.

Recommendation 8:

Build monitoring and evaluation frameworks for the Award process into the proposed action plan/roap map for the next cycle. Progress reports, based on the action plan, should be regularly submitted to the Steering Committee for review. There is a need to establish monitoring and feedback systems that track and report on the progress of implementation.

1. INTRODUCTION AND BACKGROUND



Mrs. Nazek Rafik Hariri delivering a speech at the Rafik Hariri UN-Habitat Memorial Award Ceremony in Rio de Janeiro, Brazil. 2010 © Rafik Hariri Foundation

1.1. INTRODUCTION

This report presents the findings of the evaluation of the launch of the Rafik Hariri UN-Habitat Memorial Award (hereafter the Award) and an evaluability assessment of the Memorandum of Understanding (MOU) between the UN-Habitat and the Rafik Hariri Foundation (hereafter the Foundation), the sponsor of the Award. The Award was inaugurated in March 2010, at the Fifth Session of the World Urban Forum in Rio de Janeiro, Brazil.

The Rafik Hariri UN-Habitat Memorial Award is a joint initiative of the two organisations. It seeks to reward individuals and organizations who have followed and built upon the

exemplary achievements of the late Prime Minister of Lebanon, Mr. Rafik Hariri, in human settlements as well as socio-economic advances for the disadvantaged in urban areas. Mr. Rafik Hariri died on 14 February 2005, only five months after being honored as the winner of the Habitat Scroll of Honour, Special Citation, at the Second Session of the World Urban Forum held in Barcelona, Spain.

The evaluation of the launch phase and the evaluability assessment of the Rafik Hariri UN-Habitat Memorial Award were requested by the Foundation. The evaluation was conducted during the period from June to July, 2011 by an independent consultant, Ms. Rukia Hayata.

1.2. ABOUT THE AWARD PARTNERS

UN-Habitat is the United Nations agency mandated by the General Assembly to monitor and coordinate the implementation of the Habitat Agenda. The purpose of the agenda is to promote the ideals of adequate shelter for all and sustainable human settlements development in an urbanizing and globalizing world. The mission of UN-Habitat is to promote socially and environmentally sustainable towns and cities and their respective communities. UN-Habitat's goal of sustainable urbanization is significant because cities are centers for wealth creation, social harmony and innovation.

To achieve sustainable urbanization and secure an effective implementation of the Habitat Agenda, UN-Habitat spearheads knowledge generation, sharing of experiences, documentation of best practices and building of partnerships. The Habitat Agenda underlines that partnerships are key to realizing UN-Habitat's mandate. By emphasizing partnerships, UN-Habitat is contributing to the achievements of the eighth goal of the United Nations Millennium Development Goals (MDGs) that underscores the role of partnerships in sustainable development.

Specifically, UN-Habitat identifies documents and disseminates best practices in the implementation of the Habitat Agenda through its Best Practices Programme. As part of its mandate, the agency administers different human settlements related awards, which include: The Habitat Scroll of Honour, Dubai International Award for Best

Practices to Improve the Living Environment, The Shaikh Khalifa bin Salman-Al Khalifa Award and the Rafik Hariri UN-Habitat Memorial Award.

The Habitat Scroll of Honour is the United Nations General Assembly-mandated award which consists of a certificate and plaque, and is issued to ten outstanding best practices from around the World on World Habitat Day. The Habitat Scroll of Honour takes on special significance when the winner of the Scroll is a Head of State or Government and is called a Special Citation. Since the award was launched in 1979, only four individual special citations have been awarded, with Mr. Hariri as the third winner. Other distinguished recipients include the King of Thailand (2002), The King of Sweden (2003) and the Prime Minister of Bahrain (2007). Citations can also be given to national or local governments and, to date, Nanjing City, China (2008), Seoul City, Korea (2010) and the Ministry of Housing of Spain (2002) have been honored in this way.

The Dubai International Award for Best Practices to Improve the Living Environment is sponsored by the city of Dubai, and is a USD 360,000 cash award which is issued every two years and shared among 12 best practices in the UN-Habitat field from around the world. The award started in 1995 and has completed its eighth cycle. It is jointly managed by Dubai Municipality and UN-Habitat. The municipality manages most of the administrative, media and logistical tasks while UN-Habitat handles all the substantive aspects and some level of publicity.

The Shaikh Khalifa bin Salman-Al Khalifa Award is a USD 100,000 biennial cash award sponsored by the Government of Bahrain in honor of its Prime Minister, who won the Habitat Scroll of honor, Special Citation in 2007. The award was launched in 2008 at the Fourth Session of the World Urban Forum held in Nanjing, China. It has completed two cycles.

The Rafik Hariri UN-Habitat Memorial Award is sponsored by the Rafik Hariri Foundation to honor the late Prime Minister. The Award comes with a USD 200,000 biennial cash prize. It was launched in March 2010 and has just completed its first cycle. The award is the focus of this evaluation.

1.3 OVERVIEW OF THE RAFIK HARIRI FOUNDATION AND THE MEMORIAL AWARD

The Rafik Hariri Foundation was established in 1979 to provide health, social and cultural services to disadvantaged people in Lebanon. After outstanding achievement in the construction industry and business, Mr. Rafik Hariri entered politics and became Prime Minister of Lebanon for two terms from 1992 to 1998 and again from 2000 to 2004. He played a decisive role in the reconstruction of a country torn apart by a protracted 16-year civil war from 1975 to 1991 for which he was honored with the Habitat Scroll of Honor, Special Citation. This is the highest award of the United Nations system in human settlements development.

Mr. Hariri devised innovative financing for housing and physical infrastructure after the war in Lebanon and he sought to balance socio-economic development and empower the poor, women and the youths through improved health and education. In this way, he set a best practice in the healing of people torn apart by years of civil war, manipulation, hatred, intrigues and hopelessness. Five months after this recognition, on 14 February 2005, former Prime Minister Hariri and 20 other people were killed in a terrorist bomb blast in Beirut, an act of crime that was condemned virtually worldwide, including by the then Secretary General of the United Nations, Mr. Kofi Annan. The United Nations Security Council has since established a tribunal to investigate and prosecute the perpetrators.

Against this backdrop, a partnership between UN-Habitat and the Foundation arose based on common objectives related to development and the implementation of the Habitat Agenda. The two institutions agreed to establish the Rafik Hariri UN-Habitat Memorial Award jointly for the purpose of promoting creativity and excellence in leadership, statesmanship and good governance, including construction and reconstruction as well as human resources development and benevolent activities.

The first reason for establishing the partnership was the wish by the Foundation to honor the memory of Mr. Hariri and the mission to which he dedicated most of his life, culminating in his recognition by the United Nations in the field of promoting

peace and prosperity in conflict torn human settlements, the cause for which he was to be assassinated.

Secondly, UN-Habitat—as part of its mandate—wished to continue to use the unique Lebanon post-conflict reconstruction experience, spearheaded by Mr. Hariri, as a best practice in its humanitarian and development undertakings in other parts of the world faced with similar crises and challenges.

The Hariri Award can be shared between two winners. The current agreement provides for the Award to run for up to five cycles over the period between 2010 and 2018. The first cycle was concluded in Rio de Janeiro, Brazil, in March 2010 when Mr. Recep Tayyip Erdoğan, the Turkish Prime Minister, became the inaugural winner for the instrumental role he played in forging the Habitat Agenda at the Second United Nations Conference on Human Settlements dubbed ‘the City Summit’ held in Istanbul, Turkey. The Award was given to the Turkish Prime Minister in a high-profile opening ceremony of the Fifth Session of the World Urban Forum in Rio de Janeiro.

1.4 PURPOSE AND OBJECTIVES OF THE EVALUATION

The purpose of the evaluation is to provide lessons learned from the launch phase of the Memorial Award and recommendations to both UN-Habitat and the Foundation, in order to improve future planning and implementation of the Award. The evaluation also assesses the evaluability of the MOU.

The objective of the evaluation is to identify strengths and weaknesses in the agreement and in the first phase of the launch of the Award so as to inform corrective measures for future cycles and described in the Terms of Reference of the evaluation (Annex I: Terms of Reference).

Furthermore, the assessment will help establish consensus on the principles, best implementation plan and optimal distribution of responsibilities based on the comparative strengths of each party and communication channels to which both parties will subscribe to in the implementation of the agreement.

Specific objectives of the evaluation are to:

- Determine progress made and offer lessons learned since the launch phase of the Rafik Hariri UN-Habitat Memorial Award;
- Identify strengths and weaknesses in the agreement and in the first launch of the Award and provide corrective measures; and
- Provide independent forward looking recommendations on the Award to both UN-Habitat and the Foundation.

The evaluation was requested by the Foundation. It was carried out between March and July 2011 by an Independent consultant, Ms. Rukia Hayata.

1.5 KEY FOCUS AREAS OF THE EVALUATION

The evaluation focused on testing the assumptions made in the Award agreement and its administration in terms of organization and management as follows:

A high-quality design/organizational framework for the Award was assumed to exist and to be well set to achieve intended objectives and expected accomplishments. The study examined whether the design provides clear objectives and indicators to measure such achievements and whether the organizational structure was ideal for delivering the intended results.

- The management of the Award in the course of the first cycle provided a platform for making an initial appraisal of how UN-Habitat manages the processes for the optimal involvement of stakeholders, enhanced visibility and publicity, suitability of the venue, selection of the winners and transparency of the Award and so on.
- The ownership, leadership and existence of adequate support and engagement for the Award from UN-Habitat's senior management, performance of the entire UN-Habitat support team, administrative arrangements by the agency's Award team and administrative arrangements by the contracted administrative service provider, Tanzania Women Land Access Trust. Similarly, the existence of trust, commitment and support for the Award at the Foundation was assessed.
- The adequacy of existing publicity arrangements for the Award before and after the launch and follow up with the Award winner to determine his/her continued contribution was assumed and evaluated.
- The design of the MOU and the extent to which it provides well-defined objectives, expected accomplishments and activities with performance benchmarks for monitoring and providing feedback on the implementation of the Award.

1.6 OUTLINE OF THE REPORT

In line with the Terms of Reference, this report has four chapters. Chapter 1 contains an introduction, chapter 2 presents the evaluation methodology and chapter 3 covers the main findings. In chapter 4 evaluative conclusions, lessons learned and recommendations are presented. Forward-looking options to strengthen the Award and enhance its global profile are also provided.

2. EVALUATION METHODOLOGY



The International Jury from left to right; Mr. Kalyan Ray (India), Mrs. Hoda Tabbarah (Lebanon), Mrs. Hind AlHariri AlKarout (Lebanon), Mrs. Anna Tibaijuka, SC Senior Personality Mr. Charles Rizk (Lebanon), Chairperson Mrs. Mervat Tallawy (Egypt), Mr. Rafic Bizri (Lebanon) and Mr. Erik Berg (Norway).

© Rafik Hariri Foundation

2.1 DATA COLLECTION AND ANALYSIS METHODS

A mixed methods approach was adopted and data collection methods included:

- Review of literature and relevant documents that were available on the Award process at the UN-Habitat Secretariat (Annex II: List of Documents Reviewed);
- Formal and informal interviews to seek the views and opinions of core actors and stakeholders in the Award process;
- Face-to-face interviews with staff at the UN-Habitat Headquarters in Nairobi and, where this was not possible, telephone

interviews were conducted (Annex III: List of Persons Interviewed and Questionnaire Respondents); and

- Online survey was conducted through the administration of questionnaires to UN-Habitat staff, Rafik Hariri Foundation Award team, members of the International Jury and the Steering Committee, and World Urban Forum participants. The responses received and analyses of the questionnaires are presented in Annex (Annex IV: Survey Results and Discussion).

Evaluation findings and conclusions are based on the data and information collected from documentation, interviews and responses to the survey. The quantitative presentation of the results from respondents to the survey will facilitate the interpretation of data and guide the drawing of recommendations on making further improvement in the organization and management of the Award and the processes.

2.2 RESPONSE TO THE SURVEY

Out of a total of 50 questionnaires administered, 36 questionnaires or 72 per cent were returned, which is a good response rate. In the first part of the questionnaire, respondents were given an open-ended question to solicit their views on the different aspects of the Award. In the second part of the questionnaire, responses to the same questions were pre-coded to allow for more structured, concise comparative responses in line with existing assumptions on the management of the Award and the Award process.

2.3 LIMITATIONS TO EVALUATION METHODOLOGY

This evaluation was constrained by time. The consultant was given a one-month contract for the evaluation. This was too short to cover an in-depth review of documents, conducting interviews and the survey and making necessary follow ups. There was also inconsistency in the qualitative nature of information collected through the survey.

Overall, the evaluation took more time than estimated.

It also became apparent, during the preparation of the inception report, that knowledge of the Award process was scanty at UN-Habitat Headquarters. Interviews and detailed questionnaires had to be used to obtain the required information. This expanded the scope and parameters of the evaluation wider than had been originally envisaged.

Some of the statements made in this report should be used with caution because of these limitations and due to the fact that the assessment is based mainly on perceptions with limited time to triangulate the information.

2.4 MANAGEMENT, FACILITATION AND CONDUCT OF THE ASSESSMENT

The evaluation was managed by the Evaluation Unit of UN-Habitat. It was facilitated by the Best Practices and Policies Section in the Monitoring and Research Division. The actual assessment was conducted by the independent consultant.

3. MAIN FINDINGS



Turkish Minister of Culture and Tourism, Mr. Ertuğrul Günay receives on behalf of Turkish Prime Minister, the inaugural Rafik Hariri UN-Habitat Memorial Award during WUF 5, Rio de Janeiro. 2010
© Julius Mwelu/UN-Habitat

3.1 DESIGN ASPECTS OF THE AWARD

A. Quality of the design of MOU: The set-up of the Award is based upon a MOU which provides articles and useful criteria for assessing its design. It provides the purpose of the Award, the cycle and scope, an institutional structure to manage the processes and the resources to support the Award. However, it is evident that activities, timelines and indicators to measure progress in the implementation of the MOU need to be addressed.

B. Views on the design of the Award: Most respondents were very positive and enthusiastic about the Award and its design. About 88 per cent of the respondents believe that the Award is well conceptualized and its mission is clear and focused—namely honoring the life time achievements of the late Prime Minister by recognizing other achievers.

Most of the UN-Habitat senior managers interviewed pointed out that the Award design is comprehensive in its level of details. However, their opinion was that fair judgement is not possible unless there is a

comparative assessment with other Awards. Unfortunately, these have never been evaluated.

C. Measuring Achievement of Award Objectives: The primary indicator used to measure achievement of the main objectives of the Award (namely, raising awareness of the achievements of the late Mr. Rafik Hariri) was its high visibility at the World Urban Forum held in Rio de Janeiro in 2010 for the inauguration of the Award. The Forum was attended by more than 13,000 delegates from 170 countries including eminent personalities such as the President of Brazil, the President of Uganda and the Vice-President of the Philippines.

Many country delegations were led at ministerial level, including the United States and China. This event also had high profile media attendance, and this helped raise the profile of the event. It is felt that the objective of the Award; to recognize and reward efforts and contributions to the development of human settlements in alignment with the vision and work of the late Lebanese Prime Minister Rafik Hariri, is achieved.

Visibility is a key factor in any Award process as it enhances the image and purpose. The decision to inaugurate the Award at the Fifth Session of the World Urban Forum turned out to be a success. Sixteen per cent of the respondents took a less positive view acknowledging that it can take many years before an Award gets a distinguished audience and attention.

D. Institutional Structure of the Award:

The design of the memorial Award provides an institutional structure composed of five bodies:

- **The Senior Award Co-coordinator** at the Foundation is a full-time senior assistant acting as liaison and focal point for the Award process with UN-Habitat.
- **The Award team at UN-Habitat** led by the Award Coordinator. This team serves as the focal point and the executing body for Award activities. The Award Coordinator serves as co-secretary to the Steering Committee and as liaison with the **Foundation's Secretariat**.
- **The technical Expert Review Committee** at UN-Habitat (Review Committee), comprising no more than three members whose tasks include:
 - Reviewing submissions for the Award and short-list candidates to be forwarded to the Jury; and
 - Organizing a meeting for Review Committee members to consolidate their review of the submissions for the Award and so on.
- **The Steering Committee** has three members and two ex-officio members. The members are the President of the Rafik Hariri Foundation (or an officially designated representative), the Executive Director of UN-Habitat (or an officially designated representative), and a senior personality with expertise in the Award fields (nominated by the President of the Foundation and

endorsed by the Executive Director of UN-Habitat).⁴ The Steering Committee has a steering and decision making role. The Steering Committee also receives from the International Jury the name(s) of the proposed winner(s) for endorsement.

- **The International Jury** consists of seven eminent personalities, and it is entrusted with the following tasks:
 - Review and assess the respective portfolios of a short list of candidates presented by the Review Committee; and
 - Propose to the Steering Committee the laureate(s) of the Award and/or recommend splitting the Award between two winners.

Only one respondent answering the question on institutional structure aspects found the organization of the Award through its five bodies not to be relevant and ingenious in design. It was indicated by respondents that each of the five bodies had its own goals and procedures to follow and all seemed to complement each other. Further, the respondents were in agreement that the five bodies played their respective roles effectively and without duplication of effort. They helped making it possible to finalize the Award process in a short period of time so it was available for launch at the Fifth Session of the World Urban Forum.

⁴ In addition, the Senior Award Coordinator (from the Foundation) and the Award Coordinator (at UN-Habitat) serve as co-secretary to the Steering Committee as ex-officio members.

A UN-Habitat senior manager, who took a cautious view about the Award, admitted to being unaware of the bodies. Partly, this could be attributed to limited exposure to the Award process. This observation may not be uncommon since the Award process was fast tracked through the system to be completed by time of the launch of the Fifth Session of the World Urban Forum.

Given the lack of knowledge of the Award with some of the UN-Habitat respondents, more information on the Award needs to be shared with senior managers both at the agency and the Foundation to promote better understanding and ownership. The sustainability of the Award also depends on the existence of enthusiastic champions among both partners. About six per cent of UN-Habitat staff, some at senior level, were skeptical about the sustainability of the Award. Although this is a small percentage, it is still worthy of attention by the organization. Accordingly, this observation should be discussed at Steering Committee level to avoid any further negative repercussions before the second cycle starts.

E. Functioning of the Award Bodies:

While some respondents applauded the Award bodies for working smoothly in a 'collegial and seamless manner', other respondents were not aware of whether and how they are supposed to cooperate on a regular basis. This is not surprising given the short lifespan of the Award and limited exposure for some of the respondents to the administrative procedures that led to Award process.

Some respondents felt that the Steering Committee meeting, given its dependency on the availability of its high-level leadership, could delay the rest of the process. It was proposed that a more definite calendar for meetings should be set up, and with members adhering to it as far as possible to avoid undue delays and unpredictability. However, this proposal may be questioned on grounds that flexibility should be maintained as it can be an asset at senior level. It may also enable the participation of prominent people who cannot fit into a more rigid calendar.

These observations call for balancing regularity and predictability with flexibility to accommodate senior level participation. A compromise between a 'loose' planning structure and a more rigid work plan could be achieved through the use of more direct communications facilitated by modern facilities, by working on line, and using tele/video conferencing facilities for Steering Committee members.

F. Strengths and Weaknesses of the Award Design: The respondents were of the view that, in its design, the Award has far more strengths than weaknesses. They found that it has *'a design that works well with the partners complementing each other's strength'*. However, in terms of weaknesses, there were views that the design is heavy for the process. Some staff members involved in the Award processes complained they were left by the wayside by the rapid speed at which the Award process was inaugurated at the Fifth Session of the World Urban Forum.

One senior manager felt that there was insufficient coherence between UN-Habitat's mandate and the goals of the Foundation. This view would seem to reinforce a related observation by senior staff that did not follow the process to launch the Award and tended to confuse the Foundation's objective with the Rafik Hariri UN-Habitat Memorial Award. The latter is linked directly to UN-Habitat's work and mandate, and was approved by the Governing Council at its twenty-second session in resolution 22/6.

There were concerns coming from senior officials about UN-Habitat's unsuitability as a contractor. These concerns are worth noting. The agency did outsource or contract out the administrative aspects of the process in the agreement to an outside partner, Tanzania Women and Access Trust, which managed logistical matters such as travel and accommodation. This approach seems to have worked out well and might need to be formalized in future so that a tripartite arrangement is reached to manage the Award process efficiently and in a flexible manner that is in line with the financial rules of both core partners.

G. Predictability in Funding the Award: Under article 10 paragraph 1, section (b) the MOU provides for the creation of an endowment fund of at least USD 20 million to be invested and the returns accruing thereafter to service the Award throughout the first five cycles concluding in 2018.

The importance of core predictable funding for the Award is emphasized. The MOU further stipulates that *'while the Endow-*

ment Fund shall at all times remain at the entire and sole ownership of the Rafik Hariri Foundation who can dispose of it at sole discretion, it is clearly understood that such Fund shall be maintained until the conclusion of the fifth Cycle and/or termination of this MOU in accordance with its terms. The Rafik Hariri Foundation also undertakes to provide an annual performance report of the Fund “the Fund Report” to the Steering Committee for its review and guidance as may be necessary’.

From the survey, half of UN-Habitat respondents were not aware of the existence of the Endowment Fund, while half of the Jury members thought that the Fund is managed by UN-Habitat. According to the MOU, UN-Habitat manages only the annual budget approved by the Steering Committee to service an Award cycle.

At the Foundation’s Secretariat, all respondents were aware of the provision of the endowment Fund but they could not confirm if it had actually been established. It is of paramount importance that the Fund is established as soon as possible by the Foundation and a Fund Report prepared to be tabled at the next Steering Committee to kick start the second cycle, as a matter of priority and in accordance with the provisions of the MOU.

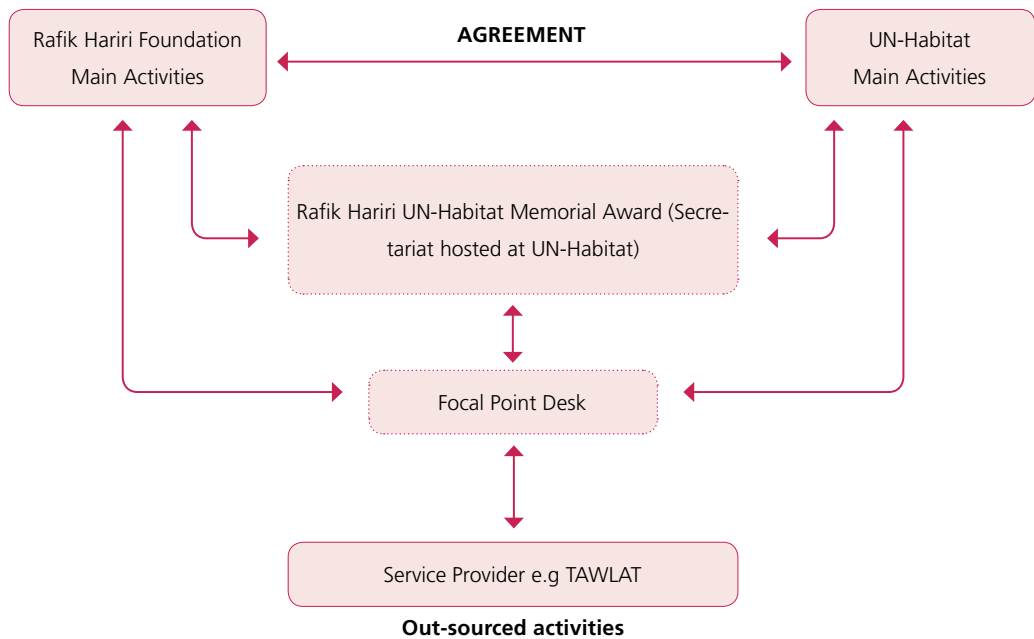
H. Attitude to the Award: Twenty-five per cent (or 82 per cent if excluding WUF participants) of the respondents believe the management of the Award compares favorably if not better with other special Awards in UN-Habitat. For example, respondents pointed out that it was the first time an

Award was being evaluated immediately after it had been launched. Apparently, the other Awards have not been evaluated although they have been running for years.

A minority of the respondents (2 or 6 per cent) have doubts about the Award. This positive finding is in line with the generally favorable and optimistic stance taken by the respondents in all categories of the Award. It is important to note the very favorable position of the Award team, the Jury members and the Steering Committee who were all positive about it. Some 16 per cent of UN-Habitat respondents felt they had not been adequately involved (see Annex IV for survey results).

Former UN-Habitat Executive Director and now a Steering Committee member nominated by the President of the Foundation (and endorsed by the Executive Director of UN-Habitat), Dr. Anna Tibaijuka, in responding to the question on ‘attitude’, explained her decision to place the Award under the responsibility of the Monitoring and Research Division where all partnerships and best practices are based. She believes the current arrangements provide opportunity for all senior managers in the agency to participate. She added that she did not see why a change of a hosting Division was necessary because, by design, it is just a coordinating centre where all Best Practice Awards are based. She pointed out that only few staff at UN-Habitat take interest in affairs beyond their immediate responsibilities and argued that she doubts staff have information on other awards in the agency or their activities although they have been going on for years.

FIGURE 3.1: Management model based on a tripartite cooperation agreement



I. Enhancing Visibility: Regarding suggestions as to how the management aspect of the resource component could enhance the visibility of the memorial Award, 40 per cent suggested that more information was needed and there was a need to invest in the media of which 28 per cent of UN-Habitat respondents suggested the allocation of resources for special promotional seminars and workshops.

The Foundation team, members of the International Jury and members of the Steering Committee suggested that resources are better utilized if the visibility is enhanced and that this be accomplished by holding the Award ceremony away from the World Urban Forum. On following up on why the

Forum would not be the appropriate venue for the Award ceremony, the respondents argued that while the Forum had served its purpose by launching the Award, it is such a large conference and its diversity is poised to drown the message.

This view was shared by the Foundation’s respondents and the evaluation has put forward recommendations on possible options for alternative Award venues for consideration by the Steering Committee. The Committee’s authority to decide on the Award venue derives from Article 2 paragraph 5 of the MOU stipulating that ‘To commemorate the events of the Second World Urban Forum in Barcelona, 2004 where the late Prime Minister Mr. Rafik Hariri was hon-

ored, the Award Ceremony shall be held during a prestigious event at a conference venue parallel to and in conjunction with the World Urban Forum convened by UN-Habitat, unless decided otherwise by the Steering Committee’.

3.2 IMPLEMENTATION ARRANGEMENTS

A. Collaboration of the Award Bodies, Participation and Inclusion: While the core team of the Award seems to be in constant contact, some members of the Award bodies at UN-Habitat complained that they had not been fully involved. The explanation given was the decision to fast track the Award process in time for the Fifth Session of the World Urban Forum in Rio de Janeiro, Brazil.

About half of the respondents from UN-Habitat staff, the Rafik Hariri Award Team, member of the International Jury and the Steering Committee (excluding responses from World Urban Forum participants) were aware of the provisions for regular meetings in the MOU. Another half was aware that such provisions must exist in the MOU but were not specific about the content. Three respondents at UN-Habitat were neither aware nor had information about the MOU.

Urgent action needs to be taken to avoid this problem in subsequent cycles as such sentiments could undermine confidence in the process and erode trust and image of the Award among the partners. Participation and inclusion of core staff is also a basis for successful organization of the Award processes.

B. Relevance of Meetings: This question was answered positively by most respondents (excluding responses from World Urban Forum participants). The evaluation learned that ‘In the inaugural cycle the Jury met twice, in Paris and Nairobi, to conclude its work. They were very well organized and efficiently backstopped by the Award secretariats at UN-Habitat and the Rafik Hariri Foundation. The meetings were very productive and were conducted in a very collegial and consensual manner. The meetings were a demonstration of good collaboration between UN-Habitat and the Foundation’.

C. Information Sharing: Except for one UN-Habitat staff who admitted not to have the information, most respondents agreed that the five bodies shared information in an effective and efficient manner. It was pointed out that the senior Award coordinator at the Rafik Hariri Foundation (Mr. Fadi Fawaz) and the Award Coordinator at UN-Habitat (Dr. Anantha Krishnan) have struck a good rapport and working relationship, and shared information regularly.

Dr. Anna Tibaijuka, the former UN-Habitat Executive Director, was also commended for being accessible and taking keen interest in the Award and facilitating the inaugural process. It was observed that, if the second cycle was started well in advance this year, there will be better opportunity for timely sharing of information and adequate deliberations among the respective bodies.

D. Ability and willingness to allocate time for Award processes:

The respondents on both sides of the partnership between UN-Habitat and the Foundation were positive and willing to allocate more time to service the Award. The reasons given by the Foundation Award team were the great importance they attach to the Award and the person it honors. UN-Habitat staff tended to consider their commitment as standard duty in their work. The Foundation team confirmed that they met with Dr. Joan Clos, Executive Director, UN-Habitat when they visited UN-Habitat Headquarters in Nairobi in March 2011, and is an indication of continuing support at such senior level. These statements seem to suggest that the interests of all parties were considered.

E. UN-Habitat Senior Management Support for the Award Process:

A prominent role for the Award at UN-Habitat has been institutionalized and guaranteed by the Governing Council of UN-Habitat which is a subsidiary organ on the United Nations General Assembly. The Governing Council endorsed the Award in its resolution 22/ 6:

'Takes note with appreciation of the enhancement of the Habitat scroll of honor Awards by the establishment of complementary cash Awards, including the Dubai International Awards for Best Practices to Improve the Living Environment; the Sheikh Khalifa bin Salman al Khalifa UN-Habitat Award and the Rafik Hariri Memorial Award as a means of recognizing, rewarding, and promoting best practices in human settlements, commu-

nity development, and leadership, and of further disseminating such best practices at the World Urban Forum'.

Against this backdrop, it is the duty of UN-Habitat senior managers to support the Award. The allocation of a slot for UN-Habitat senior management at the opening ceremony of the Fifth session of the World Urban Forum was a clear testimony of the importance given to the Award.

F. Enhancing Transparency: Mechanisms to enhance transparency are engrained in the MOU and most of the respondents (44 per cent) felt this was adequate (excluding responses from World Urban Forum participants). Procedures for the selection of candidates and expenditure details are clearly spelled out in the MOU. The Award bodies and their relationships are also clearly defined. Nevertheless, some respondents have demanded improvements, including the incorporation of UN-Habitat's oversight bodies and participation of the Evaluation Unit.

H. Performance of the Contracted Service Provider:

The Tanzania Women Land Access Trust is one of the partners of UN-Habitat in the women housing finance development field. The Trust is based in Dar es Salaam, Tanzania, and is supported by UN-Habitat to develop into a financial intermediary linking grassroots women and communities to financial institutions and multilateral and donor organizations including the United Nations in general and UN-Habitat in particular.

The Tanzania Women Land Access Trust was selected as a service provider for the Hariri Award because of its good performance in previous assignments. Specifically, it successfully serviced UN-Habitat supported programmes in the East African region, including, the Japanese Habitat Association Cooperation programs and the Youth Opportunities Fund.

A total of 41 per cent of the respondents confirmed that the Trust had done a good job at servicing the Award process during the first cycle, fulfilling a role that would have been difficult to achieve under the administratively complex and somewhat restrictive procedures of the United Nations system. Jury members were especially satisfied with the manner in which the Trust managed their travel that apparently entailed considerable alterations of travel plans and re-imbursement of cancelled travel tickets.

On their part, the Trust pointed out that servicing the Award was rewarding but taxing on their administration and wished for a more defined role if they were to continue into the next cycles. The Trust felt that the time span covered in the service agreement with UN-Habitat was short compared with previous agreements such as the tripartite agreement with the Japanese Habitat Association.

At the moment the Trust has a bilateral agreement with UN-Habitat that does not bring it officially into direct contact with the Foundation, which makes it difficult for them to respond to the needs of the Award sponsors more adequately.

Although the Trust had taken the initiative to recruit a full-time officer from Brazil to service the Award Ceremony in Rio de Janeiro in 2010, both partners expressed concern over this decision and wished for a more elaborate role. During the second cycle, the role of the Trust may need to be discussed and agreed upon between the two parties and not by one party (i.e., UN-Habitat) as is presently the case.

In view of the limited time available to service the second cycle of the Award, this evaluation offers suggestions for improving its design (Figure 3.1). In the proposed model, UN-Habitat will remain the hub of the Award Secretariat but the secretariat will reduce its size to justify outsourcing of administrative duties to a service provider through a tripartite arrangement between UN-Habitat, the Foundation and the service provider.

A management structure that allows for outsourcing administrative functions will minimize financial issues and contracting challenges of meeting the Foundation's expectations and associated United Nations rules and procedures, but needs to be reviewed and endorsed by the Steering Committee, especially in terms of budget implications.

I. Visibility and Publicity Achieved: Many respondents pointed out the cash prize as sufficient evidence and criteria to make it visible. Some respondents pointed out that the high-profile Award ceremony, the conference and lecture were mechanisms that raised visibility. However, the Foundation's Award Team and some of the International

Jury members noted that the issue of visibility is not specifically mentioned in the current MOU, and that publicity has been inadequate. This suggests that corrective measures in this regard could be made.

It was also pointed out that the UN-Habitat spokesperson and media team should be involved earlier in the Award process. This would allow for effective and timely interaction with the international media to obtain wider press publicity. A more precise media strategy needs to be put in place under the second cycle of the Award.

With regard to the selection process, it was observed that the MOU has clear and specific guidelines for the process to deliver transparency, provided the second cycle commences early and allows sufficient time for the pre-selection and selection processes to take place. According to the MOU the Review Committee screens the candidates and keeps up to ten in each Award category for submission to the Jury for final recommendations of the winner to the Steering Committee.

More emphasis should be placed on specifying the methods of advertising the competition process and submission of nominations through appropriate publicity and information sharing. This requires a dedicated website and not just a webpage on the portal of UN-Habitat and the Foundation. Should a tripartite arrangement be formalized under the second cycle then the websites of the Foundation, UN-Habitat and the service provider should also develop websites for the Award.

J. Strengths and weaknesses during implementation: Respondents found cooperation and complementary functions among the five bodies was the main strength. The late start of the first cycle in relation to the Fifth session of the World Urban Forum was perceived as a weakness. The reasons for delays were pointed out by UN-Habitat respondents, attributing them to the involvement of senior managers at UN-Habitat and the Foundation. They suggested the importance of delegation of decision-making authority or the adoption of more time-saving communication arrangements.

Key informants also proposed a practice that could be tried and tested for the next cycle. In 2009, the President of the Foundation, in order to kick start the process had delegated her authority to another senior official to come to the meeting held in London where major agreements on the budget and the administrative arrangements that set in motion the first cycle were made. This is a best practice that needs to be replicated. Any member of the Steering Committee unable to attend the meeting could appoint a representative and give a written delegation of authority.

3.3 THE AWARD *PER SE*

A. Adequacy of Publicizing the Award Nomination Process: According to the MOU, there are three Awards categories:

- Leadership, statesmanship and good governance;

- Construction and reconstruction of settlements and communities; and
- Human resources development and benevolent activities in fighting urban poverty and the implementation of the Habitat agenda.

The Award consists of a cash prize determined by the Foundation, which should be at least USD 200,000 and which can be shared by two winners, a trophy, and a certificate. Many respondents (44 per cent) were happy with the publicity that was achieved during the first cycle, while others wished for more. As observed by most of the Foundation's respondents, the first cycle was unique and did not follow the standard two-year time frame laid out in the MOU. Some members of the Steering Committee informed the evaluator that the Steering Committee had decided to launch the Award at the Fifth session of the World Urban Forum, taking note that the formulation process had been under discussion for too long.

Each cycle spans over a period of two years, which would allow enough time to follow the provisions of the MOU strictly and accomplish what is required. The first cycle had only about six months of actual preparation to accept nominations and pick the winner for the ceremony held in Rio de Janeiro, Brazil. Thus, it was not possible to advertise widely for nominations and publicity was limited to announcing the winner at UN-Habitat Headquarters in Nairobi at a press conference followed by a press release. This also worked against wide pub-

licity of the information about the nomination. To get the best of nominations in the future, online publicity should complement print media.

B. Screening and Verifications of Nominations and Transparency:

A total of 50 per cent of respondents (if excluding WUF participants) were satisfied with the Award screening and verification. Most respondents were aware of the time constraints in the nomination process except for three respondents, who felt they did not have that information. Verification of documentation submitted on behalf of the candidates was largely relied upon. It was felt that internal resources of UN-Habitat including its field offices should be used for verifications in the second cycle—verifying submitted information, for instance.

The same respondents felt that the International Jury carried out the selection very objectively even though it was mainly based on self-documentation supplied by submitters. Frequent meetings between the International Jury and the Steering Committee also helped to ensure transparency of the process.

The process was entirely consensual without any internal dissent within the International Jury, which decided to meet twice to reach a final decision. However, a significant number of the respondents felt transparency of the process was constrained by available time. In future, timely launches of the process will be crucial.

Most respondents from the Foundation were concerned about the publicity and visibility process. One respondent, for instance, noted with concern that *“there was no build up to the Award, but it just happened and it was great but there is need to build up to it before and follow up after the event to raise the visibility”*.

This statement could be taken to mean that mechanisms for more Award-related events at international gatherings need to be introduced to create momentum. This would require provisions for organizing such events in international fora in the second cycle budget.

Side events are standard means to promote, inform, and publicize the Award with its vision and mission on the agendas and calendars of such international events. However, the members of the Steering Committee were of the view that publicity was good under the limited circumstances leading to the launch of the Award at the Fifth Session of the World Urban Forum.

The former Executive Director of UN-Habitat, Dr. Anna Tibaijuka, agreed that the process to launch the Award was lengthy since the idea had first been discussed between her and Mrs. Hariri, way back in 2006 after the Third Session of the World Urban Forum was held in Vancouver, Canada. The senior Award coordinator at the Foundation was assigned to follow the Forum meetings before a decision could be made to sponsor the Award and link it to the World Urban Forum.

The Foundation was in attendance at the Forum held in Vancouver in June 2006 where a minute of silence was held in honor of Mr. Hariri. The Foundation was also represented at the Fourth Session of the World Urban Forum in Nanjing, China, and at the Fifth Session of the World Urban Forum in Rio de Janeiro, Brazil, where the Award was finally launched. The former UN-Habitat Executive Director further pointed out that it took three meetings between her and Mrs. Hariri for the decision to launch the Award to be concluded.

C. Coordination by the Award Team and Tanzania Women Land Access Trust:

Practically all respondents at the Secretariats of UN-Habitat and the Foundation and the members of the International Jury were of the view that UN-Habitat had performed well in terms of logistical arrangements. This was especially true given the constrained timeframe and there was praise for the hiring of the Tanzania Women Land Access Trust as a service provider, who seemed flexible in responding to the client’s logistical needs.

The World Urban Forum venue offered an opportunity to showcase and publicize the event, although there were varying views whether an inauguration momentum can be repeated for subsequent cycles. Some respondents suggested that a distinction should be made between the two cycles, and future Award ceremonies should have a venue that is independent but linked to UN-Habitat.

3.4 OTHER FINDINGS

Key findings from the survey to be highlighted include:

- Adequate support and engagement by UN-Habitat Senior Management with 67 per cent of respondents positive in their responses.
- Adequacy of the publicity event with 89 per cent of responses positive.
- Adequacy in matters of attendance and visibility with 92 per cent of responses positive.
- Adequacy of type and quality of venue with 88 per cent of responses positive.
- Adequacy of the UN-Habitat Award team involvement and response with 64 per cent of responses positive.
- Adequacy of Tanzania Women Land Access Trust's involvement with 46 per cent of responses positive.

Detailed findings from the survey are provided in Annex IV.

A. Post-Award contributions and follow up activities: This issue generated different views. The Office of the Executive Director of UN-Habitat pointed out that following the visit of the Foundation's senior Award coordinator to UN-Habitat Headquarters, there had been discussions at senior manager level to assess the agency's future involvement. Both partners pointed out that, although the MOU does not require any contributions from the Award winner following the prize, it may be necessary to revisit this issue for future recommendations.

It was reported that unsuccessful attempts had been made by the two parties to organize an event in Istanbul, Turkey, for Prime Minister Erdoğan to attend since he had not been able to come to Brazil in person to collect his Award but was represented at the Award ceremony by two ministers.

However, the former Executive Director of UN-Habitat met with Mr. Erdoğan in May, 2011 on the occasion of the Fourth United Nations Conference on the Least Developed Countries, which was hosted by Turkey. Although she was attending the meeting a representative of the Government of Tanzania she used the opportunity to discuss the Award with Mr. Erdoğan as a member of the Steering Committee. Mr. Erdoğan promised to do more to publicize the Award at a convenient date and confirmed he had discussed the matter with members of the Foundation.



Prime Minister of Turkey, Mr. Recep Tayyip Erdoğan.
© Rafik Hariri Foundation

The issue of follow-up activities provoked a lot of reactions from the respondents. Respondents from both the Foundation and UN-Habitat observed that the current MOU does not require the Award winner to organize any promotional activities following the win. A number of respondents expressed their concerns on this state of affairs and recommended a roadmap or action plan to complement the MOU.

Some conceptual issues need to be pointed out. An award is not synonymous to a grant or scholarship. While the former recognizes achievement already made, the latter is given to promote potential achievers. An award is therefore given *post facto* while a grant or scholarship is given *ex ante*.

If this is accepted, any award is meant to recognize performance and achievements made, and it is therefore assumed that the winner, after a life of service, would automatically continue to use the cash prize to raise the profile of his/her well-intentioned activities even further, including participating, upon invitation, in UN activities. For this reason the Award is given without conditions. However, to enhance the utility of the Award, applicants in subsequent cycles could be required not only to state the impact made by her/his past work but how the Award would enhance the impact of such activities in future.

B. Activities of the winner demonstrated in the field of human settlements or sustainable urbanization after winning the prize:

Prime Minister Mr. Erdoğan won the Award for his leadership role in organizing the Habitat II Conference in June 1996 when he was Mayor of Istanbul. It is gratifying that, after winning the Award in 2010, he has continued his work in the region and at international level.

In May 2011, a year after winning the Award, he hosted a major United Nations Conference on the Least Developed Countries. The new United Nations programme of action charted out in Istanbul in May under his stewardship has a chapter on shelter and human settlements development. This is a great achievement for the winner and the Award. The Award team would need to expand horizons in identifying the relevance of such global events to recognized best practices that it promotes.

Concerns would seem to lie in an inability to link such achievements to the winner. A dedicated website could help to follow up high-profile activities with the Award winner. For instance, a headline of 'Hariri Award Winner hosts a major United Nations conference to assist poor nations' would have gone far to raise the profile of the Award *per se*. This should be part of the monitoring and media strategy, tracking the activities of winners and linking them to the Memorial Award and thereby enhancing its visibility and relevance while simultaneously promoting best practices.



C. Strengths and weaknesses of the actual Award: With regard to the questions on strengths, respondents were categorical that the Award is the best way to honor the memory of Mr. Rafik Hariri since it is bestowed on individuals and institutions that dedicate themselves to the same goals and ideals that they promoted. It is also naturally prestigious since it is a joint venture of the Foundation and UN-Habitat.

The international image of the Foundation in terms of the contribution of the late Mr. Rafik Hariri and his ultimate sacrifice for the course of his country is an added strength.

Financial consideration associated with the Award also gives it a positive image. The presentation of the Award at the World Urban Forum enhanced the visibility of the Award internationally.

With regard to weaknesses, those who responded were of the opinion that it was too early to judge (16 per cent) but the majority of respondents (55 per cent) found strengths with the Award. Some pointed out the recurring concern on publicity and poor or limited follow up activities.

4. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS



Steering Committee meeting in Paris, France. From left to right: Senior Personality Mr. Ghassan Salamé, Co-Chairperson Mrs. Nazek Rafik Hariri, International Jury member Mrs. Hoda Tabbarah, Co-secretary and ex-officio member Mr. Fadi Fawaz, Chairperson Mrs. Anna Tibaijuka, Co-secretary and ex-officio member Mr. S. Ananthakrishnan and Senior Assistant, Rafik Hariri Foundation Mr. Antoine Haddad. © Rafik Hariri Foundation

4.1 CONCLUSIONS

The analysis of the design and process of the Award during its first cycle leads to the conclusion that its design is adequate but the delivery processes of that design are far from perfect and need to be rectified before embarking on the second cycle.

The Award has more strengths than weaknesses within the overall partnership between UN-Habitat and the Foundation. Its strengths are its inspirational character, generous cash component, anchoring within the United Nations system and global visibility. It draws from UN-Habitat's international profile, scope, status and experience

and the distinguished and high-profile staff involved in the process. These are people with credibility and experience in United Nations system from whom to draw skills for the Award. The emerging weakness is the need for the Steering Committee to protect the Award from drowning in the 'VIP or celebrity syndrome', in that the winners could initially be low profile but great achievers to focus on the ideals of the late Mr. Hariri and not on the winner *per se*. The Committee needs to discuss this matter and give instructions to the Award team and the Jury on the selection process.

The MOU was formulated well and has been effective in guiding the first cycle. However, there is a need for a road map to complement the MOU and help address emerging issues, such as concerns of outsourcing, media strategy, new protocol arrangements, venue of the Award to give it a high profile and so on. The roadmap would build on first cycle experience, lessons learned, recommendations and forward-looking options.

Firm commitment for the Award among the cooperating partners is the basis for continuity into the next cycle. The current MOU has offered elements of governance, transparency, conflict resolution, inbuilt flexibility and room for revision and consultation. However, evaluability of the Award processes—including assessment of the existence of a clear vision, mission, objectives, activities to deliver the strategic objectives and indicators to measure achievements—remain a challenge.

4.2 LESSONS LEARNED

- Time and opportunity for participation before and after the Award is required to achieve optimal involvement of stakeholders.
- Success of the Award during the first cycle is, to a large extent, attributed to adequate selection process and support from senior managers at UN-Habitat and the Foundation.
- Publicity could be broadened prior to the call for nominations through both the electronic and the print media. The process could start with greater lead time so that adequate time is available during the selection process.

- Independent verification of the nominations by the technical committee could ensure a certain accuracy of claims in nomination documents. A search function could also be explored for different categories of achievers.
- A timely launch of the process is as critical as taking necessary measures to enhance publicity, streamline administrative processes and institutionalize supportive promotion activities for the Award, given its size and status.

4.3 FORWARD LOOKING OPTIONS FOR THE AWARD

A. Analytical framework for the Award Management Options

Four management options are presented by this evaluation addressing challenges experienced during the first cycle of the Award:

*Option 1: **Business as Usual—Maintain the current arrangements with UN-Habitat as the hub of the Award Secretariat.***

The current arrangement is based on a MOU whereby UN-Habitat hosts the Award Secretariat and the Foundation appoints the lead Award coordinator as the oversight officer. It is this arrangement that has been evaluated in this study. While it has served the partners well in the first cycle, it has proved to have weaknesses that must be rectified.

Option 2: Administrative Functions Outsourcing Model—Maintain the current arrangements with UN-Habitat as the hub of the Award secretariat but reduce the engagement of the Award secretariat to justify outsourcing of administrative duties to a service provider as a tripartite arrangement between UN-Habitat, the Foundation and the service provider.

In this option the MOU is maintained, and the main Award Secretariat continues to be at UN-Habitat and the Foundation’s Senior Award Coordinator continues to exercise oversight functions.

However, to address the administrative concerns raised, the current arrangements between UN-Habitat and the service provider should be formalized. The Steering Committee should bring the Tanzania Women Land Access Trust or any other service provider on board through a competitive process involving the Foundation and not done unilaterally by UN-Habitat.

Option 3: Foundation Centered Model—Shift the Award Secretariat from UN-Habitat to the Foundation and include a roadmap to the MOU detailing activities and responsibilities to facilitate the award process.

It has been shown that implementing the current MOU given the high level of intensity, dynamism, elaborate organizational

structure and ambition more outreach activities are needed to make this Award visible.

UN-Habitat does not have the time or mandate to function as a full-time contractor of sponsored Awards. This issue emerged as some of its senior managers were concerned that the agency had allowed itself to serve as a contractor.

In that case what needs to be done is to invoke article 15(8) that provides for the conversion notice to be given by the Foundation to UN-Habitat and the new mechanism would automatically come into force. The Award Secretariat would be based at the Foundation and UN-Habitat would play a supportive substantive role.

Option 4: Foundation Centered Model with Outsourcing—Shift the Award Secretariat from UN-Habitat to the Foundation and include a roadmap in the MOU with activities and responsibilities and outsource administrative functions.

The Foundation-led Award Secretariat would reduce the level of its engagement to size to justify outsourcing of administrative duties from a service provider (i.e., tripartite arrangement between the Foundation, UN-Habitat, and the service provider).

This option is based on the assumption that the Foundation is a relatively large organization with other activities and its own internal rules and regulation and therefore need to avoid the risk of being overburdened by the administration of the Award. Also, as expe-

rienced in UN-Habitat, staff at the Foundation might be busy with other standard core activities, and might end up giving less attention to the activities of the Award.

4.4 RECOMMENDATIONS

Recommendations for improving the design and management of the Award

1. Consider outsourcing administrative duties and publicity functions. This can be done as part of a tripartite arrangement between UN-Habitat, the Foundation and the service provider. Irrespective of the management structure and option adopted, it is highly recommended that all tasks or activities that can create a burden on either UN-Habitat's or the Foundation's line staff be outsourced to a third party. This may include information and communication activities related to web-site design and implementation of media strategy. However, outsourcing is not a panacea to solving current problems. The Award will still need to be carefully packaged to avoid *ad hoc* decisions that are not working to the full benefit of UN-Habitat and the Rafik Hariri Foundation in promoting the Award and its goals. The Steering Committee must also decide if the services of Tanzania Women Access Trust will continue or not.
2. Consider developing a comprehensive action plan or road map to complement the MOU between UN-Habitat and the Rafik Hariri Foundation. A clear and detailed roadmap should be developed once the Steering Committee takes a decision on which management option to move with. The roadmap will complement the MOU and, once approved, will become the key management tool ensuring effective implementation of the Award processes and delivery. The roadmap should address concerns which would include outsourcing, media strategy, new protocol arrangements, venue of the Award to give it a high profile, and so on. It should also detail activities and tasks, roles and responsibilities and timelines for delivering the milestones during the cycle of the Award. In addition, the offices responsible for information, monitoring and evaluation at UN-Habitat Headquarters should be included in the Award team to ensure that the Award supports the agency's core mandate.
3. UN-Habitat, in consultation with the Foundation, should fix the calendar to ensure timely and regular events, including Steering Committee meetings for the year and decide conditions for appointing alternate co-chairs of the Committee with full authority.

Recommendation for improving the Award's focus and coverage

4. Review the conceptual aspects of the Award so as to strengthen its focus, taking into account the following:
 - Sharing the Award between two winners provided there is adequate follow-up with them thereafter.
 - Alternating winners between different geographical and social groups and beyond political or well-known personalities.
 - Honoring the commitment of Mr. Hariri by giving opportunities to those who have reached the top and who have the qualities, determination and strategy to learn from the example of the Nobel Peace Prize.

Recommendation for enhancing the Award's visibility and publicity

5. Enhance advocacy by launching an award publicity campaign through established channels including the media, involve UN-Habitat staff and target media in Lebanon and media in the country hosting the Award ceremony. The Foundation should participate in all UN-Habitat activities to make the Award more visible. A wider audience could be reached by advertising nominations through UN-Habitat established channels and other print media such as *The Economist*, which has wide international circulation.

Recommendation for the nomination, screening and selection processes

6. Change the nomination, screening and selection processes. Potential candidates could apply and a technical expert review committee vet candidates with the International Jury, which would be shortlisted for the Steering Committee's final decision. UN-Habitat would do the preliminary screening of submitted documents, especially of administrative aspects, and the International Jury could then decide if further screening would be necessary. To ensure full transparency in the screening process the International Jury should be kept informed of the preliminary screening done by the secretariat. As far as possible, the practice of selection of the winner by the Jury through consensus should be encouraged as it worked well during the first cycle. In addition, the technical expert review committee should present the roster of finalists to the International Jury well before it is scheduled to meet to allow ample time to review the finalists in detail. It is important that preferably six to eight weeks should be given for submission of nominations.

Recommendation for appropriate venue for the Award Ceremony

7. The Steering Committee should consider competing options when deciding on the suitability of the venue for the Award ceremony. These are at the venue of the World Urban Forum, which successfully hosted the inauguration ceremony; at

the UN-Habitat Headquarters in Nairobi, which hosts the regular sessions of the Governing Council; and at United Nations General Assembly at the United Nations Headquarters in New York. A SWOT Analysis should be conducted to guide the decision on the best option. In the short term, the United Nations General Assembly in New York is suggested as the appropriate venue for a number of reasons. It is highly prestigious and attended by a high-profile and international audience. Furthermore, it would generate stability for the Award since the same venue will be used year after year. The Award ceremony should not be part of the General Assembly High Level Segment but an independent event organized in New York, benefiting from the experience of the Clinton Global Initiative. UN-Habitat staff in New York office could coordinate the Award events. It is worthwhile exploring different possibilities for a strategic event organizer partner before a final decision is taken.

A venue with historic connection could also be considered such as Istanbul, which was the venue for the Habitat II Conference. If the Award ceremony is to continue to being held alongside the Forum, then the lecture to be given by the awardee should be maintained as an item but a panel would be added to discuss issues of current importance and relevance.

Recommendation for monitoring performance of the Award

Build monitoring and evaluation frameworks for the Award process into the proposed action plan or road map for the next cycle. Progress reports, based on the action plan, should be regularly submitted to the Steering Committee for review. There is a need to establish monitoring and feedback systems that track and report on the progress of implementation.

ANNEXES

ANNEX I: TERMS OF REFERENCE

1. INTRODUCTION

The evaluability assessment of the Rafik Hariri UN-Habitat Memorial Award was requested by the Rafik Hariri Foundation. It is a technical assessment of progress in implementing agreed commitments of both partners as contained in the agreement signed between UN-Habitat and the Foundation in March 2009.

The Award was established to recognize and to reward efforts contributing to the development of human settlements as well as the social and economic advances aligned with the work of Mr. Rafik Hariri, the former Prime Minister of Lebanon, who died on 14 February 2005.

The inauguration of the memorial Award was launched during the Fifth Session of the World Urban Forum in Rio de Janeiro in March 2010. The purpose of the Award is to identify and recognize outstanding accomplishments related to leadership, statesmanship and good governance at the national, municipal and local levels; construction and reconstruction of settlements and communities and human resources development and benevolent activities in fighting poverty and the implementation of the Habitat Agenda.

The evaluability assessment will review the quality of the design of the Award and basic parameters that will make it possible to

implement it appropriately and measure achievements/results at a later stage.

2. BACKGROUND

The mission of UN-Habitat, the United Nations Human Settlements Programme, is to promote socially and environmentally sustainable towns and cities. The goal of sustainable urbanization is a crucial one for most nations because cities are crucial to wealth creation, social harmony and innovations.

As the United Nations focal point on cities, UN-Habitat has an important coordinating role in achieving the goal of sustainable urbanization. This includes taking the lead in facilitating knowledge generation and sharing, documenting best practices and forging partnerships.

The Habitat Agenda emphasizes partnerships as a key avenue for fulfilling UN-Habitat's mandate. Partnership for Development is also the eighth of the United Nations Millennium Development Goals. The goal recognizes that bringing in the strengths, capacities, approaches, skills and methods of different actors can create powerful synergies and overcome many of the barriers to sustainable development (*GA 58 session: A/58/227 Enhanced Cooperation between the UN and All Relevant partners, 18, August, 2003*).

UN-Habitat, through the Best Practices Programme, promotes, identifies, documents and disseminates best practices. It also administers several Awards such as the Habitat Scroll of Honour, Dubai Best Practice Award, Sheikh Khalifa Award and the Rafik Hariri Memorial Award that recognize significant achievement towards sustainable urbanization.

The Rafik Hariri Foundation was established in 1979 to provide health, social and cultural services to the disadvantaged in Lebanon. The late Mr. Hariri was the Prime Minister of Lebanon from 1992 to 1998 and again from 2000 to 2004. During his period in office he supervised the reconstruction of a Lebanon torn by a 16-year war. He realized the necessity for socio-economic development and constantly took into consideration the needs of women, youth and impoverished people, improving health care and education, thus settling a best practice.

In September 2004, the late Rafik Hariri was honored as the winner of Habitat Scroll of Honour Award, Special Citation, at the Second Session of the World Urban Forum in Barcelona. Less than six months after receiving the Habitat Scroll of Honour, he died along with 21 other people in a bomb blast in Beirut.

UN-Habitat, in collaboration with the Rafik Hariri Foundation, established the Rafik Hariri UN-Habitat Memorial Award, through an agreement, to honor outstanding accomplishments of the late Prime Minister. The Award includes a certificate, a trophy and a cash Award of at least USD 200,000

to be given every two years to individuals or organizations of outstanding performance to development of human settlements. Mr. Recep Tayyip Erdoğan, Prime Minister of Turkey, was the first Award winner for his achievements in the area of leadership, statesmanship and good governance.

The proposed evaluability assessment will help establish consensus on the principles to which both parties will subscribe across the implementation of the agreement.

3. PURPOSE AND OBJECTIVE OF THE EVALUABILITY ASSESSMENT

The purpose of the assessment is to provide lessons learned from the launch phase of the Memorial Award and independent forward looking recommendations to both parties, UN-Habitat and the Foundation, to improve the planning and implementation of the Award. The objective is to identify strengths and weaknesses in the agreement (Memorandum of Understanding) and in the first phase of the launch of the Award and to inform corrective measures.

4. KEY ISSUES AND FOCUS OF THE ASSESSMENT

1. Quality of the design of the Memorial Award for achieving its intended expected accomplishments such as the existence of clear objectives, indicators to measure achievements and so on.

2. Initial appraisal of how UN-Habitat manages the processes for the optimal involvement of relevant stakeholders; enhanced visibility; publicity; adequacy of the venue; selection process of the winner; transparency of the Award and so on.
3. Existence of adequate support and engagement from UN-Habitat senior management performance of the entire UN-Habitat Award team; administrative arrangements by UN-Habitat Award team and administrative arrangements by the service provider.
4. Ownership and leadership in publicity of the event before and after the launch; follow-up to the Award winner and his continued contribution to human settlements.
5. Reporting requirements and ability to meet the deadlines.

5. METHODOLOGY

The methodology will include a mix of methods:

- Document review to include, but not restricted to:
- Memorandum of Understanding between UN-Habitat and the Foundation and progress reports on the Memorial Award and other relevant documents.
- Interviews with relevant stakeholders
- Selected UN-Habitat senior managers including the Executive Director, relevant UN-Habitat staff members including the UN-Habitat award team; service provider—the Tanzania Women Land Access Trust and relevant staff of the Foundation, including the Award Coordinator.
- Online survey to selected stakeholders with structured questions (to be developed by the consultant)

6. MANAGEMENT, FACILITATION AND CONDUCT OF THE ASSESSMENT

The evaluation will be managed by the Evaluation Unit, UN-Habitat. It will be facilitated by the Best Practices and Policies Section in the Monitoring and Research Division.

The actual assessment will be conducted by two evaluation consultants to ensure effective and efficient implementation of the evaluation. The two evaluation consultants must have experience in appraisal studies and evaluations. Those that have participated in World Urban Forums and the launch of the Memorial Award will have an added advantage.

7. EXPECTED DELIVERABLES OF THE ASSESSMENT

- Work plan outlining the work plan for the conduct of the evaluation.
- Draft report which will include findings, lessons learned and forward looking recommendations.
- Final report.

8. TIME FRAME AND SCHEDULE OF PAYMENTS FOR THE EVALUATION

The evaluation will take a period of 30 days. It should be completed no later than 8 May 2010.

- First payment: after presentation of first draft.
- Final payment following the receipt and acceptance of final report.

9. INDICATIVE IMPLEMENTATION PLAN

Stage	Milestones	Schedule	Payments
I	Appointment of the evaluation consultants and initial briefings. Document review Preliminary interviews and work plan and survey	10 days	50% of final payment
II	Interviews, draft of preliminary findings and recommendations	10 days	
III	Circulation of a draft report for comments and finalization of the report Submission of final evaluation report	10 days	50% of final payment

10. INDICATIVE COSTS

In accordance with established remunerations of consultants, effective 1 January 2005, a senior consultant at P/4-P/5 level earns a daily rate between USD 290-550. D1-D2 level earns a daily rate between USD 450-650. A budget of USD 20,000 is required for this assessment.



ANNEX II: LIST OF DOCUMENTS REVIEWED

1. Memorandum of Understanding for the Award
2. Brochure on the Rafik Hariri Award
3. Medium-Term Strategic and Institutional Plan (MTSIP) 2009-2013
4. Governing Council Resolution 22/6
5. Progress Report on the launch of the Award
6. Minutes of Meetings and Mission Reports
7. Media and Press clips on the Award

ANNEX III: LIST OF PERSONS INTERVIEWED AND QUESTIONNAIRE RESPONDENTS

UN-Habitat:

1. **Ms. Dorothy Mutizwa-Mangiza**, Chief, Programme Planning & Coordination Unit, Programme Support Division
2. **Dr. S. Ananthakrishnan**, Senior Adviser, Partners and Youth Branch (and Award coordinator), Monitoring & Research Division
3. **Mr. Paul Taylor**, Chief, Office of the Executive Director
4. **Mr. Bert Diphoo**n, Acting Director and Chief, Water Sanitation & Infrastructure Branch, Human Settlements Financing Division
5. **Ms. Wandia Seaforth**, Chief, Best Practices & Policies Section, City Monitoring Branch, Monitoring & Research Division
6. **Dr. Axumite Gebre Egziabher**, Director, Global Division [conversation]
7. **Dr. Mohammed Halfani**, Head, Urban Development Branch, Global Division [conversation]
8. **Ms. Lina Rylander**, Public Information Officer, Partners and Youth Branch (and Award associate)
9. **Ms. Jane Nyakairu**, Chief, Information Services Section [telephone interview and conversation]
10. **Ms. Jeanette Elsworth**, Public Information Officer, Press and Media Unit, Information Services Section [by e-mail and brief conversation]
11. **Mr. Sharad Shankardass**, former UN-Habitat Spokesperson, Information Services Section [brief conversation]
12. **Mr. Chris Mensah**, Secretary to the Governing Council and Chief of External Relations and Inter-Agency Affairs [conversation by telephone]
13. **Ms. Jacqueline Macha**, Programme Management Officer, WUF Secretariat
14. **Prof. Oyebanji Oyelaran-Oyeyinka**, Director, Monitoring & Research Division [was not available for interview]
15. **Mr. Alioune Badiane**, Acting Director, Regional & Technical Co-operation Division and Chief, Regional Office for Africa and the Arab States [was not available]

Steering Committee:

1. **Dr. Joan Clos**, Executive Director, UN-Habitat [was not available]
2. **Mrs. Nazek Rafik Hariri** [no direct response]
3. **Dr. Anna Tibaijuka**, former Executive Director, UN-Habitat [by interview and submitted written response]

The International Jury:

1. **Mrs. Hind AlHariri AlKarout** (Lebanon)
2. **Mr. Rafik Bizri** (Lebanon)
3. **Mr. Kalyan Ray** (India)
4. **Mr. Erik Berg** (Norway) [provided on line commentary]

Rafik Hariri Foundation Team:

1. **Mr. Fadi Fawaz**, Senior Award Coordinator
2. **Mr. Antoine Haddad**, Senior Assistant [on line correspondence]

TAWLAT:

1. **Prof. Lettice Rutashobya**
2. **Ms. Doris Marealle**
3. **Mrs. Grace Kisiraga**
4. **Ms. Margareth Mwampondele**
5. **Ms. Joyce Rutabanzibwa**
6. **Mr. Aodax Nshala**

Other:

World Urban Forum Participants (20 participants) [names available upon request]

ANNEX IV: SURVEY RESULTS AND DISCUSSION

METHODOLOGICAL NOTE

Respondents were given a structured open-ended questionnaire to give their views. Out of 50 questionnaires given out, 36 or 72 per cent responded, which is a good rate. In the first part of the questionnaire, respondents were given an open-ended questionnaire to solicit their views on the different aspects of the Award. In the second part responses to the same questions were pre-coded to allow for more structured, concise comparative responses in line with existing hypothesis on the Award and the Award process. This section summarizes the outcome of the interviews by category of respondent.

The quantitative presentation of the results will facilitate drawing evidence-based conclusions to guide recommendations on making further improvement in the organization and management of the Award and the Award process, as is stipulated in the Terms of Reference. For this reason, every table has a customized discussion on the results. Regarding sample size, the total number of respondents at any one time is respondents answering that particular question as opposed to the total number of respondents available (36).

There was room for multiple selections of answers so a single respondent often gave different clarification of an issue. In such cases, the number of responses would be higher than the total number of respondents and used as total number (N) to calculate percentages.

Also, given the limited knowledge base on the Award by a number of respondents, non-responses are taken into account. The sample included UN-Habitat staff, Rafik Hariri Foundation staff, members of the International Jury and the steering committee, and participants at the Fifth Session of the World Urban Forum. The latter group, more often than not, did not respond to questions related to the design, management and implementation arrangements as could be expected.

A. Design Related Questions

QUESTION 1(a): Does the memorial Award provide clear objectives?

Responses given to the Question	
Very clear	21 (58%)
Clear	8 (22%)
Not clear	1 (3%)
No response to the question, no information	6 (17%)
Total respondents (N)	36 (100%)

Discussion: The outcome is overwhelming agreement that the objectives are clear (88 per cent). This result leads to a conclusion the Award is well-conceptualized and its mission clear and focused, namely honoring the life time achievements of the late Prime Minister by recognizing other achievers. Most respondents are positive and enthusiastic about the Award.

QUESTION 1(b): What exactly are the indicators that are used to measure achievement of objectives?

Responses given to the Question	
Positive response from country delegates at Word Urban Forum	18 (44%)
Positive response by the Award winner	6 (15%)
High profile applicants for the Award at short notice	9 (22%)
Participation by prominent CNN anchor	3 (7%)
No response to the question, no information	5 (12%)
Total responses (N)	41 (100%)

Discussion: The respondents answering this question pointed out the high visibility of the Award at the World Urban Forum and the participation of eminent personalities including the entourage of the Award winner, the Prime Minister of Turkey, and the participation of the CNN reporter [Mr. Brent Sadler] that raised the profile of the event. This suggests that the main objective of the Award to celebrate and raise the achievements of late Prime Minister Rafik Hariri was achieved.

It is a great success to have at the start as visibility is a key factor as it enhances the image of the Award and its purpose. The decision to inaugurate the Award at Fifth Session of the World Urban Forum was a smart move that has paid high dividends.

The design of the memorial Award composed of five bodies:

- The Steering Committee
- The technical Expert Review Committee at UN-Habitat

- The International Jury, comprised of eminent personalities
- The Senior Award Co-coordinator at the Foundation
- The Award team at UN-Habitat

QUESTION 2(a): How relevant were these five bodies when the memorial Award was established?**Does the memorial Award provide clear objectives?**

Responses given to the Question	
Very relevant	15 (42%)
Relevant	3 (8%)
Not relevant	1 (3%)
No response to the question, no information	17 (47%)
Total respondents (N)	36 (100%)

Discussion: Only one respondent answering the question found the organization of the Award through its five bodies not to be very relevant or relevant. It was indicated that each of the bodies had its own goals and procedures to follow and all seemed to complement each very well. It was argued the bodies played their respective roles quite effectively and without duplication of effort in finalizing the Award process in the rather limited time available.

One UN-Habitat staff member admitted being unaware of the bodies indicating general limited interest and exposure in the Award. Given the seniority of the respondent, this issue could prove problematic and will be addressed later. As expected, many participants at the Fifth Session of the World

Urban Forum did not respond to the question as they did not understand the internal structure of the organization of the Award.

QUESTION 2(b): How relevant are these bodies now?

Responses given to the Question	
Very relevant	15 (42%)
Relevant	3 (8%)
Not relevant	1 (3%)
No response to the question, no information	17 (47%)
Total respondents (N)	36 (100%)

Discussion: While some respondents applauded the Award bodies for working smoothly in a ‘collegial and seamless manner’, a significant number of respondents were not aware of how the Award bodies are supposed to cooperate on a regular basis. This is not surprising given the short life of the Award and limited exposure for some of the respondents to the administrative processes.

It was felt that a key meeting, notably the Steering Committee meeting (given its dependency on the availability of its high-level leadership), could delay the rest of the process. There was a general call for setting up a more definite calendar for all meetings in time and adhering to it as far as possible to avoid undue delays and unpredictability.

Flexibility can be an asset at senior level to enable the participation of prominent people who cannot fit into a rigid straight jacket structure. These observations call for balancing regularity and predictability with flexibil-

ity. The two are normally achieved through more direct communications facilitated by modern communication skills such as working on line and tele and video conferencing for Steering Committee members.

QUESTION 2(c): Please list two strengths and two weaknesses in the design?

Responses given to the Question	
Strength	
A design that works smoothly once the Steering Committee is convened	6 (14%)
Individual specialization among the five bodies	4 (9%)
Complementarities of functions between UN-Habitat/ Rafik Hariri Foundation	3 (7%)
Specialization and transparency is inbuilt	4 (9%)
Weaknesses	
Lack of provisions for regular communication and exchange of information between components of the partner institutions.	4 (9%)
Redundancy of some bodies especially by inactive staff in a situation of urgency to inaugurate the Award at the Fifth Session of the World Urban Forum	2 (5%)
Emphasis of UN-Habitat as contractor a task for which the agency is not well suited.	1 (2%)
No response to the question, no information	20 (45%)
Total responses (N)	44 (100 %)

Discussion: The response shows more strengths than weaknesses, with the majority of the respondents pointing out very categorically what these are—namely, a design that works well and complementary partnership.

However, on the weakness side, views are also forthcoming that the design is heavy for the process and some staff members were left by the wayside in the speed at which the Award process was inaugurated at the Fifth Session of the World Urban Forum. Some respondents said they lost track of the process.

One respondent felt that there was insufficient strong relationship between UN-Habitat's mandate and the goals of the Hariri Foundation. This view would seem to reinforce an earlier observation that senior staff who did not follow the goal of the Award have tended to confuse the Rafik Hariri Foundation's objective and the Rafik Hariri Memorial Award that is linked directly to UN-Habitat's work and mandate, and is approved by its Governing Council.

Concerns about UN-Habitat's unsuitability as a contractor are also worth noting coming from senior officials. The agency, aware of its inadequacy in this regard, did outsource the administrative aspects of the process to an outside body that managed travel and meeting organization on its behalf. As it will soon become apparent, this approach seems to have worked out well and might need to be formalized in future so that a tripartite arrangement is reached whereby the Award is administered by a binding agreement between the Foundation, UN-Habitat and the management partner.

QUESTION 3(a): Who is responsible for resource management aspects of the endowment fund?

Responses given to the Question	
RHF Senior Award Coordinator	7 (19%)
UN-Habitat Administration	4 (11%)
No response to the question, no information	25 (70%)
Total respondents (N)	36 (100%)

Discussion: Twenty-five percent of respondents (or 82 per cent if excluding WUF participants) believe the management of the Award compares favorably with other special Awards. Only a minority have a negative view. This positive finding is in line with the generally favorable and optimistic stance taken by the respondents in all categories of the Award. Noteworthy is the very favorable position of the Foundation's Award team, the Jury members and the Steering Committee, who are all positive. The negative minority is restricted to UN-Habitat staff, who felt they had not been involved adequately. Other staff took a more neutral position and did not respond to the question.

QUESTION 3(b): How does this compare with other funds dedicated to special awards?

Responses given to the Question	
Favorably	9 (25%)
Poorly	2 (6%)
No response to the question, no information	25 (69%)
Total respondents (N)	36 (100%)

QUESTION 3(c): Do you have any suggestions as to how the management aspect of the resource component could enhance the visibility of the Award?

Responses given to the Question	
More investment in media exposure for the Award	11 (22%)
Workshops and seminars on the Award around the world, taking advantage of global conferences	9 (18%)
Better visibility for the Award ceremony, not at World Urban Forum which is too large and drowned the message	4 (8%)
No idea	8 (16%)
No response to the question, no information	18 (36%)
Total responses (N)	50 (100%)

Discussion: Management of Award resources resulted in a varied responses from the respondents. A total of 22 per cent suggested that more information needs to be given and investment in media was somehow linked with the resource management issue, suggesting better identification of priorities, while 18 per cent of respondents suggested resources be allocated for special seminars and workshops about the Award.

From the Foundation’s team, Jury members and the Steering Committee, a suggestion was made that resources are better utilized if the visibility is enhanced, and that this be accomplished by holding the Award ceremony away from the World Urban Forum. This view held that World Urban Forum drowned the Award message and its prominence given its considerable resources. We shall return to this issue of the Award venue later.

QUESTION 3(d): Is there a specific dedicated fund amount kept aside to guarantee the Award cycles, Award ceremony and the actual Award? How many Award circles are envisaged?

Responses given to the Question	
USD 20 million is granted by RHF for the process in five Award cycles	5 (14%)
Award endowment fund is provided for in the MOU but not yet activated	5 (14%)
Not aware	6 (17%)
No response to the question, no information	20 (55%)
Total respondents (N)	36 (100%)

Discussion: Only 28 per cent of the respondents expected to know about the Award process indicated they were aware of the existence of a guaranteed Award mechanism while 14 per cent mentioned the USD 20 million Award endowment fund and 14 per cent knew of its existence but not the exact amount.

About half of the UN-Habitat staff were aware of the fund, suggesting, once again, there was limited knowledge of the details of the Award. This situation needs to be rectified as it can lead to misunderstandings and misconception about one of UN-Habitat’s leading Awards.

B. Implementation Arrangements Related Questions

QUESTION 1(a): How often do the five bodies of the UN-Habitat-Foundation partnership collaborate and in which ways?

Responses given to the Question	
The Senior Award Coordinator at Rafik Hariri Foundation and the Award Team at UN-Habitat work in partnership almost on daily basis	7 (19%)
As often as is needed in line with the MOU	6 (17%)
Not sufficiently, I am a member but have not been involved	1 (3%)
No response to the question, no information	22 (61%)
Total respondents (N)	36 (100%)

Discussion: While the core team of the Award seems to be in constant contact, some members of the Award bodies at UN-Habitat complained that they had not been involved. The explanation given was the decision to fast track the Award process in time for the World Urban Forum. In the next cycle this issue will need to be addressed to improve participation and inclusion.

QUESTION 1(b): How often do the members of each body meet?

Responses given to the Question	
As needed, according to the MOU	6 (17%)
For the inaugural Award cycle, the members of the Award Jury met twice: once in Paris and once in Nairobi	3 (8%)
Steering Committee meets twice per cycle, Jury once, in line with MOU, Award team meets more often, as needed	4 (11%)
Not aware	2 (6%)
No response to the question, no information	21 (58%)
Total respondents (N)	36 (100%)

Discussion: More than a third of the respondents in the core categories (i.e., other than participants at the Fifth Session of the World Urban Forum) are aware of the provisions for regular meetings in the MOU. Close to half of the respondents were aware that such provisions must exist in the MOU but were not specific. Three respondents at UN-Habitat were either not aware or had no information, emphasizing the need for improved information on the Award at the agency to improve its image within.

QUESTION 1(c): How relevant were these meetings if at all they took place?

Responses given to the Question	
Highly relevant and critical	8 (22%)
Jury meetings most relevant, met twice	5 (14%)
Not aware	2 (6%)
No response to the question, no information	21 (58%)
Total respondents (N)	36 (100%)

Discussion: This question was answered positively by most respondents. Said one, ‘In the inaugural cycle the Jury met twice, in Paris and Nairobi to be able to conclude its work. The meetings were very well organized and efficiently backstopped by the Award secretariat at UN-Habitat and the Rafik Hariri Foundation. The meetings were very productive and were conducted in a very collegial and consensual manner. It was a very good example of collaboration between UN-Habitat and Rafik Hariri Foundation’. It goes to show the positive image that was created in the course of the establishment process at senior level which led to a smooth finalization of the inaugural cycle. Those who were unaware tended to have been busy with other duties related to the Fifth Session of the World Urban Forum.

QUESTION 1(d): Do the respective five bodies share information in which way? If the response is ‘NO’ why not?

Responses given to the Question	
Yes, always, in line with the MOU, very transparent process is in place	7 (20%)
Yes, on a need to know basis	4 (11%)
Not much sharing, needs to be improved	3 (8%)
Not aware	1 (3%)
No response to the question, no information	22 (58%)
Total respondents (N)	36 (100%)

Discussion: Except for some staff members in the Review Committee who admitted they did not have the information, the general view is the five bodies shared information in an effective and efficient manner. It was pointed out that the Senior Award Coordinator at the Foundation and the Award Coordinator at UN-Habitat in particular have struck a good rapport and working relationship and were sharing information regularly. The former Executive Director was also commended for being accessible and taking keen interest in the process and facilitating the inaugural process. It was observed that if the second cycle starts well in advance this year then there will be better opportunity for timely sharing of information and adequate deliberations among the respective bodies.

QUESTION 1(e): If you are one of the members of these five bodies do you think you generally allocate enough or can you allocate adequate time for the Memorial Award activities? Please provide reasons.

Responses given to the Question	
Yes, the Award is of highest importance to me	6 (17%)
Yes, by duty I give priority throughout the circle	6 (17%)
Not aware	3 (8%)
No response to the question, no information	21 (58%)
Total respondents (N)	36 (100%)

Discussion: The respondents on both sides of the partnership were positive and willing to allocate more time as required of them to service the Award. The reasons given by the Foundation's Award team was the great importance they attach to the Award and the person it honors. UN-Habitat staff tended to consider their commitment as standard duty in their work. This seems to balance well the interest of all parties. The former Executive Director, who is now a member of the Steering Committee, linked her interest in the Award to fate, having given the late Mr. Hariri a UN-Habitat Award at the World Urban Forum held in Barcelona in 2004 a few months before he was assassinated.

QUESTION 2: Besides, the Award-related review committee and the Award team at UN-Habitat, in which way does the UN-Habitat Senior Management support the implementation of the Memorial Award?

Responses given to the Question	
Senior level support and participation is engrained in Article 8 of the MOU. The Executive Director of UN-Habitat is a co-chair and played a critical role in getting the Award established in record time at the Fifth session of the World Urban Forum.	9 (23%)
The twenty-second Governing Council welcomed the Award and endorsed it through a resolution for the entire United Nations family (see HSP/GC/22/6 of 3 April, 2009).	5 (13%)
The Award was given a slot at the Fifth Session of the World Urban Forum opening ceremony, a clear indication of highest levels of political support for the Award by the host country represented by its President.	13 (33%)
UN-Habitat supported youths at the Fifth Session of the World Urban Forum to the Award ceremony	5 (13%)
No significant mechanism that am aware of	1 (3%)
No response to the question, no information	6 (15%)
Total responses (N)	39 (100%)

Discussion: The allocation of a slot at the opening ceremony of the Fifth Session of the World Urban Forum is clear testimony of the importance given by UN-Habitat senior management to the Award. This seems to be recognized by the majority of the respondents. Also, in Article 8 of the MOU the importance of this matter is stipulated.

Some respondents felt though the question should have been directed to the Steering Committee membership given its governing role of the partnership. Responses from members of the committee pointed out that they did give a prominent role to the Award at the Fifth Session of the World Urban Forum and citing the Governing Council of UN-Habitat which is a subsidiary organ of the United Nations General Assembly endorsing the Award its resolution No. 6 as follows,

‘Takes note with appreciation of the enhancement of the Habitat scroll of honor Awards by the establishment of complementary cash Awards, including the Dubai International Awards for Best Practices to Improve the Living Environment; the Sheikh Khalifa bin Salman al Khalifa UN-Habitat Award and the Rafik Hariri Memorial Award as a means of recognizing, rewarding, and promoting best practices in human settlements, community development, and leadership, and of further disseminating such best practices at the World Urban Forum’, and specifically is best qualified to answer this question (see HSP/GC/22/6 of 3 April, 2009).

QUESTION 3 (a),(c),(d): In which way are the present institutional and administrative processes adequate for:
 (a) Enhancing the visibility of the Award? (c) Publicity (d) Promoting the pre-selection and selection processes of the winner?

Responses given to the Question

A huge cash Award enhances visibility of the Award, facilitating publicity	17 (47%)
High profile Award ceremony and Award conference guarantees visibility through appropriate media coverage	5 (14%)
Visibility and publicity issues not provided for in the current MOU. No clear publicity plan is available. No dedicated website and newsletter for such a high profile Award to promote the Award Community.	3(8%)
No response to the question	11 (31%)
Total respondents (N)	36 (100%)

Questions on visibility, publicity and pre-selection and selection process were found to be related and were combined by most respondents so are presented together in this report. Most respondents pointed out the cash aspect to be sufficient criteria to make the Award visible. Also, the high-profile Award ceremony, conference and lecture were pointed out by some respondents.

However, there was notable concern by the Rafik Hariri Award Team that the issue of visibility is not specifically mentioned in the current MOU and publicity is inadequate. This suggests that amendments in this regard could be made. It was also pointed out that the UN-Habitat Spokesperson and media team should be involved early in the process. This would allow effective and timely interaction with the international media to obtain wide press publicity. The conclusion is that a more precise media strategy needs to be put in place under cycle 2.

With regard to the selection process, it was correctly observed that the MOU has very clear and specific guidelines for the process to deliver transparency provided that 'The second cycle commences early on and allows sufficient time for the pre-selection and selection processes to take place'.

According to the MOU the Review Committee screens the candidates, keeps up to ten in each Award category and then submits the screened candidates to the Jury for their final recommendations of the winner to the Steering Committee. More emphasis should be placed on specifying the methods of advertising the competition process and submission of nominations through appropriate publicity and information sharing. The recommendation that the Award requires a dedicated website and not just a webpage on the sites of UN-Habitat and the Foundation is noteworthy. This would, over time, create a set of Award followers on the internet and enhance the scope and reach of the Award community.

QUESTION 3(b): In which way are the present institutional and administrative processes adequate for Enhancing Transparency?

Responses given to the Question

Adequately provided for in the current MOU with regard to candidate selection and expenditure procedures and reporting to the Award coordinator by UN-Habitat	7 (19%)
This needs to be improved such as including the Monitoring team of UN-Habitat in the Steering Committee meetings even if only as observers	4 (11%)
No response to the question	25 (70%)
Total respondents (N)	36 (100%)

Discussion: Mechanisms to enhance transparency are engrained in the MOU and the majority of the respondents (44 per cent) if excluding WUF participants felt this was adequate. Procedures for the selection of candidates and expenditure procedures are clearly spelled out in the MOU.

The Award bodies are related and their relationships clearly defined. Nevertheless, some respondents demanded for more improvements to be made including the incorporation of UN-Habitat's oversight bodies, into the organs of the Award.

QUESTION 4: The implementation arrangements have a provision for the service provider. Tanzania Women and Access Trust, as the service provider appear to have effectively conducted the Award – related activities before the Fifth Session of the World Urban Forum and during the Forum in Rio de Janeiro. How would you like the Trust to improve its services?

Responses given to the Question	
I agree the Trust provided a responsive supportive services to the Award process during cycle 1, especially in traveling to Rio	9 (25%)
The Trust did a good job, however, they might have needed to finalize some issues concerning the ceremony dinner ahead of time, and probably should have helped in preparing a draft list of invitees and organized local publicity.	3 (8%)
The Trust should have had coordination meetings ahead of time with the Foundation	1 (3%)
The Trust’s role helped UN-Habitat to deliver the launch at the pressing time of organizing the Fifth Session of the World Urban Forum	3 (8%)
The Trust’s role was good but not needed	2 (6%)
Insufficient experience to pass judgment but, question has provided a <u>prejudgment on performance</u> – which is undesirable in such a questionnaire	1 (3%)
No response to the question	17(47%)
Total respondents (N)	36 (100%)

Discussion: The majority of the respondents agreed the Trust had done a good job at servicing the Award process during the first cycle, fulfilling a role that would have been difficult to achieve in the United Nations system. Jury members were especially appreciative of the responsive manner in

which the Trust processed their travel as that apparently entailed considerable alterations of travel plans and re-imbursement of cancelled travel tickets. However, the expectations on the partner were high and views were that the Trust should have played an even bigger role in organizing events at the Fifth session of the World Urban Forum better, as it had recruited a full-time officer to service the Award Ceremony in Rio de Janeiro.

On their part, the Trust pointed out that servicing the Award was rewarding but taxing on their administration and wished for a more defined role if they were to continue into the next cycles. The Trust referred to a service agreement it has with UN-Habitat and the Japanese Habitat Association that is a tripartite one and is much more defined. The Trust said that at the moment they have only a bilateral agreement with UN-Habitat that does not bring them officially into direct contact with the Foundation, making it difficult for them to respond to the Award sponsors’ needs more adequately. This issue will be looked into further below.

It should also be pointed out that one respondent felt the question had prejudged the answer. This is an interesting and important observation since the question had indeed intended to provoke such a critique and thereby get the respondent either to agree or disagree with the proposition the partner had performed. This technique seems to have worked well because, unlike in many other questions, practically all the respondents felt challenged took a position and, in so doing, qualified their answers.

Notice, for example, that no respondent agreed or disagreed outright with the proposition without citing the reasons. In some schools of thought in evaluation, this technique is believed to enhance debates and discussion where desired as essential.

QUESTION 5: Please, list two strengths and two weaknesses of the implementation arrangements

Responses given to the Question

Strength:

1. When necessary decisions can be made fast	8 (18%)
2. There is sufficient coordination between UN-Habitat and the Rafik Hariri Foundation	3 (7%)

Weaknesses:

1. Steering Committee meetings if not convened correctly can halt the whole process	4 (9%)
2. Need more funding for visibility and publicity	4 (9%)
3. Need a dedicated strategy to enhance visibility and publicity	2 (4%)
4. Risk for delays of the process given the high executives involved from both partners	1 (2%)

No response to the question, no information 23 (51%)

Total responses (N) 45 (100%)

C. Award Process Related Questions

The Award shall be given every two years. That is there is a two-year cycle before the Award prize is given.

QUESTION 1 (a): In your view, do you think there was enough time for informing the general public about sending names of nominations? (b) Was information about nominations widely advertised? How was it publicized?

Responses given to the Question

Very well in comparison to limited visibility and publicity of Habitat scroll of honor Awards in general. 11 (28%)

Yes, since the deadline for submissions was extended there was adequate time for nominations. 3 (8%)

No, the limited time available for the nomination process was a major weakness during Cycle 1. There was only six months instead of the envisioned 2-year cycle dictated by circumstances and the decision to launch the Award at the Fifth Session of the World Urban Forum in Rio de Janeiro. 3 (8%)

Publicity was at a very minimum of announcing the winner 7 (18%)

Insufficient engagement to make a judgment 1 (2%)

No response, no information 14 (36%)

Total responses (N) 39 (100%)

There are three Awards categories:

- Leadership, statesmanship and good governance.
- Construction and reconstruction of settlements and communities.
- Human resources development and benevolent activities in fighting urban poverty and the implementation of the Habitat agenda.

The Award consists of:

- Cash prize determined by the Foundation but not to be less than USD 200,000 which can be shared by two winners
- A trophy
- A certificate

As observed by some of the respondents, the first cycle was unique and did not follow the standard two-year course laid out in the MOU. The Steering Committee decided to launch the Award at the Fifth session of the World Urban Forum, taking note that the formulation process had been under discussion for far too long between the parties.

Each cycle requires two years to be able to follow the provisions of the MOU strictly and accomplish what is required. Cycle 1 had only about six months of actual preparation to accept nominations and pick the winner before the Award ceremony in Brazil. Thus it was hard to advertise widely for nominations and publicity was at a minimum of only announcing the winner in Nairobi with a press conference followed by a press release.

This also militated against wide publicity of the information about the nomination. On-line publicity should be complemented by print media to get the best of nominations in future.

QUESTION 2(a): How was the screening of nominations conducted? Were there any verification visits or what criterion was used?

Responses given to the Question

MOU article 6 and 8 give the agreed plan but because of time constraints, UN-Habitat relied on their data base to screen ten nominations discussed by the Jury.	8 (21%)
No verification missions were made because of time constraints but the Jury met twice to ensure due diligence was made.	6 (16%)
No response to the question, no information	24 (63%)
Total responses (N)	38 (100%)

Discussion: The respondents are aware of the time constraints except for three who felt they did not have information. Verification of documentation submitted on behalf of the candidates was largely relied upon. The internal resources of UN-Habitat, including its field offices, should be used for verifications more widely in cycle 2.

QUESTION 2(b): In your view, do you think the screening process and final selection of the winner was adequately, transparently carried out? Why/ why not?

Responses given to the Question

Very transparent and harmonious as is vindicated by the endorsement of the winner by the Steering Committee	8 (22%)
Not very transparent because of time limitations and publicity	5 (14%)
Insufficient engagement to make a judgment	1 (3%)
No response to the question, no information	22 (61%)
Total respondents (N)	36 (100%)

Discussion: Twenty-two per cent (or 50 per cent if excluding WUF participants) of those answering the question thought the selection was carried out very objectively by the Jury, though mainly based on documentation supplied. Frequent meetings between the Jury and the Steering Committee also helped to ensure transparency of the process. The process was entirely consensual without any internal dissent within the Jury that decided to meet twice to reach its final decision.

However, a significant number of the respondents also felt time limitations limited the transparency process. A timely launch of the process is therefore quite key.

QUESTION 3(a): If you attended the Fifth Session of the World Urban Forum or followed up the course of events during the Forum: Do you think there was adequate publicity about the launch and the Award? Please explain?

Responses given to the Question	
Very good publicity for a start to be improved upon in cycle 2	19 (44%)
Not really, there was very limited publicity despite a great start, so need for improvement	10 (23%)
The list of invitees was made at the last minute	4 (9%)
Easily enough publicity as the budget was very large	2 (5%)
No response to the question, no information	8 (19%)
Total responses (N)	43 (100%)

Discussion: Some respondents were concerned about the publicity and visibility process, which is understandable given the objective of the Award is to raise the profile of the person being honored. A respondent noted with concern “that there was no build up to the Award but it just happened and it was great but there is need to build up to it before and follow up after the event to raise the visibility”.

This recommendation would mean that mechanisms for more Award-related events at international gatherings need to be introduced to create such momentum. This would require that the Foundation would set aside a budget for its presence at such meetings where side events could be held on the Award and thus bring its vision and mission on the agendas and calendars of such international events.

The Steering Committee members, however, took a view that the publicity was good under the limited circumstances in which the Award was launched at the Fifth session of the World Urban Forum. It was pointed out that the process to launch the Award was actually lengthy since the idea was first discussed between the Executive Director of UN-Habitat and Mrs. Hariri way back in 2006 after the Second session of the World Urban Forum held in Vancouver.

The senior Award coordinator at the Foundation was assigned by Mrs. Hariri to follow the meetings of the World Urban Forums before a decision could be made to sponsor the Award and link it to the Forum. More time was needed to internalize the

matter. An MOU was finally agreed four years later in 2009. Many respondents who came on board later are not very familiar with history and this was revealed to the writer by the former Executive Director of UN-Habitat who has now been appointed by Mrs. Hariri to the Steering Committee.

QUESTION 3(b): Were the administrative arrangements of the UN-Habitat Award team and administrative arrangements by the Trust well-coordinated before and during the launch?

Responses given to the Question	
The coordination seemed to work very well during the Jury process	7 (19%)
Quite well at the dinner by the Trust engaging a resident Brazilian as the coordinator of the event in Rio de Janeiro	4 (12%)
Communication between the two Secretariats seemed well coordinated for travels	7 (19%)
No response to the question, no information	18 (50%)
Total respondents (N)	36 (100%)

Discussion: The Foundation respondents and the Jury members take a view that the UN-Habitat had succeeded quite well in logistical arrangements in a constrained time frame, especially by hiring a consultant who seemed flexible in responding to their needs.

QUESTION 3(c): Was the event well attended or poorly attended?

Responses given to the Question	
Very well attended because the World Urban Forum attracts high level personalities. The Presidents of Brazil and Uganda witnessed the launch by the Executive Director and Mrs. Hariri President of the Foundation	11 (28%)
The launch ceremony was witnessed by more than 13,000 people from more than 170 countries attending the Fifth Session of the World Urban Forum and millions watching on television	5 (13%)
The Award Dinner recorded about 200 high profile guests and VIPs from more than 80 countries.	4 (10%)
World Urban Forum automatically guaranteed huge and high level attendance of the launch event	2 (5%)
No response to the question, no information	17 (44%)
Total responses (N)	39 (100%)

Discussion: The majority of respondents felt that the event was well attended by country delegates and the media. The venue of the World Urban Forum offered a unique opportunity to show case and publicize the event although views could be taken whether an inauguration momentum can be repeated for subsequent circles.

Some respondents suggested that a distinction should be made between the two, and that future Award ceremonies should have an independent but UN-Habitat linked venue.

QUESTION 4(a): How would you describe the adequacy of the following during the launch?**(Please tick the correct response): (a) Adequate support & engagement from UN-Habitat Senior Management**

Responses given to the Question	
Not sure	11 (30%)
Good	9 (25%)
Very good	9 (25%)
Excellent	6 (17%)
No response to the question, no information	1 (3%)
Total respondents (N)	36 (100%)

QUESTION 4(b): How would you describe the adequacy of the following during the launch?**(Please tick the correct response): (b) Publicity event**

Responses given to the Question	
Not sure	1 (3%)
Good	8 (22%)
Very good	16 (45%)
Excellent	8 (22%)
No response to the question,	3 (8%)
Total respondents (N)	36 (100%)

QUESTION 4(c): How would you describe the adequacy of the following during the launch?**(Please tick the correct response) : (c) Attendance and Visibility**

Responses given to the Question	
Not sure	0 (0%)
Good	10 (28%)
Very good	17 (47%)

Excellent	6 (17%)
No response to the question,	3 (8%)
Total respondents (N)	36 (100%)

QUESTION 4(c): How would you describe the adequacy of the following during the launch?**(Please tick the correct response): (c) Type and Quality of Venue**

Responses given to the Question	
Not sure	2 (6%)
Good	8 (22%)
Very good	11 (30%)
Excellent	13 (36%)
No response to the question,	2 (6%)
Total respondents (N)	36 (100%)

QUESTION 4(d): How would you describe the adequacy of the following during the launch?**(Please tick the correct response): (d) UN-Habitat Award team involvement and response**

Responses given to the Question	
Not sure	2 (6%)
Good	10 (28%)
Very good	12 (33%)
Excellent	1 (3%)
No response to the question,	11 (30%)
Total respondents (N)	36 (100%)

QUESTION 4(d): How would you describe the adequacy of the following during the launch?

(Please tick the correct response): (e) TAWLAT involvement and response

Responses given to the Question	
Not sure	3 (8%)
Good	7 (19%)
Very good	7 (19%)
Excellent	3 (8%)
No response to the question,	16 (46%)
Total respondents (N)	36 (100%)

QUESTION 5. Has any of the five organs of the institutional structure of the memorial Award or any relevant member of the above organs, made any follow up to assess the post-Award contributions of the first Award winner? Please explain.

QUESTION 5. (a) Please, list two strengths and two weaknesses of the implementation arrangements

Responses given to the Question	
Yes, discussion at Executive Director level to assess UN-Habitat's future involvement has been held	1 (3%)
No, the MOU does not require the Award winner for any contributions following the price but it should be recommended. However both parties tried extensively to organize an event in Turkey in order for Prime Minister Erdogan himself to receive the Award as he could not come to Brazil but his schedule given the upcoming elections precluded it	6 (17%)
Not that am aware of	5 (14%)

Yes, the Former Executive Director of UN-Habitat, who has since been appointed to the Steering Committee by the President of the Foundation, met with the Prime Minister of Turkey in May 2011 on the occasion of the 4th UN Conference on the Least Developed Countries hosted by Turkey and its Prime Minister. They discussed his role as winner in promoting the Award. He promised that he would wish to do more to publicize it at a more convenient date, and informed he had already discussed the matter with the Foundation.

No response to the question, no information	23 (63%)
Total respondents (N)	36 (100%)

Discussion: This question provoked a lot of views from the respondents. It was correctly observed both by Foundation and UN-Habitat respondents that the current MOU does not require the Award winner to organize any promotional activities following the win. Some proceed to recommend that the MOU should stipulate that this should happen.

In discussing this recommendation the following needs to be pointed out: any award is meant to recognize performance and achievements made, so it is assumed that the winner, after a life of service, would automatically continue to use the money received to raise the profile of his activities even further, including participating upon invitation in United Nations activities. This is standard practice in cash-based awards which cannot be given with conditions.

However, to ensure the efficacy and utility of the Award, the application submissions under section 5 on impact could include a requirement for the applicant not only to state the impact made by his work so far, but how the Award would enhance that impact or best practice if won. Currently, impact is on past achievements and is stipulated thus ‘Impact: Estimated number of beneficiaries, types of beneficiaries, (e.g. women, children, the poor, victims of natural or human made disasters) impact on beneficiaries’ living conditions (e.g. social, economic, environmental, health, education, employment, security of tenure, crime reduction, continuity involvement in the decisions/governance,) provide quantitative and qualitative indicators of impact.’

QUESTION 5(b): What significant activity has the winner demonstrated in the field of human settlements or sustainable urbanization after winning the prize?

Responses given to the Question

As Prime Minister he has continued to display leadership in his region, hosting in May, 2011, a year after winning the Award, a major UN Conference on the Least Developed Countries (LDCs). The new programme of action for LDCs has a chapter on shelter and human settlements development.	1 (3%)
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No response to the question, not aware/ no information	35 (97%)
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Total respondents (N)	36 (100%)
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Discussion: The former Executive Director of UN-Habitat, who is also a Steering Committee member, was the only respondent who was able to shed light on this ques-

tion by linking the current activities of the Award winner to international service. It is noteworthy that the winner, recognized for his role in shaping the Habitat II Conference of June 1996 held in Istanbul, should, upon winning the Award also be credited for hosting a major decennial global conference for the Least Developed Countries.

The Award team would itself need to expand its own horizon in identifying the relevance of such global events to the recognized best practices that it promotes. This is a great achievement for the winner and the Award.

Concerns would however seem to lie in failure or inability to link such achievement with the winner. A dedicated website would help to follow up and link the post-Award high-profile activities with the Award, such as a headline to the effect of ‘Hariri Award Winner organizes a major United Nations conference to assist poor nations’. This should be part of the monitoring and media strategy to track the activities of the winners and link them to the Memorial Award and thereby enhancing its visibility and relevance and simultaneously promote best practices.

QUESTION 6: Please list strengths and weaknesses of the actual Award, if any

Responses given to the Question

Strength:

1. A brilliant idea to honor a distinguished leader who was assassinated for his leadership and courage	14 (29%)
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2. International nature of the Award	6 (12%)
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3. Financial/cash Award raises the profile of the Award and best practices	7 (14%)
Weaknesses:	
Too premature to judge	8 (16%)
None	6 (12%)
Limited publicity and follow up activities	1 (2%)
No response to the question, no information	7 (15%)
Total responses (N)	49 (100%)

Discussion: With regard to strength, respondents to the questions pointed out the Award as a fitting way to honor the memory of Mr. Hariri since it is bestowed on individuals and institutions that dedicate themselves to the same goals that he worked to promote. It is also very prestigious in nature since it is a joint venture of the Rafik Hariri Foundation and UN-Habitat.

Respondents emphasized the international nature of the Award due to its association with the United Nations with the Award administration. The international image of the Foundation in view of the contribution of the late Rafik Hariri and his ultimate sacrifice for his country is an added strength. Financial consideration associated with the Award also makes a positive contribution while the presentation of the Award at the World Urban Forum enhances its visibility internationally. With regard to weaknesses, those who responded, were of the opinion it was too early to judge (16 per cent; while 12 per cent could not see any weaknesses with the Award per se. Some pointed out the recurring concern on publicity and poor or limited follow up activities.

D. Questions on Lessons Learned and Recommendations

QUESTION 1: Please list two strengths and two weaknesses if any of the overall partnership or joint initiative of the Rafik Hariri Memorial Award?

Responses given to the Question

Strength:

As observed above, inspirational, advocacy, awareness raising	8 (18%)
The Foundation benefited from UN-Habitat staff and their long experience in similar Awards	2 (5%)
Even if not used fully in the cycle 1, UN-Habitat established visibility will extremely benefit the Award	1 (2%)
A great strength of the partnership is the high caliber of the members of the five components of the institution.	1 (2%)
Another important strength is the experience of UN-Habitat in administering Awards of an international scope and stature.	1 (2%)
It draws from UN-Habitat's international profile, scope, stature and experience and the distinguished and high profile people involved in the process with a lot of credibility	1 (2%)

Weaknesses:

As observed above,	3 (7%)
None	0 (0%)
Seems to target prominent people and VIPs	2 (5%)
Costly exercise	1 (2%)
No response to the question, no information	24 (55%)
Total responses (N)	44 (100%)

QUESTION 2: In your view, what would you consider as lessons learned since the launch phase of the memorial Award?

Responses given to the Question	
Award winners have to be selected depending on how they perform and how they will to help to promote the Award after receiving it	5 (11%)
Award cycle should not end after the Award conference - the next cycle should build upon the previous one	3 (6%)
It would be helpful and useful to have regular communication by phone conference between Jury members	3 (6%)
It would also be helpful to confirm the composition of the Jury for the next Award cycle as soon as possible	3 (6%)
Sufficient time should be given to the nomination process	2 (4%)
More aggressive publicity should be organized while calling for nominations and this should include both the electronic and print media internationally	3 (6%)
The process should start with greater lead time so that adequate time is available during the selection process	6 (13%)
Independent verification of the nominations submitted should be effected by the technical review committee with a view to ensure accuracy of claims in nomination papers	2 (4%)
Do not become too involved in the administrative aspect of the Award UN systems are not sufficiently geared up to handle it	4 (9%)
No response to the question, no information	16 (35%)
Total responses (N)	47 (100%)

QUESTION 3(a): Kindly suggest or make a minimum of three recommendations that would be helpful to the design and management of the Award in terms of: institutional design, indicators, communication and coordination as well as distribution of duties and tasks.

Responses given to the Question	
More direct meetings between the Foundation and UN-Habitat	7 (13%)
Set two fixed Steering Committee meetings every year and one fixed meeting per cycle for the Jury to facilitate the coordination process	4 (8%)
More communication between the components of the institutions would enable at an early stage to discuss and recommend how to improve the Award process	11 (21%)
The information and communication branch of UN-Habitat may be involved early on in order to make use of established channels of communication and publicity	3 (6%)
The monitoring branch of UN-Habitat should also be involved early on	4 (8%)
The sharing of responsibilities between UN-Habitat Secretariat and the Foundation's Secretariat could be reviewed to ensure fair sharing of responsibilities on either side. Clear delineation of responsibilities will also ensure a smooth process	5 (10%)
Ensure that Award supports core mandate of agency before proceeding further	2 (4%)
No response to the question, no information	16 (30%)
Total responses (N)	52 (100%)

QUESTION 3(b): Kindly suggest or make a minimum of three recommendations that would be helpful to the design and management of the Award in terms of: actual Award—whether or not it can still be shared by up to two winners or any other suggestions.

Responses given to the Question	
Yes, depending on the circumstances, it might be appropriate to have two winners provided that we follow up with them after they receive the Award.	11 (24%)
Award winners should be altered between different community groups; it's not true that a political or well-known winner is always best.	12 (26%)
Since the essence of the Award is the celebration of the work of Mr. Hariri, a self-made man who believed in giving opportunities to those who do not have access to them, so the Award should give opportunities not only to those who have reached the top but, more important, to those who have the qualities and determination and strategy to do so.	8 (17%)
Cycle one provided for sharing of the Award in the event that more than one deserving candidate surfaced during the selection. Similar provisions may be maintained for cycle 2. However, a single winner always enhances the Award's profile.	5 (11%)
No suggestions	0 (0%)
No response to the question, no information	10 (22%)
Total responses (N)	46 (100%)

QUESTION 3(c): Kindly suggest or make a minimum of three recommendations that would be helpful to the design and management of the Award in terms of enhancing visibility and publicity.

Responses given to the Question	
A well-planned publicity campaign could be launched by UN-Habitat through established channels including the media	12 (32%)

Media plan: UN-Habitat media staff more involved, target media in Lebanon and the country where the conference will be held, the Foundation should participate in all UN-Habitat activities to make the Award more visible	11 (29%)
We would review the current methods of publicizing the competition and the Award to determine how to improve this vital function	5 (13%)
No suggestions	0 (0%)
No response to the question, no information	10 (26%)
Total responses (N)	38 (100%)

QUESTION 3(d): Kindly suggest or make a minimum of three recommendations that would be helpful to the design and management of the Award in terms of nomination and screening process and selection of a winner.

Responses given to the Question	
I think there should be a change in the process in terms of how the nomination takes place. I believe that there should not be applications but rather a search committee should research who are the people or groups that fit the criteria to win the Award and then the jury decides from among the selection. That way the Award will become more selective and valuable in the same way as the Nobel prize.	5 (8%)
Nomination should be invited using both UN-Habitat established channels but also through print media such as The Economist, which has wide international circulation. It is important that sufficient time, preferably six to eight weeks, should be given for submission of the nominations.	14 (23%)
Preliminary screening could be done by the UN-Habitat Secretariat in respect of the nominations that do not meet the minimum criteria. However, as far as possible, the Jury should be given the opportunity to exercise its independent opinion with regard to further screening. To ensure full transparency in the screening process, the Jury should be kept informed of all preliminary screening done by the Secretariat. As far as possible the practice of selection of the winner by the Jury through consensus should be encouraged, as was done during cycle 1.	

Better announcement of open nominations	10 (17%)
Enough time to get enough number of nominations	10 (17%)
Verification visits on most nominations that are suggested go the Jury should be given priority	8 (13%)
The technical expert review committee should present the roster of finalists to the Jury well before it is scheduled to meet so as to allow ample time for the members to review the finalists in detail	6 (10%)
No suggestions	1 (2%)
No response to the question, no information	6 (10%)
Total responses (N)	60 (100%)

We should review the current methods of publicizing the competition and Award ceremony to determine how to improve this vital function.

QUESTION 3(e): Kindly suggest or make a minimum of three recommendations that would be helpful to the design and management of the Award in terms of: selection of appropriate location and venue whilst taking into consideration visibility elements of best practice and the history of the Award.

Responses given to the Question

I strongly suggest the United Nations General Assembly in New York during September for the following reasons: It is highly prestigious, it is attended by a high profile international audience, it generates stability for the Award as its venue is known to be in the same city every cycle and, as it is the melting pot of all nations, it highly reflects what Prime Minister Rafik Hariri stood for. I believe that, by having it in New York, the winners will be more likely to attend the Award ceremony with less difficulty than in a venue that could change due to political unrest or other reasons such as what happened with the World Urban Forum in Bahrain.	3 (6%)
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Also, at a later stage perhaps there should be a home for the Award in Rafik Hariri's homeland, Lebanon. This is not necessarily the venue for the Award but a place where all the past and future winners' achievements as well as how the winners' achievements relate to the late PM are gathered and can be visited.

Continue to hold the Award ceremony and lecture in conjunction with the World Urban Forum, but add a panel to discuss issues of current importance and relevance.	15 (28%)
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The UN-Habitat staff are very busy during the World Urban Forum and usually the same type of government delegations attend the forum, thus it might be more practical and beneficial to have a separate venue for the Award Conference; for example the United Nations General Assembly in New York during September, and maybe at a later stage the Award Conference has to move to Beirut, the home of Mr. Rafik Hariri.	9 (17%)
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The World Urban Forum has proved to be a good venue for the Award because of high visibility and world media attention. However, considering the history of the Award, a venue with historic connection could also be considered, such as Istanbul, which was the venue for the Habitat II Conference	7 (13%)
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No suggestions	1 (2%)
No response to the question, no information	18 (34%)
Total responses (N)	53 (100%)

Discussion: Many respondents offered suggestions and in general are unified in calling for better planning and announcement of the nomination process. Specifically, the Technical Expert Review Committee should present the roster of finalists to the Jury well before it is scheduled to meet so as to allow ample time for the members to review the finalists in detail.

While the recommendations are well taken and are actually already stipulated in the MOU, the first cycle could not observe this process strictly because of time limitations. Future cycles therefore need to start in good time to avoid any recurrence of urgent measures that are later criticized.

Continue to hold the Award ceremony and lecture in conjunction with the World Urban Forum but add a panel to discuss issues of current importance and relevance.

QUESTION 3(f): Kindly suggest or make a minimum of three recommendations that would be helpful to the design and management of the Award in terms of future evaluation.

Responses given to the Question	
It would be useful to tailor questionnaire to the specific duties and responsibilities of the persons filling out the questionnaire	4 (9%)
Evaluation consultant might receive better answers with live interviews	8 (18%)
Evaluation consultant should be given enough time	4 (9%)
Evaluation should be done after each cycle,	4 (9%)
For future evaluations, the UN-Habitat Monitoring and Evaluation Unit should be involved in the process early on. The participation of the monitoring unit in the Steering Committee could be one way of ensuring this	5 (11%)
No suggestions	11 (24%)
No response to the question, no information	9 (20%)
Total respons (N)	45 (100%)

Discussion: Respondents felt that the questionnaire is too repetitive and too long. It would have been better to tailor it to the respondent, focusing on their specific duties and responsibilities in the Award process to improve focus and impact. Most questions were too general and the respondent did not always have the information to give a clear and concise answer on the issues they were being asked to comment upon.

The writer acknowledges these concerns that emanated from the overall lack of basic background information to guide the evaluation exercise at the UN-Habitat Secretariat itself. Apparently, most of the work had been done by the Award coordinator under the guidance of the former Executive Director in order to meet the launch deadline at the Fifth Session of the World Urban Forum.

In future cycles, more participatory approaches to bring all stakeholders on board are considered important to improve the ownership of the Award process by all those expected to play a role. As is recommended by the respondent, even the evaluation exercise itself was commissioned on a very limited timeframe of one month, giving limited room to test the questionnaire before it was used to correct information.

Monitoring and evaluation of the Award process should be inbuilt into the next cycle. For example an assessment questionnaire should be instituted at the Award event itself rather than later, when memories have faded and when extra efforts must be made to trace the respondents as was done in this case.



United Nations Human Settlements Programme (UN-HABITAT)
P. O. Box 30030, 00100 Nairobi GPO KENYA
Tel: 254-020-7623120 (Central Office)
www.unhabitat.org

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