Evaluation of UN-Habitat's Flagship Reports: Global Report on Human Settlements and State of the World's Cities Report

JUNE 2014

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ABBREVIATIONS AND ACRONYMS

CPR	Committee of Permanent Representatives
DEWA	Division of Early Warning and Assessment
GA	General Assembly
GC	Governing Council
GEO	Global Environment Outlook
GRHS	Global Report on Human Settlements
HQ	Headquarters
ILO	International Labour Organization
LAC	Latin American and the Caribbean
MTSIP	Medium-Term Strategic and Institutional Plan
NGO	Non-governmental Organization
PSD	Programme Support Division
ROAP	Regional Office for Asia and the Pacific
ROLAC	Regional Office for Latin America and the Caribbean
SWCR	State of the World's Cities Report
TOR	Terms of Reference
UNCHS	United Nations Commission on Human Settlements
UNDP	United Nations Development Programme
OECD/DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNGA	United Nations General Assembly
UNGC	United Nations General Council
UNICEF	United Nations Children's Fund
UN-Habitat	United Nations Human Settlements Programme
WHO	World Health Organization

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EXECUTIVE SUMMARY

BACKGROUND

UN-Habitat publishes two recurrent flagship reports: *The Global Report on Human Settlements (GRHS)* and the *State of the World's Cities Report (SWCR)*. These publications help UN-Habitat fulfill its responsibility "…to analyze and monitor major trends in urbanization and the impact of policies on urban and rural settlements, to track progress in the implementation of the Habitat Agenda, and to continue its publication programme, including, inter alia, publication of the Global State of Human Settlements Report (sic)…" as provided for by Paragraph 228(m) of the Habitat Agenda.

The GRHS and the SWCR were developed for different audiences and their format and presentations styles differ accordingly. The GRHS is policy-oriented and targets experts, academics and students of urban planning, urban studies and related disciplines and professions, policymakers, technical advisers to ministers, mayors and other government officials. The SWCR aims to reach a wider lay audience, including national and local decision makers, non-governmental organizations and the media. While conveying substantive knowledge and data, its presentation of information is more visual and intended to be reader-friendly and accessible to a wide public. Published in alternating years, the themes of the GRHS have typically focused on cross-cutting substantive issues (e.g., slums, shelter, finance, safety, planning and climate change). The foci of SWCR editions have aligned with and supported the overarching broad foci of the biennial World Urban Forum.

This evaluation took place against the background of (1) a decision by UN-Habitat's Management Board to discontinue both flagship reports as currently produced and published and, instead, to prepare a single flagship report in the future, starting in 2015; (2) financial and human resource constraints; (3) unclear boundaries between the two reports; and (4) repeated requests by the Government of Norway, the flagship reports' donor, for increased accountability, effectiveness, efficiency and evidence of use by target groups.

The evaluation, conducted from July through October of 2013, was managed expertly by the Evaluation Unit in close consultation with the Research and Capacity Building Branch. The independent evaluation team comprised Professor Michael Cohen of the New School, New York, and Professor Willem van Vliet—of the University of Colorado, Boulder, assisted by graduate students Desiree Lavecchia and Tizai Mauto.

As per the terms of reference, this evaluation focuses "on the results achieved by the flagship reports in UN-Habitat's normative work, sharing of responsibilities, appropriateness of planning and conceptualization, production, dissemination and follow-up on reports; and resource allocation for producing the reports." Its purpose is "to assess UN-Habitat achievements, challenges and opportunities in raising awareness on human settlements issues through the flagship reports through the provision of information on global conditions and trends and policies to Member States and the Habitat partners" (p. 5). Consistent with the evaluation criteria[1] of the United Nations Evaluation Group/Development Assistance Committee, this overall purpose subsumes more specific objectives as listed below.

- Relevance (including internal and external harmonization, responsiveness to needs and priorities of target audiences, coverage of cross-cutting issues).

- Effectiveness (including institutional set-up and management capacities, production methods, strategic partnerships, advancement of normative work, impact monitoring, and incorporation of a theory-of-change).

- Efficiency (including institutional arrangements, data collection, cost-effective delivery and adequacy of resources).

- Impact (including influence on awareness and policy formulation at global and national levels,

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1   *UNEG Handbook for Conducting Evaluations of Normative Work in the UN System, Stiles Draft #3, May 31, 2013, pages 27-28.*

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use by target audiences, coverage of gender equality, youth and human rights).

• Sustainability (including resource mobilization, partner commitments and audience engagement).

The implicit theory-of-change model underlying the flagship reports appears to be as depicted below:
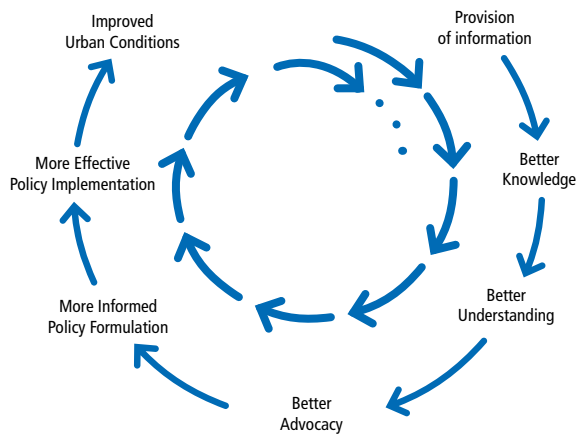
The functionality of this model is undermined by (1) weak links, as indicated by findings for several of the evaluation criteria; and (2) undue reliance on the delivery of an end product with insufficient attention given to its integration in UN-Habitat's wider agenda, organizational structure, and programme of activities.

The evaluation included document review, an online survey to a general global audience in English and Spanish, a survey to authors of the reports, a survey to UN-Habitat staff, and Skype open-ended interviews with about 40 UN-Habitat staff and external key informants. The total number of respondents for this survey (N=541) compares favourably with a total of 15 respondents who participated in the 2004 evaluation of UN-Habitat's flagship reports, and 55 respondents in the 2010 flagship report survey. Among audience types, academics are most strongly represented in every region, ranging flagship report on 92 per cent in Oceania, to 31 per cent in Africa and Asia. Most respondents affiliated with non-governmental organizations (NGOs) come from Africa (31 per cent), followed by Asia (28 per cent) and North America (21 per cent). In addition, 66 per cent of respondents from youth-led organizations (likely NGOs) also come from Africa. Representation from national governments is mostly from Africa (29 per cent), Asia and Europe (both 21 per cent), while

Africa dominates local government participation (42 per cent). Respondents in the private sector are most commonly from Europe (35 per cent).

Limitations included lack of inclusion of audiences not proficient in English or Spanish (e.g., French-speaking Africa, China, Arab states), with unreliable or expensive Internet access, and without prior awareness of the flagship reports. As a result, the findings likely overstate measures of the evaluation criteria as compared to results that would have been obtained with a more representative cross-section of audiences. Complete budget information was received for SWCR 2012-2013 only.

FINDINGS

1. UN-Habitat is responsible for framing the objectives and design of the report process, including the choice of themes, allocation of financial and human resources for research, writing, and dissemination. These steps can be understood as outcomes of UN-Habitat staff and the agency as a whole.

2. The GRHS has been produced by a small but highly focused team in the Policy Analysis Branch, which adopted an approach with extensive use of external consultants to assure that the GRHS reflected the modern and "the state of current knowledge", while not relying on UN-Habitat's own staff and in-house expertise very much. Its three major tasks were to frame the themes of each report, to assign and monitor the work by external consultants, and to integrate the separate drafts produced by external consultants into a single high-quality document. Upon completion of each report, attention was turned to framing the subsequent report and the cycle began again. By all accounts, the GRHS teams were able to fulfil their mandates and produced what are generally regarded as high-quality documents with well-presented and integrated texts. Aside from questions raised about data on the size of the slum population used in the 2003 report, no evidence was found of serious substantive critiques of the reports. The reports are regarded as solid inventories of information for reference purposes about selected subjects, but are not considered "ground-breaking' or innovative in their form or conclusions.

3.   By contrast, the SWCR team has followed a different process: choosing a subject, collecting new data related to that subject through an external survey, and then writing the report in-house, relying much less on external expertise. The SWCR team believed its audience was primarily city policymakers and, therefore, their report needed to be highly accessible through attractive graphics, more synthetic numbers and fewer messages. The SWCR was supposed to capture emerging external trends and frame a set of policy directions for national and local decision makers.

4.   While the two approaches were significantly different, it is the perception of UN-Habitat staff interviewed and surveyed for this report that both teams seem to have focused largely on their own internal processes and created few opportunities to include the experience and expertise of other branches of UN-Habitat, including national field project staff or regional offices. Both reports were headquarters products and, indeed, a very narrow part of headquarters, described by some interviewees as a "black box". This perception is unfortunate because the staff writing the reports felt that they made considerable effort to involve other staff, the GRHS produced a monthly update newsletter and even paid money to field staff to help organize the collection of new data. Report-writing staff members feel that this difference in perception and experience is a result of the overall management of the agency rather than their responsibility.

5.   UN-Habitat's flagship reports are produced with much smaller budgets and much smaller staff than such reports of other United Nations agencies and deliver considerable value for the money. Annual budgets were about USD270,000 , excluding staff time. Each team was staffed with very few full-time members, with sharply different budgets for external consultant support. These teams understood their roles as conceiving and executing the reports up to the point of production and then handing over the finished products to the Advocacy, Outreach and Communication Branch and other branches of the agency for launch and dissemination.

6.   Initially, each report took about two years to produce but later extended to four years for the GRHS in 2009, 2011 and 2013. Delayed release of funding by the Programme Support Division sometimes compressed the time available (GRHS 2009) or suspended activities (GRHS 2011). These processes were monitored by senior UN-Habitat management, which received monthly status reports.

7.   Upon completion of drafts, the reports were reviewed by senior management and also sent to United Nations headquarters in New York for review. In the case of the GRHS, the report was sent to an external advisory committee for comment. However, for both reports, in some cases the time available for review was very short due to the pressure for printing and public release of the report.

8.   The completion of the production process— i.e. including research, writing, and review— was then followed by a dissemination process, which is essentially the responsibility of the Advocacy and Communication Branch, as well as regional offices and liaison offices in New York, Geneva and Brussels.

9.   The handover of the flagship reports appears to represent a major discontinuity in the process. A member of the production team described the completion of research, writing, and review as "the finish line". This is an unfortunate term because only after the reports are completed is there any possibility of achieving the report objectives including the provision of substantive guidance about urban policies, programmes and practices at the international, national and local levels to UN-Habitat's constituencies and partners. The notion of "the finish line" is a telling indicator of practice and perception by the in-house authors while also a commentary on the fragmented distribution of responsibilities within the agency.

10.   UN-Habitat informs that 836 flagship reports were sold between 1 January 2008 and 4 November 2013 (GRHS: 303; SWCR: 533). These very low sales numbers signal missed opportunities for cost recovery and an unutilized channel for dissemination. While there have been larger numbers of downloads of the electronic versions of

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the reports, only two of the reports rank in UN-Habitat's top ten downloads for 2013 and both of these are older, one of them predating the scope of this evaluation. Flagship reports are cited in numerous publications but, while these numbers suggest a wide reach, this evaluation uncovered very few reviews in academic journals and no coverage in many major mainstream professional journals. These numbers are relatively modest results given the institutional effort to produce the reports, which were intended to be the major vehicle for communicating the agency's policy messages.

ASSESSMENT

Relevance

A large majority of respondents and interviewees perceive the flagship reports as relevant to their own work. The themes chosen for the reports are highly relevant to ongoing critical urban issues at the global, national and local levels. The choice and timing of different themes varies across themes and reports, specifically raising the question of whether UN-Habitat is leading or following the international debate, for example on climate change or urban prosperity. This positioning of UN-Habitat in the global debate will necessarily vary by theme. The reports are also relevant for international discussions on youth, gender, human rights and environmental management capacity. Perceived relevance varies considerably according to audience and region. UN-Habitat staff rate flagship reports comparatively less often as relevant, but 90 per cent of them consider them vital to the UN-Habitat mission. Cross-cutting themes tend to receive superficial treatment. Flagship reports are not well coordinated with other United Nations agencies.

Effectiveness

The major issue related to effectiveness of the flagship reports is that most respondents indicated little awareness of them or had read limited parts. Only 4 per cent of UN-Habitat staff reported having read the 2011 GRHS extensively; 22 per cent were unaware of it or had seen but not read it, while 23 per cent had only glanced at it and another 9 per cent had merely read the executive summary. Unless "awareness" is assured, there is little likelihood that the reports can achieve their objectives in terms of impact.

Efficiency

The major observation regarding efficiency is that most in-house respondents as well as some external ones say that there is little involvement by other branches of UN-Habitat in the design and production of the reports. At least 73 per cent say that they do not have sufficient opportunity to participate in selecting flagship report themes and preparing the reports. Almost 50 per cent indicate they do not play an active role in the dissemination of the report. As a result, the process of assembling information and expertise in report production is seen as inefficient and unnecessarily costly in human and financial resources.

Impact

The impact of the *Global Report on Human Settlements (GRHS)* has been largely on academic audiences, but has not had a broader effect in terms of policymaking and programme implementation at the international, national and local levels. The *State of the World Cities Report (SWCR)* has been more accessible to policy and programme levels in governments, but there is little evidence that it has had a major influence on new ways of thinking and action. The recent SWCR on City Prosperity has enjoyed some success as indicated by requests from city level authorities in various countries. About half of the respondents, including UN-Habitat staff, disagree or do not know that the flagship reports have had a significant influence. Insofar as audiences perceive significant influences, it has been on new ways of thinking, more so than on the adoption of new practices and the formulation of new policies. In sum, the perceived impacts of these reports have been far below their potential.

Sustainability

Project-based funding puts the flagship reports on tenuous footing, vulnerable to political changes in donor countries. The lack of impact has undermined donor support for the reports. At present the Government of Norway is the sole funder of these reports, which makes them extremely vulnerable to the possibility of changed attitude by this donor. The lack of funding and delay of its release have interrupted flagship report work (e.g., GRHS 2009, 2011), have prevented consultation with other stakeholders (e.g., Urban Net meeting in Lisbon, 2008), and limited or prevented translation.

CONCLUSIONS

1. The flagship reports represent a major and sustained effort by UN-Habitat to articulate its views about important and relevant urban topics. This experience has been a priority initiative of the agency involving dedicated professional staff for almost two decades.

2. The experience with the reports has varied over time and has led to the decision to produce two rather than one report, resulting in the 2001 launching of the *State of the World's Cities* reports. These two products have had different content, distinct intended audiences, and are perceived differently by UN-Habitat's diverse constituencies and partners.

3. *The Global Report on Human Settlements (GRHS) has been valued for its treatment and synthetic summary of global thinking on selected issues. The report has been used widely by academics in the English-speaking world as a reference document for research and teaching. The report has used many external consultants as authors of individual chapters with UN-Habitat staff responsible for framing the argument and selecting data and evidence. It is not generally considered as breaking new ground but rather as a useful summary of prior global thinking. Its form, large volume and mode of presentation do not facilitate use by policymakers or operational programme managers. As such, its impact has been largely within academia. Probably the most successful volume in terms of global recognition was the 2003 report, The Challenge of Slums.*

4. *The State of the World's Cities Report (SWCR) has been valued for its efforts to provide new forms of analysis of current issues, relying on UN-Habitat's own data, and to present analysis and recommendations in a shorter, more visual form that is more accessible to policy and non-academic audiences. These reports have relied more on UN-Habitat's own staff, have been more experimental in their formats, and are considered more readable by policy and operational constituencies. The recent 2012-2013 SWCR on The Prosperity of Cities appears to be the most successful in this series, thus far, as demonstrated by the number of cities indicating their interest in the City Prosperity Index.*

5. The assessment of the flagship reports varies by constituency and region of the world. In general terms, there is more appreciation of them in English-speaking Africa than in other regions and considerably less in Latin America where the lack of translation has proven to be a major obstacle in dissemination. The differences in these assessments are presented in the detailed treatments of the five criteria by which the reports are evaluated. Regional reports, managed by UN-Habitat regional offices, which focus on specific problems of their areas using regional and national data, appear to have had more success in reaching local audiences and constituencies.

6. Despite the achievements of both reports, their production and dissemination demonstrates clearly unaligned patterns of objectives within the agency, its choice of instruments, design of processes and impacts achieved. There are numerous points where there are "disconnects" or "confusion" or "lack of communication", which limit the impact of the reports.

7. These unaligned patterns are not effective for UN-Habitat to achieve its objectives, particularly given its resource scarcity. This suggests that the flagship reports are underachievers in terms of UN-Habitat's ambition; its use of human and financial resources; and the potential of the reports for global, national and local impacts.

8. Within the organization, there is a strong sense among the great majority of staff consulted that the production of the flagship reports is an isolated process. This extends from the selection of topics to research, writing, review, launch, dissemination, usage and monitoring. Many branches and units of UN-Habitat claim to be uninformed and uninvolved in the multiple steps of the process. For many UN-Habitat staff, the reports are indicators of poor coordination, inadequate information, lack of respect for operational and national experience, and unprofessional approaches to dissemination and feedback.

9. There is a strong consensus among UN-Habitat staff or others that the reports have not been significant in the achievement of the objectives of the Medium-Term Strategic and Institutional Plan (MTSIP).

10. With regard to dissemination, the subjects of the flagship reports are generally perceived as "relevant" to current international, national, and local level policy debates and practices. Nonetheless, there is considerable regional variation about the extent to which the form and content of the two kinds of reports are appropriately designed to reach priority audiences and constituencies, effectively. At the global level, disappointing results in terms of sales and downloads suggest high costs and low benefits of the reports.

11. The reports have not been particularly significant in relation to UN-Habitat's focus on gender, youth or human rights. Separate UN-Habitat reports on these topics have had more impact.

12. The relatively low overall impact of the flagship reports undermines the sustainability of financial support from donor agencies and has placed the future of the flagship reports at risk to a change in priority by a few bilateral donors.

13. The proposed merger of the reports offers an opportunity to be clearer about the choice of themes. The strategy of the GRHS has been to choose a theme and assemble expert opinion about the theme. This has not resulted in the intellectual and policy leadership to which the GRHS has aspired. The themes have been relatively specific, yet not technical, so they exist in an in-between space which is neither innovative nor attracts specialist attention. Yet, at the same time, it does not place the theme in a current urban policy framework which is either authoritative or forward-looking. The strategy of the SWCR is the opposite: it seems to be general, as reflected in its title, yet it focuses on a specific issue for each report. So it too exists in a middle-space.

LESSONS LEARNED

1. The form, size and mode of presentation of the flagship reports have had major impacts on their effectiveness and impact among different constituencies. Form, whether in hard copy or as an electronic file, needs to be given much more attention as critical in achieving agency objectives for the reports.

2. A related but also major issue is the need to translate reports into relevant languages in order to reach intended audiences. While abridged editions of the GRHS were translated into most of the United Nations languages, this issue needs management attention and resources. The reports have low recognition and little appreciation in non-English-speaking countries.

3. Clearer differentiation from regional and national reports is necessary to avoid repetition and to target the content and form of flagship reports more effectively.

4. As major outputs of UN-Habitat, the experience of producing and disseminating the reports have revealed important problems within UN-Habitat, that is in the lack of alignment of objectives among different activities and weaknesses in the design of the production process; the lack of staff involvement as well as lack of subsequent buy-in needed for effective dissemination; and the relatively high financial cost for an agency with scarce budgetary resources.

5. The evaluation suggests that greater staff involvement could strengthen all steps in the process, including the theme, and result in a better product with a greater likelihood of effective global dissemination and usage.

6. Greater staff involvement would contrast with and help overcome the present lack of connection between the flagship reports and major UN-Habitat initiatives such as the Medium-Term Strategic and Institutional Plan.

7. It is risky for UN-Habitat to have a single donor supporting any major agency initiative. This certainly applies to the narrow budget support for the reports.

8. Currently missing from the flagship report process is systematic and ongoing monitoring, and assessment to produce lessons that can inform future editions of the reports.

RECOMMENDATIONS RELATING TO THE FUTURE OF THE FLAGSHIP REPORTS

With this background, the evaluation team recommends the following set of actions:

- Future publication of a single flagship report once every two years. The proposed merger of the two reports into a single document to be produced by 2015 is a decision that is generally welcomed by UN-Habitat staff and external audiences. It represents an opportunity to change the methods and process of report production and dissemination. It has the potential, if acted upon, to strengthen, significantly, the modes of information sharing, communication and integration of UN-Habitat's normative and operational work, all of which are consistent with the 2013 organizational restructuring.

- It is recommended that the new merged report be broad-gauged, offering an assessment of the global urban picture and sharply identifying the issues requiring urgent, priority attention. The process for choosing themes should be opened up by including more staff participation.

- Process changes that should be considered include the following:

  a. Assure close involvement of operational and normative sides of the agency at key stages in the process. Create a committee of branch chiefs to advise the Research Branch and the report writing team and, if feasible, selectively second staff members to work on subjects in their respective fields.

  b. Consider flagship report production first as a knowledge management process for the agency as a whole and only secondly as a dissemination effort. Both are needed, but effective dissemination by UN-Habitat requires greater participation and buy-in by staff at all levels, including headquarters branches as well as regional and national offices. A stronger substantive product is a necessary but not a sufficient condition for the effective use of UN-Habitat's scarce human and financial resources. Communicating clearly that the content of the agency's flagship report should reflect a wider range of the agency's operational experience and normative thinking will encourage greater agency engagement in what might be called 'embodied dissemination'.

  c. Consider other physical and online forms for the communication of main messages of future reports. The evolving practices of other United Nations agencies with regard to their flagship reports and the publishing industry more generally suggest multiple possibilities for cost-effective innovation for the UN-Habitat flagship report. UN-Habitat staff members are aware of many possibilities and should be encouraged to develop a new approach to dissemination which uses less bulky forms of reports, emphasizes easy online access, and greater reach and penetration of targeted audiences and constituencies.

  d. Consider initiating closer coordination with other United Nations agencies (such as the United Nations Environment Programme, the United Nations Development Programme, the International Labour Organizations, the United Nations Children's Fund and the World Health Organization) at various stages in the design, production, and dissemination of the reports.

UN-Habitat should consider these recommendations in a decision framework of possible trade-offs in order to strengthen the future management of the multiple steps in the flagship report process as well as to provide a set of evaluation criteria for assessing future reports.

The following trade-offs deserve explicit decisions:

- Wide coverage of urban issues at a specific point in time versus a thematic focus

- Reliance on new data generated by UN-Habitat versus summary of existing data and materials external to the agency

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- Reliance on UN-Habitat staff as primary authors of the flagship reports versus use of external consultants as primary authors

- Reliance on UN-Habitat staff for review for quality control versus use of an external advisory group

- Assignment of flagship report production to a specific team within the agency versus involving many more UN-Habitat staff from other branches

- Use of traditional print media for report dissemination, including continuation of Informa company for publication and dissemination, versus reliance on new forms of electronic publishing and media for dissemination

- Continued allocation of budgetary and human resources for publication of a single English-language report versus (re)allocation of available resources towards publication of reports in other languages

The recommended responses to these issues are contained in this evaluation report, although they are not always stated as directly as in the above terms. Therefore, in the interest of clarity, the evaluation team's recommendations are restated as follows:

a. A single report prepared every two years should summarize the state of current urban issues as debates in the interest of pointing academics, practitioners, and other constituencies towards current issues of high priority and urgency. Reports should be contemporary and forward looking, suggesting issues requiring priority policy attention by national and local governments as well as other relevant constituencies. This will require some judgment in omitting some issues from some reports.

b. Flagship reports should bring together the multi-country experience of the agency's operational activities with the data collected in its research, policy and evaluation work. This implies that the comparative advantage of UN-Habitat is not original research or even collection and management of large urban data sets. Rather, it assumes that UN-Habitat should use its unique global position and mandate to assemble field data and conclusions from operational experience.

Focusing on generating large urban data sets is prohibitively costly for a United Nations agency.

c. The primary authors of flagship reports should be UN-Habitat staff, with minimal use of consultants.

d. UN-Habitat should use external consultants to provide feedback on report outlines and drafts.

e. The flagship report process should be opened up to the involvement of a much wider set of UN-Habitat staff than at present, using the process as a knowledge management process which gathers the collective experience and analytic judgment of the agency as a whole in order to identify priority issues and concerns. Necessarily, there should be a report production team assigned to write and supervise production but this team should be less isolated than has been the case.

f. There should be greater reliance on electronic media for dissemination of the reports, with a smaller hard copy summary produced as necessary for decision makers.

g. The budget allocation in money and staff time should be increased in order to assure publication of the reports in multiple languages rather than 90 per cent of the budget devoted to publishing an English language report excludes non-English speaking audiences.

The above recommendations reflect the evaluation team's assessment of the flagship report experience since 2008. It is the team's judgment that adherence to these decisions would offer the best hope for UN-Habitat to achieve agency-wide objectives of its flagship reports by increasing their internal and external reach. In this sense the objectives of the reports should include internal institution-building as well as external dissemination. The 'message,' therefore, is that the word 'flagship' should imply a product with strong internal institutional roots and support.

1.   INTRODUCTION

1.1 PURPOSE OF THE EVALUATION

As per the terms of reference, this evaluation will "focus on the results achieved by the flagship reports in UN-Habitat's normative work, sharing of responsibilities, appropriateness of planning and conceptualization, production, dissemination and follow-up on reports; and resource allocation for producing the reports." Its purpose is "to assess UN-Habitat achievements, challenges and opportunities in raising awareness on human settlements issues through the flagship reports through the provision of information on global conditions and trends and policies to Member States and the Habitat Partners". Consistent with UNEG/DAC's evaluation criteria[2], this overall purpose subsumes more specific objectives, as listed below.

1.2 SPECIFIC OBJECTIVES

This evaluation's objectives fall into five interrelated categories, each associated with several key questions, as stated in the terms of reference:

Relevance (including internal and external harmonization, responsiveness to needs and priorities of target audiences, coverage of cross-cutting issues).

Efficiency (including institutional arrangements, data collection, cost-effective delivery and adequacy of resources).

Effectiveness (including institutional set-up and management capacities, production methods, strategic partnerships, advancement of normative work, impact monitoring, and incorporation of a theory-of-change).

Impact (including influence on awareness and policy formulation at global and national levels, use by target audiences; coverage of gender equality, youth and human rights.

Sustainability (including resource mobilization, partner commitments, and audience engagement).

Achievement of each of these objectives will be assessed through more specific questions and data gathered from complementary sources, as described in the next section of this report.

1.3 PAST EVALUATIONS

In 2004, UN-Habitat contracted for an external evaluation of the flagship reports to assess their overall adequacy in the context of the United Nations-wide flagship report policy; their dissemination, relevance and impact; the effectiveness of the preparation practices; and the adequacy of available resources. The evaluation methodology comprised a review of five issues of the *Global Report on Human Settlements (GRHS)* and one issue of the *State of the World's Cities Report (SWCR)*, 16 interviews with UN-Habitat staff and other stakeholders (including. academics, donors, and members of the Committee of Permanent Representatives), and an e-mail survey of NGOs, and ministries of housing and local government. The survey was sent to 110 people worldwide, of whom 15 responded, most of them academic researchers.[3] The already low response rate of 13.6 per cent was further diminished when at least half of them indicated being unaware of any of the reports they were asked to evaluate. Indeed, one of this evaluation's observations is a failure of the reports to reach and impact policymakers.[4] Recommendations included clarification of the target audience(s); biennial publication of a single flagship report; greater operational investment and coherence in report production, dissemination in a format more accessible to policymakers; and consolidation of a publicity strategy with more attention to developing countries.[5]

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2   *UNEG Handbook for Conducting Evaluations of Normative Work in the UN System, Stiles Draft #3, May 31, 2013, pages 27-28.*

3   *Amis, P. and L. M. Zinyama, 2004, Evaluation of UN-HABITAT Flagship Reports Final Report, Nairobi: UN-HABITAT (pages 2-3, 10).*

4   *Ibid., page 21.*

5   *Ibid., pages 28-31.*

The current evaluation finds no evidence for focused follow-through on these recommendations, except for the decision to move towards a single report starting in 2015.

In 2010, the Policy Analysis Branch, Monitoring and Research Division, conducted a survey to assess the GRHS and SWCR.[6] Targeting national and local governments, academic and research institutions, civil society organizations, the private sector and some regional United Nations offices, a questionnaire was sent by e-mail to 825 partners of whom 55 responded. More than 60 per cent of them were from academic and research institutions.[7] Although the low response rate (6.7 per cent) and limited representation of major partner categories constrained this survey's potential to draw firm conclusions, its findings pointed to the reports' usefulness to academics and researchers, while indicating that they did not satisfactorily reach their main target audience (governments and policymakers) and did not realize their objective of directly shaping policy formulation. The survey report identified this fact as a continuing significant weakness and recommended the strengthening of strategies to reach the main target groups of the flagship reports.[8]

The Medium-Term Strategic and Institutional Plan 2008-2013 adumbrated the now imminent consolidation of the GRHS and the SWCR into a single flagship report. Its Annex III (Signs of Change) references the structural merger of the production units for the reports. Publication of a single report every two years was recommended in the aforementioned 2004 Flagship Report evaluation.

Against this background and in light of a growing recognition of capacity constraints, inefficient use of flagship report staff across two separate teams, blurred boundaries between the two . In its meeting on 7 November 2012, UN-Habitat's board decided to merge both reports, with the first issue of the new report to be published in 2015.[9]

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6   *The survey also inquired about UN-Habitat's Best Practices Database, which is outside the scope of the current evaluation.*

7   *UN-Habitat Flagship Reports and Best Practices Database Survey, 2010 (pages 2-3).*

8   *Ibid. page 10*

9   *The minutes of UN-Habitat Board Meeting, Nov. 7, 2012, indicate that this decision should be approached as the establishment of a new flagship report, rather than the merging of the GRHS and the SWCR.*

2. BACKGROUND AND CONTEXT

2.1 MANDATE

UN-Habitat publishes two recurrent flagship reports: The *Global Report on Human Settlements (GRHS)* and the *State of the World's Cities Report (SWCR)*. These publications help UN-Habitat fulfill its responsibility "…to analyze and monitor major trends in urbanization and the impact of policies on urban and rural settlements, to track progress in the implementation of the Habitat Agenda, and to continue its publication programme, including, *inter alia*, publication of the Global State of Human Settlements Report (*sic*)…" as provided for by Paragraph 228(m) of the Habitat Agenda.

The more specific mandates for the GRHS and SWCR derive from several resolutions. In particular, through Resolution 34/114 of December 1979 the United Nations General Assembly decided that "the five yearly housing survey, called for by the General Assembly in its resolution 2598 (XXIV) should become the 'Global Report on Human Settlements' and should be issued every five years."[10] In 2001, through Resolution 55/194, the General Assembly encouraged Member States and Habitat Agenda Partners to provide support for the preparation of the GRHS and the SWCR, "so as to raise awareness on human settlements issues and to provide information on urban conditions and trends around the world."[11]

The SWCR has its basis in Resolution 17/8 of the Commission on Human Settlements, adopted on 14 May 1999. It requests the Executive Director of the United Nations Centre for Human Settlements to synthesize information and knowledge from UN-Habitat's global urban information and knowledge system in a summary report titled *The State of the World's Cities* prior to each of the Commission's biennial sessions and to produce, in cooperation with key stakeholders, a comprehensive report on the state of the world's cities, accompanied by appropriate policy recommendations, for review by the General Assembly in 2001.[12] The SWCR was

to help strengthen the ability of governments, local authorities and key partners to gain access to and make use of information to monitor and assess urban conditions and trends, and to formulate effective urban policies.[13]

UN-Habitat considers the flagship reports an important part of its 'face' to the world. Subprogramme 2: Monitoring the Habitat Agenda specifies "improved awareness of sustainable urbanization conditions and issues at the local, national and global levels" as an expected accomplishment for MTSIP Focus Area 1 and lists publication of the flagship reports as number 1 output priorities.[14] Broadly speaking, as noted in the terms of reference, the flagship reports contribute to policymaking processes by producing empirical evidence that can be used by partners and other stakeholders, including UN-Habitat's regional offices and UN-Habitat programme managers, to promote the incorporation of sustainable urbanization principles in legislation and development strategies.

2.2 THE FLAGSHIP REPORTS

Global Report on Human Settlements and State of the World Cities Report

The GRHS and the SWCR were developed for different audiences and their format and presentations styles differ accordingly. The GRHS is policy-oriented and targets experts; academics and students of urban planning, urban studies and related disciplines and professions, including policymakers, technical advisers to ministers, mayors, and other government officials. The SWCR aims to reach a wider lay audience, including national and local decision makers, non-governmental organizations and the media. While conveying substantive knowledge and data, the SWCR's presentation of information is more visual and intended to be reader-friendly and accessible to the public.

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10   *A/RES/34/114, adopted at the 104th plenary meeting, 14 December 1979.*

11   *A/RES/55/194. 55th session, Agenda item 94 (e), distr. 5 January, 2001 (page 4).*

12   *HSP/GC/17/8. May 14, 1999 (page 2).*

13   *Ibid.*

14   *Proposed Work Program and Budget for The Biennium 2012–2013, HSP /GC/23/5, Jan. 10, 2011 (page 51).*

Table 2.1: Publication History of the Global report on Human Settlements and the State of the World's Cities Report,1986-2013)

Global Report on Human Settlements		State of the World's Cities Report	
Title	**Year**	**Title**	**Year**
Global Report on Human Settlements	1986		
An Urbanizing World	1996		
Cities in a Globalizing World	2001	State of the World's Cities	2001
The Challenge of Slums	2003	Globalization, Culture and Cities	2004-05
Financing Urban Shelter	2005	The Millennium Development Goals and Urban Sustainability: 30 Years of Shaping the Habitat Agenda	2006-07
Enhancing Urban Safety and Security	2007	Harmonious Cities	2008-09
Planning Sustainable Cities	2009	Bridging the Urban Divide	2010-11
Cities and Climate Change	2011	Prosperity of Cities	2012-13
Planning and Design for Sustainable Urban Mobility	2013		

Published in alternating years, the themes of the GRHS have typically focused on cross-cutting substantive issues (e.g., slums, shelter, finance, safety, planning and climate change). The foci of SWCR editions have aligned with and supported the overarching broad foci of the biennial World Urban Forum. Table 2.1 shows the full publication history of both flagship reports.

Production and Dissemination Process

Production of the flagship reports has occurred through varying combinations of external consultants and in-house staff. Generally, the GRHS has relied more on the former under the aegis of the Policy Analysis Branch, and the SWCR more on the latter under the aegis of the City Monitoring Branch.[15]

Each approach appears to have had its own distinctive advantages and disadvantages in terms of, for example, consistency and capacity constraints. For the SWCR, in particular, UN-Habitat has used input from unique databases that it has developed, alone or in partnership, supplemented by specially collected data appropriate to the theme of a particular issue. Dissemination of the reports has involved the free distribution and sale of print copies published by Earthscan, as well as downloads from the UN-Habitat website. Full reports have been published in English, with abridged versions and other language editions as funds permitted.

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15   *Both branches fell organizationally under the Monitoring and Research Division. A new organizational structure was put in place during 2013.*

3. APPROACH AND METHODOLOGY

The implicit theory of change underlying the flagship reports assumes the following sequence:

Box 3.1: Implicit Theory-of-Change Underlying the Flagship Reports
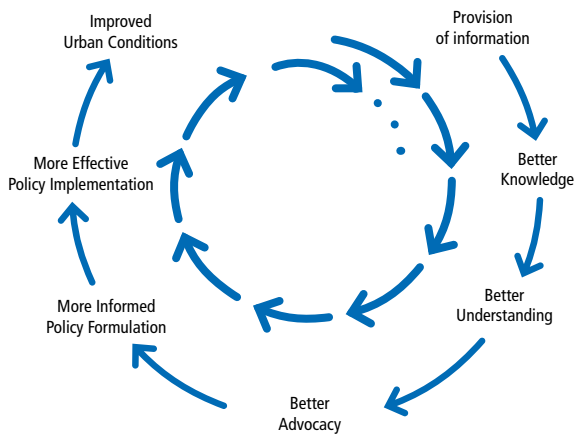
The sequence, depicted above, biases the flagship report production towards the delivery of an informational end product. The conclusions section will discuss the limitations inherent in this approach.

This evaluation focuses on key questions specified in the terms of reference. Specifically, it examines aspects of relevance, effectiveness, efficiency, impact and sustainability. These key questions and the inferred theory-of-change model, shown above, guided the creation of a survey questionnaire (Annex 3) and an interview protocol (Annex 6). The scope of the evaluation extended, as per the terms of the TOR, to include all GRHS and SWCR editions from 2008 onwards.

In some survey responses and in many interviews, respondents also discussed other UN-Habitat publications, particularly reports focused on youth, gender and specific regions. These responses brought up issues related to duplication and fragmentation of coverage, inconsistency of themes and databases, lack of coordination, and general quality control and proliferation of agency publications, diluting the status of the flagship reports.

From July through October 2013, the evaluation team examined information gathered from a variety of sources through a deliberate sequence of document review, an online survey, and interviews with key informants and stakeholders in and outside of UN-Habitat. This section of the report briefly describes each of these methods and outlines the focus, scope and limitations of the evaluative approach.

The evaluation team examined information gathered from a variety of sources through a deliberate sequence of document review, an online survey, and interviews with key informant and stakeholders in and outside of UN-Habitat.

The evaluation was managed expertly by the Evaluation Unit in close consultation with the Research and Capacity Building Branch. The independent evaluation team comprised Professor Michael Cohen of the New School, New York, and Professor Willem van Vliet—of the University of Colorado, Boulder, assisted by graduate students Desiree Lavecchia and Tizai Mauto.

3.1 DOCUMENT REVIEW

The evaluation team reviewed a large number of documents, including UN-Habitat flagship reports issued from 2008 and onwards; the 2004 flagship report evaluation and the Best Practices Database Survey of 2010; General Assembly and Governing Council resolutions; MTSIP 2008-2013 and MTSIP annual reports 2008-2012; project documentation and minutes of meetings related to the production of both flagship reports, the UN-Habitat Management Board and annual donor meetings; and dissemination data, among others (see Annex 4 for a complete list). This documentation was made available to the evaluation team by the Evaluation Unit of UN-Habitat in an efficient and timely manner through dropbox.com. Document review took place before conducting the survey (see below) so that the formulation of the survey question could be guided by insights gained from familiarity with information already available.

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

3.2 SURVEY

Aside from the review of available data and existing documentation, the team conducted an online survey in English and Spanish. Recognizing the multiple audiences that the flagship reports seek to serve, it was useful to differentiate several target groups: (1) past contributors to the reports; (2) a general audience with respondents self-identifying by selecting their primary work setting, such as academic, private sector, NGO, local or national government; (3) a similarly self-identifying Spanish-speaking general audience; and (4) UN-Habitat staff in Nairobi as well as in regional and liaison offices. Accordingly, survey data were collected from these groups on four web addresses. Each group received an initial invitation to participate in the survey, followed by two or three reminders, each of which resulted in additional responses. Email addresses for each group were obtained from 15 lists provided by UN-Habitat. In addition, announcements were included in newsletters, listserves, and webpages of 14 professional associations and networks worldwide (see Annex 5).

Table 3.1 shows the final number of respondents overall and for each group separately. Since the lists of email addresses showed overlap and since the number of people reached through open announcements was unknown, it is impossible to calculate a response rate. The total number of respondents for this survey (N=541) compares with a total of 15 respondents who participated in the 2004 evaluation of UN-Habitat's flagship reports, at least half of whom were unaware of the publications,[16] and 55 respondents in the 2010 flagship report survey (Table 3.1).

Table 3.1: Survey respondent totals, 2004, 2010 and 2013

Total 2004 Survey	15
Total 2010 Survey	55
Total 2013 Survey	541
of which:	
General Survey English	404
General Survey Spanish	37
Author Survey	20
UN-Habitat Staff Survey	80

A comparison with respondents in the 2010 survey shows that the survey conducted for the current evaluation includes: (1) more respondents in each of 11 audience types; and (2) a greater range of audience types (Table 3.2). Regionally, English-language respondents came from Africa (28 per cent), Europe (25 per cent), North America (14 per cent), Asia (13 per cent), Latin America (13 per cent), the Middle East (4 per cent) and Oceania (3 per cent). Almost 80 per cent of Spanish-language respondents indicated Latin America as their continent of residence. No comparable data are available for the 2004 flagship report evaluation and the 2010 flagship report survey.

Among audience types, academics are most strongly represented in every region, ranging from 92 per cent in Oceania, to 31 per cent in Africa and Asia. Most respondents affiliated with NGOs come from Africa (31 per cent), followed by Asia (28 per cent) and North America (21 per cent). In addition, 66 per cent of respondents from youth-led organizations (likely NGOs) also come from Africa. Representation from national governments is mostly from Africa (29 per cent), Asia and Europe (both 21 per cent), while Africa dominates local government participation (42 per cent). Respondents in the private sector are most commonly from Europe (35 per cent).

Table 3.2: Respondents by audience type and totals, 2013 and 2010 surveys

AUDIENCE TYPE	2013 Survey		2010 Survey	
Academic/Research/Training	198	37%	34	62%
Civil Society/NGOs	71	13%	6	11%
Local Government	22	4%	8	15%
National Government	17	3%	2	4%
Private Sector	28	5%	3	5%
United Nations(*	80`	15%	2	4%
Youth-led Organizations	44	8%	0	0%
Women's Organizations	13	2%	0	0%
Media	3	<1	0	0%
International Organizations	32	6%	0	0%
Flagship Report Authors	20	4%	0	0%
Spanish Survey	37	7%	0	0%
Other	9	2%	0	0%
TOTAL	**535**	**100%**	**55**	**100%**

*)   The 2013 figure of 80 comprises UN-Habitat respondents only. Respondents from other United Nations agencies are included under 'international organizations', along with multi-lateral and intergovernmental entities.

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16   Ibid. page 8

3.3 INTERVIEWS

Between 2 September 2013 and 17 October 2013, the evaluation team interviewed more than 40 key informants. Two interviews were conducted by phone, all others by Skype. In a few cases, sound transmission hindered communication, but overall Skype was a very efficient and effective form of data collection. Most interviews were with a single key informant, but others involved two or three interviewees, sometimes in different locations and time zones. Both types of interviews offered advantages. Those with a single interviewee enabled more in-depth conversations, while those with multiple interviewees stimulated interaction among them, often producing convergence of comments and a broader spectrum of thoughts. Interviews with UN-Habitat staff included senior management and support personnel from across the agency, as well as various external key informants, including the Committee of Permanent Representative-member for the Government of Norway, the head of the Global Environment Outlook Unit (at the United Nations Environmental Programme's Division of Early Warning Assessment and several experts in academia, research institutes, and international development organizations with close familiarity with the flagship reports. The evaluation team created dozens of pages of notes, documenting the interviews. Without exception, interviewees agreed to be available for follow-up questions, which in several instances led to subsequent email exchanges to clarify points or obtain additional information. In addition, several individuals inside and outside of UN-Habitat, who were unavailable for interviews, sent the evaluation team written comments (refer to Annex 2 for the interview schedule and Annex 6 for the interview protocol).[17]

3.4 LIMITATIONS

This evaluation has several limitations. It was conducted over a short period, leaving little time for iterative feedback from key informants based on initial data collection. This limitation was overcome by inviting Skype interviewees to comment on select survey findings. Data collection for the evaluation excluded large populations because of language barriers, notably audiences

in French-speaking Africa, China and Arab states not proficient in English. The language limitation was reduced by translating the survey into Spanish, which yielded 37 responses, primarily from Latin America. This number was sufficient to show several significant differences with the English survey responses regarding, for example, effectiveness of dissemination and significance of the *Global Report on Human Settlements (GRHS)* versus the *State of the World's Cities Report (SWCR)*. Complete budget information was received for SWCR 2012-2013 only.

It is also likely that the survey responses include two other biases. Since data were collected online, potential respondents in areas with unreliable or expensive Internet connections, or both, are most certainly under-represented. It is also expected that motivation to participate in the survey would be low among those not already at least somewhat familiar with the flagship reports, so that findings regarding respondents' awareness and knowledge regarding the reports probably overestimate the realities found among larger relevant audiences. Nonetheless, bearing these caveats in mind, the survey findings offer important insights, presented in later sections. Space limitations prevent a full reporting of the survey findings in the body of this report. Detailed results are provided in the annexes.

> The creation of genuine opportunities for frank conversations, the openness of most staff to candid discussion, their preparedness for critical reflection, and their commitment to constructive dialogue all represent intangible but valuable assets for UN-Habitat that point to positive prospects for the production of future flagship reports in a resource-constrained environment.

While the evaluation team anticipated the possibility of bias among UN-Habitat staff, owing to 'social desirability' perceptions among interviewees, very little of such bias was detected. The creation of genuine opportunities for frank conversations, the openness of most staff to candid discussion, their preparedness for critical reflection, and their commitment to constructive dialogue all represent intangible but valuable assets for UN-Habitat that point to positive prospects for the production of future flagship reports in a resource-constrained environment.

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17   The interview schedule with UN-Habitat informants was most efficiently and effectively supported by Susanne Bech in the Evaluation Unit.

4. FINDINGS

The evaluation study as presented above has discovered general findings about the flagship reports, which are presented below under Achievements.

4.1 ACHIEVEMENTS

4.1.1 Objectives and Design of Flagship Report Process

While mandated by the United Nations as explained above, the framing of the objectives and the design of the steps in the report process, including choice of theme, allocation of resources for research and writing, physical production, launch, dissemination, follow-up and evaluation have been the responsibility of UN-Habitat. This suggests that UN-Habitat has had the freedom to conceive and execute the report as it wishes, subject to the availability of resources and overall supervision and clearance by United Nations headquarters in New York City.

The characteristics of each of these steps, therefore, and their subsequent impacts can be evaluated as outcomes of UN-Habitat as a United Nations agency.

4.1.2 Organizational Responsibility and Working Approach

UN-Habitat assigned responsibility for the preparation of the GRHS to the Policy Analysis Unit and responsibility for preparation of SWCR to the City Monitoring Unit. The fact that these tasks were assigned to different units reflected the perception that the two reports were inherently different, with different information bases, analytic methods and audiences. There does not appear to have been any explicit effort to assure differentiation, coordination or substantive collaboration between the two teams.

From the outset, it is apparent that the GRHS team became a small but highly focused set in the Policy Analysis Unit, which adopted an approach that involved extensive use of external consultants in order to assure that the GRHS reflected cutting edge

research and "the state of current knowledge", even though it did not rely on UN-Habitat's own staff and in-house expertise very much. Its three major tasks were to frame the themes of each report, to assign and monitor the work by external consultants and to integrate the separate drafts produced by external consultants into a single high quality document. Upon completion of each report attention was turned to framing the subsequent report and the cycle began again.

By all accounts the GRHS teams were able to fulfil their mandates and produced what are generally regarded as high quality documents, with well-presented and integrated texts. Aside from questions raised about data on the size of the slum population used in the 2003 report, no evidence was found of serious substantive critiques of the reports. The reports are regarded as solid inventories of information for reference purposes about selected subjects, but are not considered 'groundbreaking' in their form or conclusions.

By contrast, the SWCR team has followed a different process. The team chooses a subject, collects new data related to that subject through an external survey, and then write the report in-house, relying to a much lesser extent on external expertise. From the beginning of the SWCR, the team has believed that its audience is primarily city policymakers and, therefore, their report needed to be highly accessible through attractive graphics, more synthetic numbers and fewer messages. The SWCR was supposed to capture emerging external trends and frame policy directions for national and local decision makers.

While the two approaches were significantly different, both teams seem to have focused largely on their own internal processes and made little effort to include the experience and expertise of other UN-Habitat branches as well as national field project staff or regional offices. Both reports were headquarters products and, indeed, a very narrow part of headquarters.

In both cases, the resources allocated to the teams were much smaller than flagship report budgets of United Nations sister agencies. Annual budgets were about USD270,000, excluding staff time. Specific budget information made available for the SWCR 2012-13 shows just over USD1 million was expended over three years, plus on average part-time staff. Of this amount, almost 40 per cent went to consultants; nearly 50 per cent was spent on policy surveys, while the remaining 10per cent was for production. A mere 3 per cent was allocated to dissemination and less than 1 per cent to the launch.[18] The evaluation team did not receive comparable data for the GRHS.

Lack of funding and delay of its release have delayed flagship report work (e.g., GRHS 2008, 2011), have prevented consultation with other stakeholders (e.g., Urban Net meeting in Lisbon, 2008), and limited or prevented translation.

The teams had very few full-time staff, with sharply different budgets for external consultant support. These teams understood their roles as conceiving and executing the reports up to the point of report production and then handing over the finished reports to Advocacy, Outreach and Communication and other branches of the agency.

4.1.3 The Report Production and Dissemination Cycle

Report production initially took about two years for each document and later evolved into a four-year production cycle for the GRHS. These processes were monitored by senior UN-Habitat management. Detailed monthly status reports were produced outlining progress with recruitment of consultants, preparation of chapters and statistical materials, as well as comments from external reviewers.

Upon completion of drafts, the reports were reviewed by senior management and also sent to United Nations headquarters for review. In the case of the GRHS, the report was sent to an external advisory committee for comments. However, for both reports, the time available for review was very short due to the pressure for printing and public release of the report.

The completion of the production process—that is including research, writing and review—was then followed by a dissemination which was essentially the responsibility of the Advocacy, Outreach and Communication Branch, including regional offices and liaison offices in New York, Geneva and Brussels.

The handover of the report appears to represent a major discontinuity in the process. One leading member of the production team described the completion of research, writing and review as 'the finish line'. This however, is not the finish line at all, because it is only after the reports are completed that there is any possibility of achieving the objectives of report preparation, which include providing substantive guidance to UN-Habitat's constituencies and partners and through that guidance affecting urban policies, programmes, together with practices at the international, national and local levels. The notion of 'the finish line' is a telling indicator of practice and perception by the in-house authors.

> The view of report completion as the 'finish line,' commonly found among UN-Habitat staff, is a telling indicator of the perception and practice of flagship report preparation and usage.

4.1.4 Outputs and Outcomes

UN-Habitat states that 836 flagship reports were sold between 1 January 2008 and 4 November 2013 (GRHS: 303; SWCR: 533). Table 4.1 shows the number of copies sold for specific editions. These are very low sales numbers by any measure, but particularly so for high-profile publications such as the flagship reports. They signal missed opportunities for cost recovery and an unutilized channel for dissemination. Relative to sales, there have been larger numbers of downloads of the electronic versions of the reports (Tables 4.1, 4.2 and 4.3). However, only two of the flagship reports rank in UN-Habitat's top ten downloads for 2013 (SWCR 2008-09, Harmonious Cities; and GRHS 2003, Challenge of Slums) and both of these reports are older, one of them predating the scope of this evaluation. Moreover, the download numbers are not specific as to region or audience and they omit mention about actual use of the reports after downloading.

18   Data provided by Ms. Anne Amin, *State of the World's Cities* , City Monitoring Unit, UN-Habitat, 3 December, 2013.

Table 4.1: Flagship Report Sales, 1 January 2008–4 November 2013

Global Report on Human Settlements			State of the World's Cities Report		
Title	Year	Copies sold	Title	Year	Copies sold
Global Report on Human Settlements	1986	?			
An Urbanizing World	1996	1			
Cities in a Globalizing World	2001	3	State of the World's Cities	2001	10
The Challenge of Slums	2003	20	Globalization, Culture and Cities	2004-05	8
Financing Urban Shelter	2005	7	The Millennium Development Goals and Urban Sustainability: 30 Years of Shaping the Habitat Agenda	2006-07	59
Enhancing Urban Safety and Security	2007	31	Harmonious Cities	2008-09	194
Planning Sustainable Cities	2009	146	Bridging the Urban Divide	2010-11	257
Cities and Climate Change	2011	95	Prosperity of Cities	2012-13	5
Planning and Design for Sustainable Urban Transportation	2013	?			
TOTAL		**303**			**533**

Source: Http://habnet.UN-Habitatabitat.org/reports/sales.aspx

Table 4.2: Downloads of GRHS Reports, 2008-2013

Title	Year	Downloads						
		2008	2009	2010	2011	2012	2013	Total
Global Report on Human Settlements	1986	222	1 354	1 147	867	484	428	4 502
An Urbanizing World	1996	489	1 678	1 722	1 300	1 257	1 300	7 746
Cities in a Globalizing World	2001	1 464	2 058	2 297	1 694	1 565	1 947	11 025
The Challenge of Slums	2003	5 265	6 188	9 484	9 904	12 505	13 617	47 059
Financing Urban Shelter	2005	4 462	2 031	2 715	1 334	1 239	2 812	14 593
Enhancing Urban Safety and Security	2007	2 490	2 874	2 993	1 383	1 002	826	11 568
Planning Sustainable Cities	2009			2 813	3 275	2 598	2 379	11 065
Cities and Climate Change: Global Report on Human Settlements	2011				3 865	5 689	3 679	13 233
Planning and Design for Sustainable Urban Mobility: Global Report on Human Settlements(*	2013						1 912	1912

*)   The 2013 GRHS was launched in October 2013 and the number of downloads is based on the period from October to November 2013.

Note: This table does not include downloads through the GRHS website from 1 January to 31 October 2013.

Table 4.3: Downloads of SWCR Reports, 2008-2013

Title	Year	Downloads						
		2008	2009	2010	2011	2012	2013	Total
The State of the World's Cities Report	2001							
State of the World's Cities 2004/2005: Globalization and Urban Culture	2004-05		-	892		3 279	4 067	8 238
State of the World's Cities 2006/2007: The Millennium Development Goals and Urban Sustainability: 30 Years of Shaping the Habitat Agenda	2006-07		2 762	3 834	5 220	11 829	9 257	32 902
State of the World's Cities 2008/2009: Harmonious Cities	2008-09	1	32 225	22 010	13 510	8 968	6 529	83 243
State of the World's Cities 2010/2011: Bridging the Urban Divide	2010-11			3 993	22 954	15 530	8 645	51 122
State of the World's Cities 2012/2013: Prosperity of Cities	2012-13					27 701	33 838	61 539

Flagship reports are cited in numerous publications, as shown in Table 4.4. Although these numbers suggest a wide reach, this evaluation uncovered very few reviews in academic journals and no coverage in many major mainstream professional journals. UN-Habitat does not send review copies of newly published flagship reports to professional journals, an important and standard practice by academic publishers seeking market exposure and critical acclaim. Indeed, one external informant indicated that a request for a review copy, submitted by a leading international journal, went without a response.

Table 4.4: Number of Flagship Report Citations, 2008-2013

Year	GRHS	SWCR
2008	374	740
2009	319	
2010	240	424
2011	208	
2012	121	109
2013		

The numbers in the above tables appear to be relatively modest results given the institutional effort to produce the flagship reports, which were intended to be the major vehicle for communicating the agency's policy messages.[19] This finding is discussed in much greater depth in the discussion of "impact" below.

4.1.5 Success Factors
The above achievements reflect the importance of key success factors described below.

Urgency of Urban Issues at Global, National and Local Levels
Interest in the flagship reports from various constituencies ensures that their usefulness is unquestioned. The choice of subjects, whether climate change or urban prosperity are generally immediately understood as highly relevant to challenges facing national and local governments in developing and industrialized countries.

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19   *Data from Science Direct provided by Hellen Nyabera. Science Direct is a leading full-text scientific database offering journal articles and book chapters from more than 2,500 journals and almost 20,000 books.*

Legitimacy of UN-Habitat in Producing Flagship Reports

UN-Habitat's mandate gives it the legitimacy to produce authoritative reports on global urban issues, which should assure them a global audience.

Experienced and Informed UN-Habitat staff

A third important asset for UN-Habitat is the experience and quality of its staff working on the reports. The challenges for improving the impact of the reports highlighted in this evaluation do not involve the staff, but rather have more to do with the design, organization of production and dissemination processes.

Working within the United Nations

An additional success factor is that the flagship reports are produced and disseminated with the United Nations system, with its many channels for report, discussion and dissemination in various locations worldwide. This support system is not to be taken for granted and assures a global reach for the reports.

4.2 ASSESSMENT

4.2.1 Relevance

The terms of reference raises the following questions regarding relevance of the flagship reports:

- To what extent is UN-Habitat's reports harmonized based on the agency's strategy (MTSIP), relevant frameworks and comparative advantage?

- To what extent are the flagship reports (concept and format) responding to specific needs, priorities of the targeted audiences for cutting-edge information and aligned with global development strategies as well as appropriate to the general economic, sociocultural and political context?

- To what extent have cross-cutting issues of youth, gender equality, environmental capacity development and human rights been aligned, operationalized and promoted during preparation and in the content of flagship reports?

- To what extent are the flagship reports complementary to other such United Nations recurrent reports, including those on urban issues, in order to avoid duplication?

At the most general level, the themes chosen for the reports are highly relevant to on-going critical urban issues at the global, national and local levels. The choice and timing of different themes varies across themes and reports, specifically raising the question of whether UN-Habitat is leading or following the international debate, for example on climate change or urban prosperity. This positioning of UN-Habitat in the global debate will necessarily vary by theme.

Asked about *the relevance of the Flagship Report's to their own* work, *on average*, 42 per cent of the survey respondents said that the *Global Report on Human Settlements (GRHS)* was "very relevant." However, this percentage varies significantly; only 30 per cent of UN-Habitat staff agreed. The percentage ranges from 63 per cent for national government to 23 per cent among NGOs, and from 83 per cent in Oceania to 23 per cent in Asia. Across the board, the *State of the World's Cities Report (SWCR)* tends to be rated somewhat less relevant than the GRHS.

The relevance attached to the flagship report's in this current survey is similar to that of the 2010 survey (Table 4.5).

What the disaggregated numbers show is that the average obscures important differences and that GRHS's relevance differs greatly by audience and region.

Table 4.5 Survey Respondents' Rating of Flagship Report Relevance, 2013 and 2010

	Very relevant	Relevant	Slightly relevant	Not relevant/Don't use/Don't know
2013 Survey (N=399)	42%	36%	10%	12%
2010 Survey (N=55)	43%	34%	11%	11%

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These differences are detailed in Table 4.6, which also compares current results with the 2010 survey findings. As noted, the latter did not include several audience groups targeted by the present evaluation, and, aside from academics, the numbers for specific groups surveyed in 2010 are too small to enable meaningful comparisons.

Flagship report relevance differs greatly by audience and region.

UN-Habitat staff rate flagship report relevance to their own work as relatively low, yet 90 per cent considers them vital to the agency's mission.

Table 4.6: Survey Respondents' Rating of Flagship Report Relevance by Audience Type, 2013 and 2010

AUDIENCE TYPE	Very relevant		Relevant		Slightly relevant		Not relevant/ Don't use/ Don't know	
	2013	2010	2013	2010	2013	2010	2013	2010
Academic/Research/Training	55%	53%	28%	29%	9%	12%	8%	0%
Civil Society/NGOs	23%	17%	47%	66%	9%	0%	21%	0%
Local Government	30%	25%	30%	25%	20%	0%	20%	50%
National Government	63%	50%	25%	50%	0%	0%	13%	0%
Private Sector	44%	33%	38%	0%	19%	33%	0%	0%
United Nations(*	42%	0%	30%	50%	19%	50%	7%	0%
Youth-led Organizations	29%	-	42%	-	3%	-	26%	-
Women's Organizations	25%	-	50%	-	0%	-	25%	-
Media	100%	-	0%	-	0%	-	0%	-
International Organizations	35%	-	50%	-	15%	-	0%	-
Flagship Report Authors	45%	-	40%	-	15%	-	0%	-
Spanish Survey	40%	-	40%	-	4%	-	16%	-
Other	0%	-	60%	-	20%	-	20%	-

*)   The 2013 figure of 79 comprises UN-Habitat responses only. Respondents from other United Nations agencies are included under 'international organizations', along with multilateral and intergovernmental entities.

The results also indicate that UN-Habitat staff rates the GRHS's relevance to their own work as relatively low, which likely reflects their significant lack of involvement in the production of the flagship reports (see section on Effectiveness, below). Noting UN-Habitat's role among a larger and growing number of actors on the global urban development scene, one staff member remarked, *"UN-Habitat is an insignificant international player."* This was an opinion echoed by several colleagues. Nonetheless, 90 per cent of UN-Habitat staff agree that the flagship reports are vital to UN-Habitat's mission.

Other questions were on the flagship report relevance to international discussions of cross-cutting themes: youth, gender, human rights and capacity for environmental management. Generally, with the notable exception of the Spanish survey respondents, large majorities indicate that the reports are either very relevant or relevant in this regard. In each of the aforementioned areas, the GRHS is rated somewhat more often as more relevant than the SWCR. Many respondents commented on the relevance of these topics rather than the relevance of the flagship report coverage of them.

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Box 4. 1 Survey Respondent Comments on Relevance

"The comparative graphics are good teaching aids."
An academic

"...we use the publication as reference materials working with state think-tank, local governments and other stakeholders in pushing the gender equality and social justice agenda"
NGO

"The supplementary reports on Youth and Gender were specifically introduced because the main reports were not addressing these issues."
UN-Habitat staff

"Ultimately, policy-making is a national and sub-national enterprise. Too often these reports fail to find the desired audience."
International Organization

Inclusion of the four cross-cutting themes in the indices of the reports published 2008-2012 is spotty and inconsistent (Table 4.7). Even when included in the index, the actual text in the reports often consists of overly general statements (e.g., stating, without elaboration, that it is important to pay attention to "gender equity" or the "youth bulge"). On occasion, the actual text of a flagship report does have relevant coverage of a cross-cutting theme, but such coverage may not be reflected in the index or it is represented by different key terms such as demographic change and age. Interviewees often remarked that the superficiality of the report coverage prompted the need for more in-depth versions on youth and gender. One UN-Habitat staff said: *"The voices of youth and women were not coming out in the flagship reports, which, therefore, were not being utilized properly by these audiences."* Another interviewee said the reports were "gender-blind."

Table 4.7: Inclusion of Cross-cutting Themes in Flagship Report Indices, 2008-2012

	Human Rights	Youth	Women/Gender	Environmental Capacity
GRHS 2009	X	X	X	-
GRHS 2011	-	-	X	-
SWCR 2008	-	X	X	-
SWCR 2010	X	X	X	-
SWCR 2012	-	-	-	-

While the survey did not ask about the relevance of the data, many respondents and interviewees volunteered comments in this regard. Generally, they value the GRHS for providing scholarly, authoritative coverage at the global level with comparative regional perspectives. Its presentation of secondary data within a normative framework is seen as a major strength. One external interviewee at the forefront of international development work pointed to the tremendous political potential of the GRHS, carrying the United Nations imprimatur. Other interviewees made similar comments.The SWCR is recognized more for its collection of original data and tool development with potential for local replication, particularly the City Prosperity Index.

Both flagship reports were criticized on account of the data used. For example, the *Challenge of the Slums*, by many accounts the most successful GRHS produced, was dismissed by several external experts because it reported, without questioning, improvement of the living conditions of 200 million slum dwellers, which resulted simply from a definitional change, rather than actual changes of the realities on the ground. While predating this evaluation's scope, the observation illustrates the risks of unwittingly using potentially doubtful data from external sources.[20]

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20   *The definitional change was footnoted in SWCR 2008, page 90.*

Methodological criticism was more common for the SWCRs, as expressed by survey respondents as well as interviewees inside and outside UN-Habitat. Comments referred to, for example, the lack of methodological robustness and absence of key information in the data presentation (e.g., statistical analysis not explicated, no clarification of sampling procedures, charts with missing labels for the axes, tables that do not specify the absolute numbers over percentages were calculated, inclusion of tables and figures that are not referenced in the text).

The survey responses as well as interview findings indicate that the flagship reports are seen as being weakly aligned, at best, with UN-Habitat's MTSIP 2008-2013**.** Not surprisingly, more than one-third of all respondents indicate ignorance of any relationship between the reports and the MTSIP, but also among UN-Habitat staff a substantial 17 per cent claim lack of knowledge, while another 15 per cent do not think the two are well aligned. In Skype interviews, key UN-Habitat informants were more outspoken and almost without exception saw a "total disconnect" and a "severe lack of integration." One person described the MTSIP as a "political document" and another commented that it served to "buy time" and "satisfy donor expectations".

The relevance of UN-Habitat's flagship reports in relation to similar recurrent United Nations publications is seen to lie in the agency's mandate regarding urban matters. Several interviewees noted that the GRHS and SWCR are cited in the flagship reports of United Nations sister agencies. At the same time, there is considerable room for greater coordination. In this regard, one UN-Habitat staff identified UNICEF's *The State of the World's Children 2012*: *Children* in an *Urban World* as a missed opportunity for synergistic partnering. Consideration, therefore, should be given to closer coordination with other agencies such as UNEP, UNDP, ILO, UNICEF and WHO at various stages in the design, production and dissemination of the reports.

To sum up, a large majority of respondents and interviewees perceive the flagship reports as relevant to their own work and international discussions of youth, gender, human rights and environmental management capacity. Perceived relevance varies considerably according to audience and region. UN-Habitat staff rates the reports comparatively less often as relevant, but almost all consider them vital to the UN-Habitat mission. Cross-cutting themes tend to receive superficial treatment. Flagship reports are not well coordinated with other United Nations agencies. It is important to note that relevance, as discussed here, refers to that which is perceived. Actual relevance is seen more clearly through measures of effectiveness and impact, taken up in subsequent sections.

4.2.2   Efficiency

Efficiency, in this evaluation, refers to how financial, human and institutional resources are being used in the preparation of the reports, including aspects of coordination and lack of duplicative and fragmented effort. The importance of efficiency was underscored in annual donor consultations in 2009, when the Norwegian delegation "pointed out that Norway's future support to UN-Habitat will continue to depend on the programme's effectiveness and efficiency".[21]

The terms of reference operationalizes efficiency as follows:

- To which extent have the flagship reports been specialized in terms of concept, theme, soundness and quality/availability/collection of data *vis-a-vis* cost-effectiveness in the delivery of results?

- To what extent are institutional arrangements for the production of flagship reports adequate and structured to provide substantive and administrative support in a cost-efficient manner?

- Are resources (funds, human resources, time, expertise, etc.) adequate to produce high quality flagship reports?

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21   *Extract from minutes of 2009 Annual Consultations with Norway, 11-12 June 2009. Source: Internal document.*

Asked whether they think the flagship report preparation is efficient, 9 per cent of UN-Habitat respondents strongly agree and 39 per cent agree. But 19 per cent disagree or disagree strongly. The large number (33 per cent) saying they do not know reflects the lack of involvement in report production that many staff claim. At least 73 per cent say that they do not have sufficient opportunity to participate in selecting the themes for the reports and the same number say they lack sufficient opportunities for participating in preparation of the report. Even when it comes to dissemination, almost half of UN-Habitat respondents indicate they do not play an active role. This issue is discussed further under impact.

> More than 70 per cent of UN-Habitat staff say that they do not have sufficient opportunity to participate in the selection of themes for and in the preparation of the flagship reports. Almost 50 per cent say they do not play an active role in their dissemination.

The survey findings thus indicate that many UN-Habitat staff members are uninvolved in the production and distribution of the reports. The interviews confirm this lack of involvement, but also bring to the fore common perceptions that flagship report preparation is fragmented, disjointed and insular. Interviewees spoke of production happening in a "black box" and resulting from the work of "a small group of gurus working in a closed room". They also conveyed frequent frustration with described disconnects between different stages of report production, from initial selection and conceptualization of the theme, to the writing and review of drafts, to the launch and dissemination of the final document. As a result, there is not much staff 'buy-in'.

UN-Habitat's flagship reports are produced with much smaller budgets and much smaller staff than those of United Nations sister agencies and deliver considerable value for the money. However, the findings reported above, and related results presented in the Sustainability Section, below, as well as others included in the annexes, suggest that resources are not being efficiently invested and they point to underutilized agency potential.

In interviews, UN-Habitat staff generally agreed that the reports are integral to the agency's mission and its mandate, and as such should be funded from the regular budget. At the same time, they acknowledged this measure was unlikely to occur in the near future. Project-based funding puts the reports on a tenuous footing, vulnerable to political changes in donor countries. This vulnerability is exacerbated by dependence on Norway as the chief funder.

4.2.3   Effectiveness

The questions posed under the effectiveness criterion are the following:

- To what extent do management capacities and institutional set-up put in place support the achievement of results and need for timely delivery and quality of reports?

- To what extent have innovative and cutting-edge production methods and tools been applied?

- To what extent are the flagship reports' objective and results achieved, or are expected to be achieved, taking into account theory-of-change towards policy change through awareness-raising and information? Assess the effectiveness of strategic partnerships with other United Nations agencies, local authorities and universities.

- To what extent have the flagship reports helped support (or the advancement of) normative work of UN-Habitat at global and national levels?

- Is the delivery and impact of the flagship reports monitored and reported on effectively?

> Only 4 per cent of UN-Habitat staff has read the 2011 GRHS extensively; 22 per cent were unaware of it or had seen but not read it, while 23 per cent had only glanced at it and another 9 per cent had read just the executive summary.

A first assessment of effectiveness concerns familiarity with the flagship reports. If audiences are unaware of them, it undermines the fundamental first tie in the theory-of-change link. Accordingly, the survey asked respondents about their level of familiarity with the 2011 GRHS and the 2012 SWCR; respectively, 22 per cent and 25 per cent

Table 4.8: Level of Familiarity with 2011 GRHS by Audience Type

AUDIENCE TYPE	Haven't seen/ unaware of Report	Have seen but not read It	Read Executive Summary only	Only glanced at the Report	Read some Chapters	Read Report extensively	Used it in my own Work	N
Academic/Research/Training	15%	15%	8%	14%	18%	9%	21%	182
Civil Society/NGOs	25%	21%	9%	14%	23%	5%	4%	57
Local Government	30%	26%	10%	10%	15%	5%	10%	20
National Government	17%	0%	17%	42%	17%	8%	0%	12
Private Sector	13%	13%	17%	9%	30%	13%	4%	23
UN-Habitat Staff	11%	11%	9%	23%	34%	4%	19%	80
Youth-led Organizations	38%	9%	9%	18%	16%	2%	9%	45
Women's Organizations	27%	0%	18%	0%	27%	0%	27%	11
Media	0%	100%	0%	0%	0%	0%	0%	3
International Organizations	12%	12%	12%	9%	24%	9%	21%	33
Flagship Report Authors	0%	10%	20%	10%	35%	15%	30%	20
Spanish Survey	28%	17%	27%	3%	21%	3%	14%	37
Other	0%	17%	17%	50%	0%	0%	17%	6

were unaware of or had not seen the report.[22] This lack of awareness varies greatly by audience type and region. It was high among youth-led organizations (36 per cent), local government (32 per cent), Spanish survey respondents and women's organizations (both 28 per cent), and NGOs (25 per cent).[23] Among UN-Habitat respondents, 11 per cent and 14 per cent, respectively, were unaware of the agency's two most recent flagship reports. Respondents having at least awareness of the reports could indicate their level of familiarity with them, as shown in Table 4.8 which contains at least two noteworthy findings.

The GRHS serves different purposes for multiple audiences. For the SWCRs, a similar pattern obtains with somewhat lower usage rates overall and a greater orientation towards public discussion, practice and programme implementation.

First, a very low percentage of respondents state having read the report extensively. Even among flagship report authors, only 15 per cent have done so. It is highest among academics (21 per cent). Only 4 per cent of UN-Habitat staff has read the report extensively; 22 per cent are unaware of it or have seen but not read it, while 23 per cent have only glanced at it and another 9 per cent have read just the executive summary.

A second finding of interest is that failure to read the report extensively does not prevent people from using it in their own work. For example, although only 4 per cent of UN-Habitat staff report extensive reading of the 2011 *Global Report on Human Settlements (GRHS)*, 19 per cent use it in their work. This pattern is found among most audience groups (Table 4.8), suggesting that the report is used selectively. Similar findings exist for the 2012 *State of the World's Cities Report (SWCR)* with one difference: UN-Habitat staff have read the 2012 SWCR more often extensively than the 2011 GRHS (19 per cent against 4 per cent) and they use it more often in their work (24 per cent against 19 per cent), whereas external users differ negligibly in their reading of both reports, but use the GRHS considerably more often. In other words, the internal and external usage patterns differ.

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22   In the 2010 survey, 7 per cent and 15 per cent were unaware of, resp. the GRHS and the SWCR. Possibly, these lower figures resulted from respondents being aware of the Flagship reports, without having seen them.

23   Percentages for the 2011 GRHS; unawareness of the 2012 SWCR is typically greater, as high as 41 per cent among Spanish survey respondents.

Table 4.9: Most Common Use of GRHS by Audience Types

AUDIENCE TYPE	Most common usage	%
Academic/Research/Training	Research/Reference	91%
Civil Society/NGOs	Research/Reference	65%
Local Government	Research/Reference	75%
National Government	Policy formulation/Research/Reference	50%
Private Sector	Research/Reference	88%
UN-Habitat Staff	Research/Reference	77%
Youth-led Organizations	Practice/Programme Implementation	71%
Women's Organizations	Public Discussion	71%
Media	Public Discussion	100%
International Organizations	Research/Reference	85%
Flagship Report Authors	Research/Reference	77%
Spanish Survey	Research/Reference	64%
Other	Research/Reference	50%

The purposes for which both reports are used differ by audience type. Overall, the GRHS is most often used as a reference and research resource, but beyond this noticeable variation exists. For example, the most common usage among women's organizations and media is for public discussion. Among youth-led organizations it is practice and programme implementation, while among national governments it is policy formulation and research or reference (Table 4.9). These findings show that the GRHS serves different purposes for multiple audiences. For the SWCRs, a similar pattern obtains with somewhat lower usage rates overall and a greater orientation towards public discussion, practice and programme implementation.

Survey respondents were asked about several flagship report effectiveness indicators. With only marginal differences between the GRHS and the SWCR, the reports were deemed most effective in delivering high-quality information and analysis and somewhat less so in offering recommendations. They were also seen as effectively conveying key messages. Only when it comes to dissemination did a majority say that the reports were less than effective (Table 4.10).

> Flagship Reports were deemed most effective in delivering high-quality information and analysis, and somewhat less so in offering recommendations.

Table 4.10: Effectiveness Indicators of GRHS and SWCR

Effectiveness Indicator	GRHS		SWCR	
	Very Effective	Effective	Very Effective	Effective
Delivering high-quality Information	33%	46%	32%	46%
Delivering high-quality analysis	27%	46%	22%	48%
Delivering high-quality recommendation	19%	44%	17%	42%
Conveying key messages	27%	46%	27%	43%
Dissemination	15%	32%	14%	32%

Table 4.11: Survey Respondents Saying GRHS is "Very Useful" by Purpose and Audience Type

AUDIENCE TYPE	Global overview	Statistics	Regional analysis	Recommendations	Case studies and examples
Academic/Research/Training	76%	60%	51%	35%	59%
Civil Society/NGOs	65%	68%	41%	38%	54%
Local Government	50%	38%	38%	38%	38%
National Government	57%	29%	29%	43%	43%
Private Sector	75%	56%	63%	63%	63%
UN-Habitat Staff	63%	56%	39%	37%	42%
Youth-led Organizations	65%	65%	65%	55%	58%
Women's Organizations	50%	63%	63%	0%	13%
Media	100%	0%	100%	100%	100%
International Organizations	68%	20%	44%	48%	56%
Flagship Report Authors	45%	20%	35%	25%	45%
Spanish Survey	70%	52%	56%	56%	48%
Other	50%	50%	75%	50%	50%

The usefulness of the reports differs for diverse audience types and varies by purpose. Table 4.11 summarizes these differences for the GRHS. Briefly, it shows that most audiences find the GRHS most useful for providing global overviews. They are generally considered less useful for the statistical information and for the recommendations they offer. Academics more often tend to find the reports 'very useful.' Women's organizations and local and national governments least often find the reports 'very useful.' This finding is somewhat of concern because the last two groups are important target audiences. The results for the SWCR are remarkably similar across audience types and purposes for using the reports (see Annexes).

Table 4.12: Suggestions for Future Flagship Reports (English Survey and UN-Habitat Survey Respondents)

Suggestions	English Survey (N=111)	UN-Habitat staff (N=44)
Disseminate Flagship Reports more widely	36%	30%
Make Flagship Reports more action-oriented	11%	36%
Improve Flagship Report quality	11%	25%
Continue producing Flagship Reports	25%	11%
Involve grassroots and stakeholders	17%	-
Consult UN-Habitat staff at all stages	–	20%
Focus on other themes	14%	14%
Merge Flagship Reports	4%	18%
More balanced regional coverage	5%	-
Integrate fieldwork and disaggregate data	5%	-
Prepare more Flagship Report briefs	5%	-

Recommendations by Survey Respondents and UN-Habitat Staff

The survey asked respondents if they had suggestions or recommendations regarding future flagship reports. The sheer number of respondents who volunteered comments (150+) is a noteworthy finding in itself, attesting to a keen interest in the continuing production of the reports. The evaluation team carried out a content analysis of these comments and organized them into various categories, while allowing for a comparison between English survey respondents and UN-Habitat staff (Table 4.12).

The most common recommendation by English survey respondents was to "disseminate the flagship reports more widely" (36 per cent). Mentioned by many as well were "continuing to produce the flagship reports" (25 per cent), involving grassroots and other stakeholders (17 per cent), and "focusing on other themes" (14 per cent). These points also surfaced in suggestions made by UN-Habitat staff. Among the latter, however, the most prevalent recommendations were to "make the flagship reports more action-oriented" (36 per cent), wider dissemination (30 per cent), "improving quality" 25 per cent), "consulting UN-Habitat staff at all stages (20 per cent), and "merging the GRHS and SWCR" (18 per cent). Annex 7 contains a much fuller representation of the rich information contained in the recommendations made by these two groups as well as by authors who contributed to past reports.

4.2.4 Impact

The fourth criterion to be applied to the reports is impact. The Terms of Reference elaborated the following questions under this category:

- To what extent has the delivery of flagship reports had the intended and non-intended impact on target audiences so far on awareness-raising and informing policy formulation at global and national levels, including influencing the 'Urban Development Agenda'?

- Have the flagship reports resulted in use and replication of production methods, content and tools of report, data, and develop follow-up potential such as new projects? Where results are judged to be successful or unsuccessful, what has contributed to this?

- Do the flagship reports address gender equality, youth and human rights issues so as to impact favourably on the lives of women, men and youth?

The first two questions of impact on targeted audiences are related and are treated together below. Assessing impact, however, depends on what UN-Habitat has termed 'the theory of change', as suggested in Box 4.1. In order to 'use' the reports for various purposes people have to 'value' them, based on their origins and authorship, their appearance and presentation, and the quality of analysis, data, and recommendations which they contain. 'Valuing' the reports first depends on whether people 'know' about their existence in the first place. 'Knowing', however, has many different kinds of meanings as suggested by the survey where some people had seen the report, but not read it, or had skimmed a few pages, but had not read them in detail. Therefore, 'knowing' is, not so clear.

Within this context, assessing impact therefore relies heavily on people who first 'know' about the reports and secondly appreciate its utility.[24] The assessment of impact consequently takes one back to earlier evaluation criteria, as presented above. Affirming after the fact of the relevance of the flagship reports to global or national urban issues is simply insufficient in terms of achieving impact. The form of the report has a big impact on who actually reads it, for how long, and what they do with it.

On the basis of the survey and interviews, the evaluation team received many observations about the impacts of the reports. These include the following general observations that apply to both reports:

- "There are so many reports on all these topics. UN-Habitat needs to narrow its focus to get deeper impact – city report needs to focus on strategies for change and changing places with larger backdrop data as a small component."

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24 *This approach to assessing impact is based on the theory of heritage maintenance elaborated in the 1980s by the late Jorge Enrique Hardoy, Argentine architect and urban planner.*

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- "I think that not many institutions in most of the countries know about this report, for example my own university and not many universities I know in Europe and Latin American countries."

- "The impact has not been significant in the policy area because it needs to reach to the policymakers (senior civil servants) and politicians."

The evaluation team learned that the pattern of impact of the flagship reports differs somewhat between the two reports as presented below.

Box 4.2: Survey Respondent Comments on Flagship Report Impacts

"These are very useful reports not only in policy formulation but also for research and academic purposes. UN-Habitat should ensure that more effort is put not only in the preparation of the report but also in dissemination of their policy recommendations. They are effective tools in shaping global urban policies. UN-Habitat, please continue with the good work of preparing and sharing the Global Reports."

"Researchers and practitioners including policymakers have been using the reports to influence thinking on ways to govern settlements development and management."

"Researchers and practitioners including policymakers have been using the reports to influence thinking on sustainability and governance of urban development and management."

"I think that not many institutions in most of the countries know about this report, for example my own university and not many universities I know in Europe and Latin American countries."

"The impact has not been significant in the policy area because it needs to reach to the policymakers (senior civil servants) and politicians."

"Reports have not impacted policy formulation and practice because few policymakers and practitioners know about the reports."

Global Report on Human Settlements

As noted earlier, the *Global Report on Human Settlements* has had its largest impact among academic audiences where it is used as a reference document for research and teaching. It has had less impact among policymakers and programme managers at the national and local levels where its form as a large thick report has been less accessible and thus less useful. Survey results presented above show that the report is considered "highly relevant" or "relevant" to respondents' work, but there is little evidence that relevance has been translated into impact in terms of influencing or resulting in specific outcomes.

Returning to theory of change, the first link in this chain is that 40 per cent of respondents from a preselected group of "urban specialists" are either unaware of the reports or have not read them. This suggests low awareness and not surprisingly, there is a low score for people outside academia actually using the reports in their own work. For the GRHS it is clear that while 78 per cent of the respondents use it for research and reference, only 30 per cent use it for either policy formulation or programme implementation. The same rough shares also apply to the SWCR report. Here the distinction between outputs (the reports) and outcomes is important.

Comments by survey respondents that touch on links in this chain of impact include the following:

- "The GRHS comes out too often. Urban issues do not change so fast – and it is a very thick publication. So the work that goes into developing and promoting and distributing it versus the news it carries seems disproportional…."

- "In my own experience the GRHS is a basic tool for policymakers in small municipalities in the developing world; but it is also an authoritative document that you can confidently cite in independent research or at a PhD level."

The major exception to these observations is where the content of the report, as in the 2003 Global Report on *The Challenge of Slums* has proven to be a significant reference point, possibly owing to its linkage to the Millennium Development Goals agenda, which is frequently cited in the global and national debate on the scale of the urban slum population and how it can be tackled. This is reflected in downloads and sales, as indicated in Tables 4.2 and 4.3. Other reports, including the 2011 *Global Report on Climate Change*, which might have been expected to receive significant attention, have not been as widely acknowledged and used, in part because of competition from the reports of other United Nations agencies and other international bodies such as the Intergovernmental Panel on Climate Change, which have mobilized much greater technical expertise, more budgetary resources and more sophisticated dissemination efforts. A report on a timely topic such as *Urban Safety and Security*, which included analysis of natural disasters, crime and evictions, all of which are current and compelling topics which would normally receive much media and policy attention at the global and national levels, was well-received by academic audiences. Nonetheless, it does not appear to have penetrated either policy or media circles. Similarly, the reconsideration of planning as the theme of the 2009 GRHS was well-regarded by academic audiences, but does not appear to have any impact beyond that audience. Further, the report on *Urban Safety and Security* was selected as an Outstanding Academic Title by CHOICE 2009. Nonetheless, the impacts of these reports have not nearly realized their potential.

Similar or complementary comments were received from the survey of UN-Habitat staff, as shown in Box 4.3.

The question of impact of the reports, whether assessed from the perspective of people inside or outside UN-Habitat, is intimately connected to an assessment of the dissemination efforts which have been undertaken. Interviews with UN-Habitat staff suggest that dissemination, until the most recent case of the 2013 GRHS-*Planning and Design for Sustainable Urban Mobility*, was designed and carried out only after the reports were completed. Dissemination appears to have been viewed as "something someone else would do" rather than a critical part of the report process. As such, dissemination has not been designed into the process from the beginning moment of the selection of the themes of the reports.

Box 4.3: Comments by UN-Habitat Staff on Impacts of GRHS and SWCR

"The UN-Habitat flagship reports have substantively contributed to showcase the role and mandate of the Organization and improve its visibility. UN-Habitat has been quoted in many reports and media in the last 10 years.

"*The State of the World's Cities Report* is a better known, better accepted and used because of its alignment with the World Urban Forum - a premier platform for discourse in urban issues."

"At the current form of conception and dissemination, it is actually quite hard to have an assertive statement about the 'changing' power of these reports. I don't see and read clearly that cities, governments, individuals, and organizations are changing their policies and strategies as a result of these reports. I can say that they bring a message about the theme; they call attention, and become a reference in papers and policy studies. Don't know any evidence about a government decision emanated from the report."

"The reports are mostly data driven (what the authors call 'evidence driven") and provide comparatively little in terms of policy analyses. Given sometimes occurring data poverty, the 'evidence' could very well be compromised. Far more attention should go to the underlying numerical data and trend recognition. Being well-aligned with UN-Habitat's MTSIP is of limited relevance. We are not producing these reports to fulfill our report delivery quota. We have a constituency that is to be informed instead and there should be a better alignment with our constituency's need for knowledge rather than satisfying bureaucratic in-house needs."

"The material provided is very rich in terms of information and excellent reference. However the analysis is not much prominent and there is not a very clear message in general. This notwithstanding, policy recommendations are systematic and relevant."

"…a training module, a policy workshop, to different target groups e.g. policy and decision makers, general practitioners, civil society organizations, would make the impact of the reports much wider and possibly more transformational. Without this embedded process, the reports remain only as a knowledge product that goes to shelves and do not result into action"

"In my opinion, the report is a fair consolidation of knowledge on human settlements and a handy reference. However, its statistical data are at times incomplete, unresearched repetition of previous and sometimes dubious data."

Issues such as defining main messages of the reports, identifying channels of dissemination, allocating sufficient resources for translation into languages other than English for other than the abridged editions, and clearly defining the roles of UN-Habitat representatives around the world seem to have been given little attention by those responsible for production of the reports. Technical aspects of publishing and dissemination—such as the contractual agreements with publishing companies, the budgetary balance between printing, storage and mailing, and the lack of follow-up as to what actually happened to the published reports—all have significant effects in determining the impact of the reports and the achievement of agency objectives.

This appears to be particularly true in the case of the prior co-publishing agreements with Earthscan, now acquired by Informa, which is paid well for its production process, but appears disinterested in actively marketing and distributing the reports to global audiences. Informa benefits from an assured buy-back by UN-Habitat of about 3,500 copies from the 4,000 print run of the reports, leaving only about 500 books for sale worldwide. The firm does not believe that there is a larger market for the reports in a book form and, therefore, has not made any additional effort to reach new markets.

UN-Habitat interviewees suggest that there is little value for the agency from these co-publishing arrangements. The very existence of these arrangements also seems to act as an excuse to avoid other forms of follow-up, which might increase the impact of the reports. This view, however, needs to be considered within a wider framework. Informa noted that UN-Habitat does not include the rights for electronic publishing in its contracts with it, thereby limiting its normal process of disseminating e-books and other forms of the publications.

The indicators of this lack of follow-up include simple issues like Informa not sending review copies of the reports to important journals or a lack of experimentation with other methods of dissemination. With hindsight, it is apparent that in a changing world of publication and communications technologies which has generated many new formats and modes of distribution such as compact discs, pen drives, fact sheets, or executive summaries, the GRHS has become something of a dinosaur in the modern age even

though since 2009 it has produced executive summaries and abridged versions of the report in most United Nations languages. Some staff suggested that it would be worth developing an 'app' for the flagship reports to assure easier and cheaper accessibility by wider constituencies. This forward-looking attitude contrasts with actual practice. The survey, sales data, and downloads all indicate that apart from failing to reach many people beyond its academic audiences, GRHS has proven to be relatively expensive to produce and has recorded surprisingly low sales.

In 2011 UN-Habitat headquarters sent only about 500 copies of the GRHS *Cities and Climate Change* to its offices, authors, depository libraries and professors, further showing a very limited effort at outreach and dissemination of a report on a high profile issue. All of the above, as suggested below in the section on sustainability, has contributed to a decision by UN-Habitat senior management to merge it with the *State of the World's Cities* report.

It is ironic that, in the context above, there nonetheless has been a renewed initiative in the dissemination of the 2013 GRHS *Planning and Design for Sustainable Urban Mobility*, which has exceeded prior efforts. This includes a dissemination plan that will continue up to the Seventh Session of the World Urban Forum in Medellin, Colombia, multi-regional launches in New York, London, Medellin, and Singapore on World Habitat Day, and active launches with partners so that events are about the issue of mobility and not just the GRHS. These efforts are being accompanied by increased media communication as well as more targeted dissemination with letters from the Executive Director.

State of the World's Cities Reports

While some of the above observations are shared by the SWCRs, the report's form and mode of presentation have been more accessible to all audiences reached in the survey, particularly to policy and operational audiences. More people read the SWCR than the GRHS although the use of the GRHS is higher, heavily weighted by academic audiences. There is thus a significant difference in the achievement of the impact on policy discussion between the two flagship reports, with the SWCR being more successful in reaching targeted audiences beyond academia. As noted in earlier sections, the process of report preparation

*Equity and the prosperity of cities—between slums and new developments—as discussed in the State of the World Cities 2012/2013: Prosperity of Cities © **Clive Shirley/Pano Pictures***

with surveys administered by UN-Habitat, the generation of new data, and the physical form and appearance of the report have all been crucial factors in distinguishing the two publications.

The approach of the SWCR has been more driven by main messages, with the data collection designed to support these messages, and more reflective of positions that are supposed to be the normative ones of UN-Habitat. The report has relied much less on external consultants than the GRHS. This has been, therefore, a much more internally-determined approach. However, despite its relative success in reaching policy and operational audiences, UN-Habitat staff members have perceived it as a relatively isolated agency exercise.

As noted earlier, the external interest in the City Prosperity Index as a relative measure suggests that the 2012 SWCR is the most successful, thus far, in achieving an impact among high priority audiences. This has been the case in Latin America where the approach was more vigorously marketed.

Observations on Dissemination for Both Flagship Reports

The above observations strongly suggest that, consistent with the theory of change, the design of a dissemination strategy is a necessary but insufficient condition for achieving impact. Many staff observed that defining such a strategy has not been included in the overall planning of the flagship reports, so essential items like press kits are generated too late in the process, and that staff outside of Nairobi receive materials at the last moment and without adequate briefing. The lack of involvement of staff from other branches is perceived as a huge wasted opportunity, both with which to build buy-in within the agency and to train as well as utilize UN-Habitat staff as active disseminators of the agency's messages. The sufficient condition—the specific utility to particular constituencies and partners—will always be a challenge, but the point is that a dissemination strategy should be an integral part of the planning and production of the flagship reports. Norway has repeatedly emphasized this point in annual joint donor consultations.[25]

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25   *Minutes prepared by UN-Habitat (Internal document)..*

An interesting additional source of observations about the impacts of the reports is from authors , some of whom offered the following comments in their survey responses (Box 4.4).

Box 4.4: Comments by Flagship Report Authors on Impacts

"Impacts of UN-Habitat reports have generally been hindered by the broader limits to United Nations authority"

"Again: the impact of UN-Habitat's flagship reports have less to do with their own quality and incisiveness than the low level of authority the United Nations system commands today, within which UN-Habitat still covers a lateral niche role."

"It has been difficult for UN-Habitat to influence decisions at the city level."

"… they have had an effect [which] may be not as significant as UN-Habitat would like—I simply do not see Habitat really influencing decisions at city level much but it is also a complicated combination of things and other benchmark reports have a lot of impact e.g. livable cities, green cities... etc. It is a bit of jungle but I do not see UN-Habitat as being in the pole position for cities on this. All cities are pleased to be mentioned of course but I am not sure if the criteria and transparency of choice tends to be a little academic and if a city has had papers written on it …"

Gender, Youth and Human Rights

The terms of reference for this evaluation explicitly asked about the impact of the flagship reports on gender, youth, and human rights and their effects on people's lives. In general the survey data as presented in Table 4.13 do not indicate that the reports had much impact on these important issues. Separate UN-Habitat documents on gender and youth are both perceived as having been more useful, with their focus clearly on their respective subjects and not buried in larger discussions of urban issues. These specific questions raise queries about the theory of change implied in the terms of reference. Even if the multiple problems in dissemination cited above did not exist, it would appear highly unrealistic to assume that United Nations reports would usher significant change in people's lives.

Table 4.13 summarizes the numerical responses with regard to the impact of the GRHS. While large proportions agree on significant influences, much lower numbers "agree strongly" regarding such influences on policies and practices (more so on new ways of thinking). The total "agree" percentage in many cases is still only about half (i.e., the rest do not agree, or do not know). Those closest to the reports (UN-Habitat staff and authors), tend to agree less often. SWCR results are very similar except for the Spanish survey responses, which assess the GRHS as being greatly more significant than the SWCR. The differences between the two reports are striking for this audience.

4.2.5 Sustainability

The questions posed by the sustainability criterion include the following:

- What is the likelihood that the achievements of the flagship reports are sustainable? How have the flagship reports fared in resource mobilization?

- Are United Nations entities, universities, research centres and national partners willing and committed to continue supporting the flagship reports? How effectively have the flagship reports built ownership of key target audiences and users?

The sustainability of the reports is a significant issue in light of the declining financial resources available to UN-Habitat. As noted above under the discussions of efficiency and effectiveness, there are serious questions about whether the processes of production and dissemination are organized in a way that generates the desired results and outcomes and whether those results warrant a major financial commitment by UN-Habitat and its partners. These issues are for UN-Habitat senior managers to decide. Nonetheless, the history of resource mobilization and processes for assuring continued donor financial support are also subjects that needed to be assessed.

Table 4.13: Survey Respondents saying GRHS has had a "Significant Influence" by Purpose and Audience Type

AUDIENCE TYPE	Formulation and Adoption of New policies		New Ways of Thinking About Urban Issues		New Practices	
	Agree Strongly	Agree	Agree strongly	Agree	Agree strongly	Agree
Academic/Research/Training	7%	45%	16%	52%	9%	41%
Civil Society/NGOs	5%	49%	22%	43%	19%	32%
Local Government	0%	50%	0%	50%	13%	38%
National Government	14%	71%	29%	57%	14%	43%
Private Sector	6%	56%	19%	75%	19%	50%
UN-Habitat Staff	6%	38%	15%	41%	4%	42%
Youth-led Organizations	23%	35%	29%	48%	19%	45%
Women's Organizations	0%	50%	50%	13%	13%	38%
Media	0%	0%	0%	0%	0%	0%
International Organizations	16%	40%	20%	52%	12%	40%
Flagship Report Authors	0%	50%	15%	55%	0%	45%
Spanish Survey	26%	35%	22%	57%	17%	35%
Other	25%	25%	25%	75%	0%	0%

As noted earlier, the flagship reports are mandated by the United Nations General Assembly and, therefore, are considered central to the activities of UN-Habitat. This includes the presumption that core budgetary funds should support their production and dissemination. However, given the cutbacks within the United Nations system and the need to use declining core budgetary funds for other purposes, the flagship reports have been financed by donors, largely Sweden and Norway, and most recently by Norway alone. This reality has created vulnerability for the reports in that a change in priorities from Oslo could have a major impact on UN-Habitat and the sustainability of the flagship reports.

The recent change of government in Norway brings this vulnerability into sharp focus., The question is simply whether the Government of Norway will continue to fund the flagship reports. Norway and UN-Habitat are discussing a new partnership agreement, which has still not been concluded at the time of writing.

An aspect of this problem that relates to the earlier discussion of how the reports are produced and disseminated is that UN-Habitat does not appear to have included the Government of Norway and other potential bi and multilateral partners into the process of choosing the theme of the flagship reports or discussing what main messages are likely to be emphasized. While theme selection should not be donor driven, a prudent report process should incorporate deliberate and regular consultation to facilitate resonance with donor agendas. The apparent lack of effort to secure the early buy-in of key donor partners within, for example, the Committee of Permanent Representatives in Nairobi increases the perception that the flagship reports are being done independently and in an isolated manner, which sounds similar to comments from UN-Habitat staff. It further appears that for several years, upon completion of the flagship reports the donor's primary liaison was not presented with a published print copy. This can only serve to reinforce perceptions that the reports have little impact in the world at large. This point is important because the donors regularly contribute money to a wide range of United Nations flagship reports: from the Human Development Report of UNDP, to the State of the World's Children of UNICEF, or the Global Enviroment Outlook report by UNEP. Donors, therefore, are in a position to assess the

comparative performance of different agencies and come to their own conclusions about whether or not the UN-Habitat flagship reports are achieving their objectives.

The following observations from the authors of the reports suggest some additional issues to be considered under the rubric of sustainability (Box 4.5).

Box 4.5: Comments by Flagship Report Authors on Sustainability

"I really don't think there should be two separate flagship reports by UN-Habitat. *The State of [the World's] Cities Report* should be integrated into the *Global Report on Human Settlements* to make one report. Current format or policy of issuing the two reports makes the reports repetitive, wordy and boring. Besides, the periodicity of the reports should be reviewed to make the *Global Report on Human Settlements* once every three or so years. This is to ensure that there are significant changes between one edition of the Global Report and the other. Again, the reports tend to be too wordy and heavy, making it tedious to take a second look at. They should be much more punchy… Cities are human settlements and needs no separate global report."

"I do see sense in combining the two, given that the SWCR reports shifted toward a focus on particular issues."

"There is no question that UN-Habitat should continue and intensify its global reporting efforts, whose results are commendable considering the programmer's statistical and political limitations. UN-Habitat might also profit from abandoning its city-focused obsession by substituting odd issues of State of the World Cities Report with a new one focusing on non-city settlement issues (e.g. peri-urban, rural areas, small-settlement systems, environmental challenges, etc.)."

"Please do continue the series as there lies great value not just in the individual reports but in the fact that, over the years, they create a compendium of statistics, insights, and state-of-the art policy and practice."

"The State of the World Cities Report should draw on leading global experts—more like the Global Reports—and have a much more rigorous process of review and fact-checking."

The other questions are these:

- Are United Nations entities, universities, research centres and national partners willing and committed to continue supporting the flagship reports?

- How effectively have the flagship reports built ownership of key target audiences and users?

As already suggested, there is little evidence that other United Nations entities, universities, research centres and national partners are committed to supporting flagship reports other than, perhaps, on a volunteer basis, such as the Habitat Partner Universities Initiative activities. Recent efforts in Europe to hold joint launch events with partners such as Siemens for the 2013 GRHS *Planning and Design for Sustainable Urban Mobility* are steps in the right direction, but have not yet resulted in financial support for the reports. What is clear is that new modes of dissemination as already suggested will need to be adopted as ways to attract potential partners and their financial support.

5. CONCLUSIONS

The flagship reports represent a major and sustained effort by UN-Habitat to articulate its views about important and relevant urban topics. This experience has been a priority initiative of the agency involving dedicated professional staff for almost two decades. It is useful to consider the conclusions of this evaluation in terms of the many different trade-offs involved in crafting the processes of report design, production and dissemination. These trade-offs become evident in the choices explained below.

The experience with the reports has varied over time and led in 2000 to the decision to produce two rather than one report. In 2001, this decision resulted in the launching of the *State of the World's Cities Report* and *the Global Report on Human Settlements*. These two products have had different content, distinct intended audiences, and are perceived differently by UN-Habitat's diverse constituencies and partners.

The Global Report on Human Settlements (GRHS) has been valued for its treatment and synthetic summary of global thinking on selected issues. It has been widely used by academics in the English-speaking world as a reference document for research and teaching. The GRHS has used many external consultants as authors of individual chapters with UN-Habitat staff responsible for framing the argument and selecting data and evidence. It is not generally considered as breaking new ground but rather as a useful summary of prior global thinking. Its form, large volume, and mode of presentation do not facilitate use by policymakers or operational programme managers. For this reason, its impact has been largely within academia only. Probably the most successful volume in terms of global recognition was the 2003 report on *The Challenge of Slums*.

In contrast, the *State of the World's Cities Report* (SWCR) has been valued for its efforts to provide new forms of analysis of current issues, relying on UN-Habitat's own data, and to present analysis and recommendations in a shorter, more visual form more accessible to policy and non-academic audiences. These reports have relied more on UN-Habitat's own staff, have been more experimental in their formats, and are considered more readable by policy and operational constituencies. The recent 2012-2013 SWCR on *The Prosperity of Cities* appears to be the most successful in this series, thus far, as shown by the number of cities indicating interest in the City Prosperity Index.

The results of the global survey undertaken by this evaluation show the assessment of the two reports varies by constituency and region of the world. In general terms there is more appreciation for the reports in English-speaking Africa than in other regions, and considerably less in Latin America where the lack of translation has been a major obstacle in dissemination. The differences in these assessments have been presented above in the detailed treatments of the five criteria by which the reports are evaluated. It should also be noted that regional reports, managed by the regional offices of UN-Habitat, which focus on specific regional problems using regional and national data, appear to have had more success in reaching local targeted audiences and constituencies.

These comments may reflect the trade-off between the desire to reach local decision makers, practitioners, and a public audience with a package that combines simpler language with lavish illustrations, on the one hand, and the need for more scholarly corroboration and clarification, on the other.

Despite the achievements of both flagship reports, this evaluation has discovered that their production and dissemination demonstrates a set of clearly unaligned patterns of objectives within the agency, its choice of instruments, design of processes and impacts achieved. As this report will demonstrate, there are numerous points where there are disconnects or confusion or lack of communication, which affect the "life cycle" of the reports.

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These unaligned patterns may be understood either as by-products of the focused organization of the production of flagship reports or as conscious trade-offs by those responsible. However, in either case, such patterns are not effective for UN-Habitat to achieve its objectives as an agency, particularly given the resource scarcity with which it is faced. This suggests that the flagship reports are underachievers considering UN-Habitat's ambition, its use of human and financial resources, and the potential of the reports for global, national, and local impacts.

Within the organization, there is a strong sense among the great majority of staff consulted that the production of the reports is an isolated process. This extends from the selection of topics to research, writing, review, and dissemination. Many branches and units of UN-Habitat claim to be uninformed and uninvolved in the multiple steps of the process. For many UN-Habitat staff, the flagship reports are indicators of poor coordination, inadequate information, lack of respect for operational and national experience, and unprofessional approaches to dissemination and feedback.

Specifically, in response to the explicit interest of the terms of reference for this evaluation, there is a strong consensus among UN-Habitat staff or others that the reports have not been significant in the achievement of the objectives of the Medium-Term Strategic and Institutional Plan (MTSIP). The evaluation noted that "alignment" of the reports with the MTSIP was to be achieved by a specified date, but thereafter there is little mention of the linkages between the reports and the MTSIP.

With regard to dissemination, as noted above, the subjects of the flagship reports are generally perceived as 'relevant' to current international, national, and local level policy debates and practices. Nonetheless, there is considerable regional variation about the extent to which the form and content of the two kinds of reports are appropriately designed to reach priority audiences and constituencies, effectively. At the global level, disappointing results in terms of sales and downloads suggest high costs and low benefits of the reports.

In response to the terms of reference, the evaluation has concluded that the reports have not been particularly significant in relation to UN-Habitat's focus on gender, youth and human rights. It was noted that the separate UN-Habitat reports on gender and youth have had greater impact.

Given the relatively low overall impact of the flagship reports, this perception of limited impact undermines the sustainability of financial support from donor agencies and currently has placed the future of the reports at risk to a change in priority by a few bilateral donors.

6. LESSONS LEARNED

1. The form, size, and mode of presentation of the flagship reports have had major impacts on their effectiveness and impact among different constituencies. Form, whether in hard copy or as an electronic file, needs to be given much more attention as critical in achieving agency objectives for the reports.

2. A related but also major issue is the need to translate reports into relevant languages in order to reach intended audiences. Translations of abridged editions are not enough. The reports have low recognition and little appreciation in non-English-speaking countries.

3. Clearer differentiation from regional and national reports is necessary to avoid repetition and to more effectively target the content and form of flagship reports.

4. As major outputs of UN-Habitat, the experience of producing and disseminating flagship reports have revealed important problems within UN-Habitat , that is in the lack of alignment of objectives among different activities; weaknesses in the design of the production process, the perceived lack of staff involvement as well as lack of subsequent buy-in needed for effective dissemination; and the relatively high financial cost for an agency with scarce budgetary resources.

5. The evaluation suggests that greater staff involvement could strengthen all steps in the process, including the theme, and result in a better product with a greater likelihood of effective global dissemination.

6. Greater staff involvement would contrast with and help address the present lack of connection between the flagship reports and major UN-Habitat initiatives such as the MTSIP.

7. It is risky for UN-Habitat to have a single donor supporting any major agency initiative. This certainly applies to the narrow budget support for the flagship reports.

8. Currently missing from the report process is systematic and ongoing monitoring and assessment to produce lessons that can inform future flagship report editions.

7. RECOMMENDATIONS

Before presenting the recommendations regarding the future of the flagship reports it is useful to look back at the suggestions of the 2004 evaluation to assess whether those were implemented. Briefly, the 2004 recommendations were the following:

- Reconsider the target audience in order to better reach appropriate constituencies

- Produce one flagship title and one report every two years

- Change report style, making it more accessible

- Disseminate findings of the flagship reports to policymakers

- Contract out report writing as a way to assure quality, ownership and team-building

- Consolidate the publicity strategy

These recommendations sound reasonable in light of the assessment presented in earlier pages of this report. However, it is notable that, almost 10 years later, they were not implemented, with the exception of the recent decision to produce one report every two years. In addition many of the issues that were supposed to have been dealt with still remain. This suggests that UN-Habitat should sharply focus recommendations and be more realistic about the time frames required to design and reform the report production and dissemination process.

The following recommendations for change are broadly consistent with others provided by UN-Habitat staff and outsiders (see Annex 7 and Section 4.2). Nonetheless they surpass these in considering report design, production and dissemination as a single process requiring better integration of individual steps.

1. The proposed merger of the two reports to be produced by 2015 is a decision that is generally welcomed by UN-Habitat staff and external audiences. It represents an opportunity to change the methods and process of report production and dissemination, and has the potential, if acted upon, to strengthen, significantly, modes of information sharing, communication, and integration of UN-Habitat's normative and operational work, all of which are consistent with the agency's recent organizational restructuring. On this basis, the evaluation team recommends future publication of a single flagship report once every two years.

2. The proposed merger of the reports offers an opportunity to be clearer about the choice of themes. The strategy of the GRHS has been to choose a theme and assemble expert opinion about the theme. This has not actually resulted in the intellectual and policy leadership to which the GRHS has aspired. The themes have been relatively specific, yet not technical, so they exist in an in-between space which is neither innovative nor attracts specialist attention. Yet, at the same time, it does not place the theme in a current urban policy framework, which is either authoritative or forward-looking. The strategy of the SWCR is the opposite: it seems to be general, as reflected in its title, yet it focuses on a specific issue for each report. So, it too exists in a middle-space.

3. It is, therefore, recommended that the new merged report be broad-gauged, offering an assessment of the whole global urban picture and then also sharply identifying the issues requiring priority attention.

4. Process changes that should be considered include the following:

   a. Open up process of choosing theme by including more staff participation.

   b. Assure close involvement of operational and normative sides of the agency at key stages in the process. Perhaps create a committee of branch chiefs to advise the Research and Capacity Building Branch and the report writing team and second selected staff as appropriate depending on the substantive theme of the report.

c. Explicitly decide on the balance between internal and external expertise to be used in report preparation.

d. Explicitly decide whether or not to collect and use new data in the analysis for the flagship report.

e. Consider flagship report production as: first, a knowledge management process for the agency as a whole and only second, as a dissemination effort. Both are certainly needed, but effective dissemination by UN-Habitat requires greater participation and buy-in by the agency's staff at all levels, including headquarter branches as well as regional and national offices. A stronger substantive product is necessary but is not a sufficient condition for the effective use of UN-Habitat's scarce human and financial resources. Communicating clearly that the content of the agency's flagship report should reflect the agency's operational experience and normative thinking will encourage greater agency engagement in what might be called 'embodied dissemination.'

f. Consider other physical and online forms for the communication of main messages of future reports. The evolving practices of other United Nations agencies with regard to their flagship reports and the publishing industry more generally suggest multiple possibilities for cost-effective innovation for the UN-Habitat flagship report. UN-Habitat staff is aware of many possibilities and should be encouraged to develop a new approach to dissemination which uses less bulky forms of reports, emphasizes easy online access, and greater reach and penetration of targeted audiences and constituencies.

g. Consider the role of translation of flagship reports into multiple languages as essential costs in production. It is understandable but not defensible that the full reports intended for a global audience are only produced in English. The lack of translation undermines the principal objective of this major agency initiative, which is to convey policy thinking and operational guidance to diverse constituencies within a global audience.

h. All of the above should be incorporated into a longer production-dissemination process in which the follow-up and impact are the indicators of success; that is outcomes must replace outputs as indicators of effectiveness. The 'finish line' is not the printing of the report, but rather the beginning of its most important stage which is dissemination and follow-up.

i. Explicitly designed longer time frames for report production would allow greater opportunities for wider buy-in and wider staff participation, thereby affirming the agency-wide character of the flagship reports.

Recommendations: Finding a Balance between Trade-offs

UN-Habitat has not explicitly clarified and balanced the trade-offs implicit in the flagship report design, production and dissemination process. The GRHS and the SWCR represent different solutions to these issues in the sense that they reflect design decisions that categorically differ between the reports.

The following trade-offs deserve explicit decisions:

- Wide coverage of urban issues at a specific point in time versus a thematic focus

- Reliance on new data generated by UN-Habitat versus summary of existing data and materials external to the agency

- Reliance on UN-Habitat staff as primary authors of the flagship reports versus use of external consultants as primary authors

- Reliance on UN-Habitat staff for review for quality control versus use of an external advisory group

- Assignment of flagship report production to a specific team within the agency rather than opening up the process to the involvement of many more UN-Habitat staff from other branches

- Use of traditional print media for report dissemination, including continuation of the Earthscan company for publication and dissemination, versus reliance on new forms of electronic publishing and media for dissemination

- Continued allocation of budgetary and human resources for publication of a single English-language report as opposed to reallocation of available resources towards publication of reports in other languages

The recommended answers to these questions are contained in this evaluation report, although they are not always as directly stated in the above terms. Therefore, in the interest of clarity, the evaluation team's recommendations are restated as follows:

a. A single report prepared every two years should summarize the state of current urban issues as debates in the interest of pointing academics, practitioners, and constituencies towards current issues of high priority and urgency. Reports should be contemporary and forward-looking; suggesting issues requiring priority policy attention by national and local governments as well as relevant constituencies. This will require some judgment in not including every issue in every report.

b. Flagship reports should bring together the multi-country experience of the agency's operational activities with the data collected in its research, policy and evaluation work. This implies that the comparative advantage of UN-Habitat is not original research or even collection and management of large urban data sets. Rather, it assumes that UN-Habitat should use its unique global position and mandate to assemble operational data and conclusions from operational experience. Focusing on generating large urban data sets in the current technological state of the art is prohibitively costly for a United Nations agency.

c. The primary authors of flagship reports should be UN-Habitat staff, with minimum use of consultants.

d. UN-Habitat should use external consultants to provide feedback on flagship report outlines and drafts.

e. The report process should be opened up to the involvement of a much wider set of UN-Habitat staff than has been the practice, using the process as one of knowledge management, which gathers the collective experience and analytic judgment of the agency in order to identify priority issues and concerns. Necessarily, there should be a report production team assigned to write and supervise production, but this team should be less isolated than it has been.

f. There should be much greater reliance on electronic media for dissemination of the flagship reports, with a smaller hard copy summary produced as necessary for decision makers.

g. The budget allocation in money and staff time should be increased in order to assure publication of the reports in multiple languages, rather than 90 per cent of the budget devoted to publishing an English language report which is difficult for the agency's global constituencies to understand.

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These recommendations reflect the evaluation team's assessment of the flagship report experience since 2008. It is the judgment of the evaluation team that the implementation of these decisions offers the best hope for UN-Habitat to achieve the objectives of its flagship reports by increasing their internal and external reach. In this sense the objectives of the reports should include internal institution-building objectives as well as external dissemination. The 'message', therefore, is that the word 'flagship' should imply a product with strong internal institutional roots and support. For the 'flag' to blow straight and tall in the wind it requires a well-grounded pole, either in the ship or on the ground. The best designed flag, by itself, will be unable to command the attention it seeks.

ANNEXES

ANNEX 1: **TERMS OF REFERENCE**

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS: GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

Background and Context

The United Nations Human Settlements (UN-Habitat), is the lead United Nations agency for Cities and Human Settlements. The agency was established as the United Nations Centre for Human Settlements (UNCHS), through the General Assembly Resolution 32/162 of December 1977, with the core mandate of assisting Members States to monitor and report on global human Settlements conditions and trends.

The basic framework for UN-Habitat's work is laid down in the Habitat Agenda adopted in 1996 by the Member States of the United Nations. The Habitat Agenda commits Governments to the twin goals of 'adequate shelter for all' and 'sustainable human settlements development in the urbanizing world'. Paragraph 228(m) of Habitat Agenda gives the UN-Habitat the responsibility "…*to analyse and monitor major trends in urbanization and the impact of policies for urban and rural settlements, to track progress in the implementation of the Habitat Agenda, and to continue its publications programme, including, inter alia, publication of the Global State of Human Settlements Report*".

UN-Habitat's specific mandate in raising awareness on sustainable urbanization and the state of the world cities is based on resolutions of the United Nations General Assembly and the UN-Habitat Governing Council. The agency produces two global flagship reports and a set of regional city reports. The Global Report on Human Settlements (GRHS) is a recurrent publication in UN-Habitat's flagship report series and is prepared under the United Nations General Assembly resolution 34/114, of December 1979. Through resolution 55/194, the General Assembly further encouraged the Member States and Habitat Agenda Partners to provide support for the preparation of the Global Report on Human Settlements, so as to raise awareness on human settlements issues and to provide information on urban conditions and trends around the world.

The Commission on Human Settlements of UN-Habitat in its resolution 17/8 of 14 May 1999 mandated the Agency to prepare on a biennial basis the State of the World's Cities Report (SWCR), synthesizing information and knowledge on state of the world's cities with a view to strengthening the ability of Government, local authorities and key partners to gain access to and make use of information on urban conditions and trends and to formulate effective urban policies. United Nations General Assembly Resolution 55/194 requested UN-Habitat to publish a flagship report every year, alternating between the Global Report on Human Settlements and the State of the World's Cities Report "*…so as to raise awareness on human settlements issues and to provide information on urban conditions and trends around the world*".

In order to increase efficiency in the flagship reports production process, and in-line with the Medium-Term Strategic Institutional Plan (MTSIP), 2008-2013, the harmonization of the flagship reports was first quick-win under the MTSIP Focus Area 1: Effective Advocacy, Monitoring and Partnerships[1]. The quick-win aimed at strengthening UN-Habitat's advocacy role through improved and consolidated data collection and analysis and evidence-based policy recommendations; streamline the sequencing of the reports and their production processes to enhance efficiency and management and promote brand recognition.

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1   *Focus Area 1 has four Expected Accomplishments: 1) Improved awareness of sustainable urbanization issues at the local, national and global levels; 2) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy; 3) Monitoring of sustainable urbanization conditions and trends improved; and 4) improved awareness among Governments and other Habitat Agenda Partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development.*

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The main objectives of the flagship reports are to raise awareness and informing policy-making processes.[2] As formulated in the MTSIP, the reports contribute to Focus Area 1: Expected accomplishment 1: Improved awareness of sustainable urbanization issues at local, national and global level. The indicators of achievement used are: (i) Upward trend in downloads of the 'State of the World's Cities and the 'Global Report on Human Settlements' and (ii) Increased number of Governments and Habitat Agenda Partner institutions using the "Global Report on Human Settlement', the 'State of the World's Cities Report' and the Best Practices in their education and training programmes'. Increasingly UN-Habitat is also using the flagship reports as tools to advance global dialogue on human settlement issues at global outreach events such as the World Urban Forum and World Habitat Day.

The flagship reports contribute to policy-making processes of MTSIP's Focus Area 2, Expected Accomplishment 1: Improved policies, legislation and strategies support inclusive Urban Planning, Management and Governance, and Focus Area 3, Expected Accomplishment 1: Improved land and housing policies implemented (UN-Habitat Project Brief SWCR 2012/2013). The flagship reports contribute to the policy-making processes by producing empirical evidence that can be used by partners and other stakeholders, including UN-Habitat's Regional Offices, UN-Habitat Programme Managers and partners to influence decision-making in a way that in the medium-term legislation and strategies in the selected counties/countries will incorporate sustainable urbanization principles.

The flagship reports use monitoring data produced using UN-Habitat's monitoring programmes such as UrbanInfo Database System, the Urban Indicator Programme, Urban Observatory tools, and other Geographical Information Systems. Several partners are involved at different stages in the planning, production, dissemination and follow-up on the reports.

The two flagship reports are tailored in format to meet the needs of specific target audiences. The Global Report on Human Settlements (GRHS) is policy-oriented and caters to experts, academics and students of urban planning, urban sociology and other sciences, as well as policymakers, such as technical advisers to ministers, mayors, and other government officials. The State of the World Cities Report (SWCR) is targeted at laypersons, including mayors, decision makers, non-governmental organizations and the media. While conveying substantive knowledge and data, the presentation of information is intended to be reader-friendly and accessible to a wide public audience. The theme of each edition of the SWCR supports the overall theme of the biennial sessions of the World Urban Forum.

The first flagship report, Global Report on Human Settlements, was launched in 1986. Table 1.1 lists the titles of the 14 editions of the GRHS and SWCR, which UN-Habitat has produced over the period 1986-2012. A 9th edition of the GRHS is planned for release later in 2013.

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2   In the Programme of Work referred to under Sub-programme 2: Monitoring the Habitat Agenda (e.g., see GC/23/5, Programme of work and budget for the biennium 2012-2013).

Table 1.1 Editions of flagship reports on state of the world cities and human settlements produced, 1986-2012

Global Report on Human Settlements	State of the World's Cities Report
1) Global Report on Human Settlements 1986	1) State of the World's Cities 2001
2) An Urbanizing World: Global Report on Human Settlements 1996	2) State of the World's Cities Report 2004/2005: Globalization, Culture and Cities
3) Cities in a Globalizing World: Global Report on Human Settlements 2001	3) State of the World's Cities Report 2006/2007: The Millennium Development Goals and Urban Sustainability: 30 Years of Shaping the Habitat Agenda
4) The Challenge of Slums: Global Report on Human Settlements 2003	
5) Financing Urban Shelter: Global Report on Human Settlements 2005	
6) Enhancing Urban Safety and Security: Global Report on Human Settlements 2007	4) State of the World's Cities Report 2008/2009: Harmonious Cities
7) Planning Sustainable Cities: Global Report on Human Settlements 2009	5) State of the World's Cities Report 2010/2011: Bridging the Urban Divide
8) Cities and Climate Change: Global Report on Human Settlements 2011	6) State of the World's Cities Report 2012/2013: Prosperity of Cities

An evaluation of UN-Habitat's flagship reports was carried out in 2004. It was conducted by two consultants and managed by Policy Analysis Branch in collaboration with the City Monitoring Branch. Since, then no formal evaluations have been conducted by UN-Habitat to demonstrate the contribution of the flagship reports to UN-Habitat's normative work.

UN-Habitat's flagship reports

The themes of SWCR and GRHS usually build on previous editions, the global context (such as Millennium Development Goals), and UN-Habitat priorities, including Habitat Agenda and partners.

The Global Report on Human Settlements (GRHS)

The GRHS provides a comprehensive and expert review and analysis, using existing literature and state-of-the-art knowledge in the subject area, in order to provide the target audience with a strong analytical framework on a given subject from a global perspective.

The State of the World's Cities Report (SWCR)

The SWCR aims to present in a '…clear, concise and journalistic language, with lively illustrations, including maps, stories and essays, best practices and telling data, in order to make an impact on a large public' (SWCR 2010/2011 project document).

The SWCR is based on empirical evidence produced by the Global Urban Observatory and the City Monitoring Branch, Monitoring and Research Division through its own mechanism of data collection (global monitoring) and the ad hoc collection of data as per the Report's main topic. As such, it includes visual media and is written and formatted in a journalistic style, in a language

that avoids expert jargon. The focus is on city data per se, with quantitative and qualitative analyses of the issues in specific cities in order to articulate messages around concrete examples, in order to promote understanding of city-specific issues.

The full reports are made available in English, and often with abridged versions and language editions (within the range of the office UN languages) as funds permitting. The reports are expected to increase awareness of human settlements conditions and trends, and secondly informing policy-making processes. Impact indicators formulated for the SWCR 2010/2011, included: Key messages of the report well-communicated; Successful launch of the Report for the World Urban Forum V; Peer review process of the data and methodology; Large dissemination of the report to partners through various channels' Dissemination of the report's key results and messages in international media; and Report widely cities in urban studies research, books and journals (SWCR 2010/2011 Project Document).

The monitoring of MTSIP results under Focus Area 1 Expected Accomplishment 1: Improved awareness of sustainable urbanization issues at national and global levels specifically identifies results of flagship reports. Indicator (a) relates to the number of media articles on flagship reports and is measured every six month. For example, in 2011 is was reported that the number of media articles on the State of the World's Cities report 2010/2011: Bridging the Urban Divide and the Global Report on Human Settlements 2011 increased by 56 percent to reach a record of over 25,000 in 2011 up from 14,022 and exceeded the target of 16,000 articles (MTSIP Annual Report 2011).

The UN-Habitat's flagship reports have won "**Outstanding Academic Title Awards".** In 2005, the *State of the World's Cities Report (SWCR) was* selected by CHOICE for the outstanding academic award. More than 35,000 academic librarians, faculty, and key decision makers worldwide rely on the review of American Review Journal, CHOICE, for scholarly research. CHOICE publishes a list of Outstanding Academic Titles that were reviewed in the previous calendar year. This prestigious list reflects the best in scholarly titles reviewed by choice and brings with it the extraordinary recognition of the academic library community. In awarding the Outstanding Academic Titles, the CHOICE editors apply several criteria, including overall excellence in presentation, importance relative to literature in the field, distinction as in subject area, originality or uniqueness of treatment, etc. The Global Report on Human Settlements 2007: Enhancing Urban Safety and Security was selected as an Outstanding Academic Title by CHOICE in January 2009.

Institutional arrangements in preparation of the flagship reports

Until 2012, the two flagship reports were produced by the two Branches under the Monitoring and Research Division. City Monitoring Branch produces the SWCR while the GRHS is produced by the Policy Analysis Branch, with Global Urban Observatories being responsible for producing the statistical annexes to both reports. Consultants (international and national) are used to support the Branches and Global Urban Observatories in data collection analysis process.

Strategic partnerships with research centers and statistics institutions to provide technical and substantive contributions (in-kind), including national statistics offices from various governments, universities and research centers, NGOs and civil society organizations. Among the partners are the University of New York, Economic Commission for Latin America and the Caribbean (ECLAC), the Population Council, American University of Cairo, Economic Commission for Africa (ECA), Satellite Imagery, etc.

Network of local urban observatories used for new urban indicators and collection, expanded, verification of information through the GUO network of local observatories (i.e., intra-city analysis) – for reducing time and cost for collection.

Budget

The UN-Habitat flagship reports are among the most cost-effective global reports in the United Nations system. Budgets for the production and launching of a flagship report ranges from USD 0.5 million to USD 1 million. Data collection and analysis process is the largest cost item in producing the reports. In comparison, other global reports such as the Human Development Report (UNDP), the Global Environment Outlook (UNEP) and the World Development Report (World Bank) cost several million dollars to produce.

Purpose and Objectives of the Evaluation

The evaluation is conducted as part of the efforts of UN-Habitat to ensure that UN-Habitat evaluations provide a full representation of its mandate and activities, including normative work. The purpose is to assess UN-Habitat achievements, challenges and opportunities in raising awareness on human settlements issues through the flagship reports through the provision of information on global conditions and trends and policies to Member States and the Habitat Partners.

The evaluation responds to request by the UN-Habitat Management Board for an independent evaluation of flagship reports to inform the Board's decision-making on achievements of flagship reports (Minutes of Board meeting, 7 November 2012). An emerging issue is the merging of the two reports with the proposed first issue of the new flagship report to be published in 2014. It is therefore timely to evaluate the flagship reports to provide UN-Habitat, its Governing bodies, donors and key stakeholders with an independent and forward-looking evaluation of achievements, lessons, including best practices, and challenges and opportunities.

Specific Objectives

Specific objectives of the evaluation that will be assessed:

• Relevance of the flagship reports within the context of harmonization of the production of flagship reports to strengthen UN-Habitat's advocacy role through improved consolidated data collection, analysis and production of evidence based reports.

- Efficiency and effectiveness of preparation, dissemination of the reports, including adequacy of resources for preparation of the reports, processes followed to ensure sound, credible evidence-based and cutting-edge information of the reports, and dissemination /publicity strategies (media, launching, sales, etc.) to ensure the reports reach the targeted audiences.

- Use and impact of flagship reports in academia/ research, policy formulation, capacity building, etc.

- Coherence between the flagship reports and various others programme implemented by UN-Habitat.

- Complementarity and added value of UN-Habitat's global flagship reports in comparison with UN-Habitat publications in general representing the 'face' of UN-Habitat, and other United Nations recurrent global reports and reports on sustainable urbanization.

- Knowledge sharing – assessing if processes and tools used are adequate to ensure up-take and sharing of information in UN-Habitat programme and projects, partners, relevant United Nations entities and groups, and others.

Scope and Focus

The evaluation is expected to assess achievements made since harmonization of the production UN-Habitat's flagship reports – the MTSIP period (2008 to date), based on the criteria of relevance, efficiency, effectiveness, impact and sustainability.

The evaluation will identify lessons and give recommendations to guide UN-Habitat on enhancing awareness-raising and informing decision-making processes on urban conditions and trends through flagship reports.

It will focus on the results achieved by the flagship reports in UN-Habitat's normative work, sharing of responsibilities, appropriateness of planning and conceptualization, production, dissemination and follow-up on reports; and resource allocation for producing the reports.

Key Evaluation Questions
Relevance

- To what extent are UN-Habitat's flagship reports harmonized based on UN-Habitat's strategy (MTSIP), relevant frameworks and comparative advantage?

- To what extent are the flagship reports (concept and format) responding to specific needs, priorities of the targeted audiences for cutting-edge information and aligned with global development strategies as well as appropriate to the general economic, socio-cultural and political context?

- To what extent cross-cutting issues of youth, gender equality, environmental capacity development and human rights have been aligned, operationalized and promoted during preparation and in the content of flagship reports?

- To what extent are the flagship reports complementary to, and harmonized with, other UN recurrent flagship reports, including reports on urban issues, in order to avoid duplication?

Effectiveness

- To what extent do management capacities and institutional set-up put in place supports the achievement of results and need for timely delivery and quality of reports?

- To what extent has innovative and cutting-edge production methods and tools been applied?

- To what extent are the flagship reports' objective and results achieved, or are expected to be achieved, taking into account theory-of-change towards policy change through awareness raising and information? Assess the effectiveness of strategic partnerships with other UN agencies, local authorities and universities.

- To what extent have the flagship reports helped support (or the advancement of) normative work of UN-Habitat at global and national levels?

- Is the delivery and impact of the flagship reports monitored and reported on effectively?

Efficiency

- To which extent have the flagship reports been specialized in terms of concept, theme, soundness and quality/availability/collection of data *vis a vis* cost-effectiveness in the delivery of results?

- To what extent are institutional arrangements for the production of flagship reports adequate and structured to provide substantive and administrative support in a cost-efficient manner?

- Are resources (funds, human resources, time, expertise, etc.) adequate to produce high quality flagship reports?

Impact

- To what extent has the delivery of flagship reports had the intended and non-intended impact on target audiences so far on awareness raising and informing policy formulation at global and national levels, including influencing the 'Urban Development Agenda'?

- Have the flagship reports resulted in use and replication of production methods, content and tools of report, data, and develop follow-up potential such as new projects? Where results are judged to be successful or unsuccessful, what has contributed to this?

- Do the flagship reports address gender equality, youth and human rights issues so as to impact favorably on the lives of women, men, and youth?

Sustainability

- What is the likelihood that the achievements of the flagship reports are sustainable? How have the flagship reports fared in resource mobilization?

- Are United Nations entities, universities, research centers and national partners willing and committed to continue supporting the flagship reports? How effectively have the flagship reports built ownership of key target audiences and users?

Evaluation Approach and Methodology

The evaluation approach should be as participatory as possible and seek to include voices of key target audiences. The evaluation will assess performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the flagship reports, including sustainability.

The evaluation shall be independent and carried out following the evaluation norms and standards of the United Nations system. A variety of methodology will be applied to collect information during evaluation including:

(a) **Review of relevant documents** to be provided by the Research and Capacity Building Branch, and documentation available with relevant partners. Documentation to be reviewed will include: (1) General Assembly and Governing Council Resolutions; (2) Strategies and frameworks for preparation of flagship reports; (3) Project documents and implementation plans; (4) Concept notes; (5) Monitoring reports; (6) Reviews; (7) Previous evaluation documents; and (8) other planning and communication material.

(b) **Key informant interviews and consultations with key stakeholders,** including researchers involved in preparation of reports, governmental partners, publishers of the reports, donors, and some CPR members. The informant interviews will be conducted to obtain qualitative information on the evaluation issues to allow the evaluation team address the programme relevance, efficiency and effectiveness of the programme. Phone interviews will be conducted based on a contact list of the 100 persons/institutions considered most important intended users of the flagship reports.

(c) **Surveys** implemented through the application of questionnaires (in person or electronically) of target audience and stakeholder groups. Different questionnaires should be used for different target audiences and stakeholder groups with attention to format and language of the survey.

The evaluators will describe expected data analysis and instruments to be used in the evaluation inception report and work plan. Presentation of the evaluation findings should follow the standard format of UN-Habitat Evaluation reports.

Stakeholder Participation

The flagship reports are produced involved a wide range of stakeholders. It is expected that this evaluation will be participatory, providing for active and meaningful key stakeholders' involvement. Research centers, partners, national statistical offices, government and United Nations entities, civil society, donors and users of the reports may participate through a questionnaire, interviews or group discussions.

Evaluation Team

The evaluation shall be carried out by an independent evaluation team consisting of two international consultants (principal evaluator and supporting evaluator) with the following criteria:

(a) Knowledge and understanding of UN-Habitat's role in promoting sustainable urbanization, human settlement issues in general and interlinkages to other areas, especially normative work, research and advocacy.

(b) Extensive evaluation experience. The consultants should have proven ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings.

(c) Experience with management and implementation of global projects and in particular with targeted scientific assessment projects that generate policies/strategies, knowledge and information.

(d) Advanced academic degree in urban development, housing, infrastructure, local governance, or relevant social fields.

(e) It is envisaged that the team members would have a useful mix of experience and academic training relevant to the project evaluated and be gender-balanced.

Responsibilities and Evaluation Management

The evaluation is commissioned by UN-Habitat, and managed by the Evaluation Unit. A joint advisory group with members from the Evaluation Unit and the Research and Capacity Building Branch will be responsible for comments on work plan and draft reports.

The Evaluation Unit will lead the evaluation by guiding and ensuring the evaluation is contracted to suitable candidates; providing advice on code of conduct of evaluation; providing technical support as required; ensuring that contractual requirements are met; and approving all deliverables (evaluation work plan, draft and final evaluation reports).

The Research and Capacity Building Branch will provide logistical support to the evaluation team. The Evaluation Team comprising of two international consultants, are responsible for meeting professional and ethical standards in conducting the evaluation, and producing the expected deliverables.

Work Schedule

The evaluation will be conducted over a period of four months, from June to September 2013. The consultants (Evaluation Team) are expected to prepare an inception report containing a detailed work plan that will operationalize the evaluation. In the evaluation work plan, schedules and delivery dates to guide the execution of the evaluation should be detailed. The provisional time table is as follows.

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Task	April 2013	May 2013	June 2013	July 2013	August 2013	September 2013
Preparing evaluation	x					
Recruitment of evaluation team		x				
Inception report with work plan			X			
Initial desk review			X			
Visit to UN-Habitat Headquarters			X			
In-depth reviews			X	x		
Supplemental desk reviews				x		
Additional research				x		
Draft report					x	
Draft review					x	
Draft final review with workshop (optional)					x	(x)
Final report						x

Deliverables

The three primary deliverables for this evaluation are expected from consultants:

(a) **Evaluation work plan (Inception report).** The consultants will prepare an evaluation work plan to operationalize and direct the evaluation. The work plan will describe how the evaluation will be carried out. The evaluation work plan will explain expectations for evaluation; detail methods to be used; roles and responsibilities; evaluation framework, reporting and schedule of work. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UN-Habitat's expectations throughout the performance of contract.

(b) **Draft evaluation reports.** The evaluation team will prepare a draft evaluation report to be reviewed by the UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports. The drafts may be more than one, until a draft is approved to have met the basic requirements of UN-Habitat reports.

(c) **Final evaluation report** (including Executive Summary and Annexes) prepared in English and following the UN-Habitat's standard format of evaluation report. The report should not exceed 50 pages (excluding Executive Summary). In general, the report should be technically easy to comprehend for non-specialists. The final published report will also contain figures, tables and boxes and be illustrated to some extent.

Resources

The consultants will be paid an evaluation fee. DSA will be paid only when travelling on mission outside official duty stations of consultants. The consultants to conduct this evaluation should be of equivalent to P-5 to D-1.

Disclaimer: Final payment of the consultants' fee will be initiated upon approval of the final report by the Evaluation Unit.

ANNEX 2: **INTERVIEW SCHEDULE**

1. **Mr. Eduardo Moreno,** Branch Coordinator, Research Unit, Research and Capacity Development Branch

2. **Mr. Ben Arimah,** Chief, Research Unit, Research and Capacity Development Branch

3. **Ms. Anne Klen,** Human Settlements Officer, Research Unit, Research and Capacity Development Branch

4. **Mr. Raymond Otieno,** Consultant, Research Unit, Research and Capacity Development Branch

5. **Mr. Mohamed Halfani,** Unit leader, Research Unit, Research and Capacity Development Branch

6. **Mr. Gora Mboup**, Unit Leader, Global Urban Observatories Unit, Research and Capacity Development Branch

7. **Mr. Claudio Acioly,** Unit Leader, Capacity Development Unit, Research and Capacity Development Branch

8. **Mr. Inge Jensen,** Senior Human Settlements Officer, Research Unit, Research and Capacity Development Branch

9. **Mr. Jan Meeuwissen,** Branch Coordinator, Risk Reduction and Rehabilitation Branch

10. **Mr. Naison Mutizwa-Mangiza,** Principal Adviser, Policy and Strategic Planning, Office of the Executive Director

11. **Mr. Oyebanji Oyelaran-Oyeyinka,** Director, Scientific Advisory, Office of the Executive Director

12. **Ms. Ana Moreno,** Branch Coordinator, Advocacy, Outreach and Communication Branch

13. **Ms. Jeanette Elsworth,** Public Information Officer, Advocacy, Outreach and Communication Branch

14. **Ms. Christine Auclair,** Human Settlements Officer, Advocacy, Outreach and Communication Branch

15. **Mr. Victor Mgendi,** Head, Production Unit, Advocacy, Outreach and Communication Branch

16. **Ms. Jagoda Walorek,** Human Rights Advisor, Housing and Slum Upgrading Branch

17. **Mr. Christophe Lalande,** Unit Leader, Housing Unit, Housing and Slum Upgrading Branch

18. **Ms. Laura Petrella,** Unit Leader, City Planning, Extension and Design Unit, Urban Planning and Design Branch

19. **Mr. Robert Kehew,** Unit Leader, Climate Change Planning Unit, Urban Planning and Design Branch

20. **Mr. Joe Hooper,** Branch Coordinator, Urban Legislation, Land and Governance Branch

21. **Mr. Douglas Ragan** Unit Leader, Youth and Livelihoods, Urban Economy Branch

22. **Mr. Andre Dzikus,** Branch Coordinator, Urban Basic Services Branch

23. **Ms. Dorothy Mutizwa-Mangiza,** Programme Coordination Officer, Quality Assurance Unit, Office of Management

24. **Mr. Pacome Kossy,** Programme Officer, Quality Assurance Unit, Office of Management

25. **Ms. Asenath Omwega,** Human Settlement Officer, Quality Assurance Unit, Office of Management

26. **Ms. Hellen Nyabera,** Information Management Officer, Knowledge Management Support Unit, Office of Management

27. **Ms. Axumite Gebre-Egziabher,** Director, Regional Office for Africa

28. **Mr. Mathias Spaliviero,** Human Settlement Officer, Regional Office for Africa

29. **Mr. Doudou Mboye,** Senior Human Settlements Officer, Regional Office for Africa

30. **Mr. Siamak Moghaddam,** Chief, a.i./ Representative, Tehran Office

31. **Ms. Katja Schäefer,** Human Settlement Officer, Regional Office for Arab States

32. **Ms. Mariko Sato,** Human Settlement Officer, Regional Office for Asia and the Pacific

33.	**Mr. Elkin Velasquez,** Director, Regional Office for Latin America and Caribbean
34.	**Ms. Carolina Guimaraes,** Programme Management Officer, Regional Office for Latin America and Caribbean
35.	**Mr. Thomas Melin,** Ag Head, External Relations Office
36.	**Ms. Mariam Yunusa,** Coordinator, Partners and Inter-Agency Branch, External Relations
37.	**Ms. Lucia Kiwala,** Human Settlement Officer, Partners and Inter-Agency Branch, External Relations
38.	**Mr. Markandey Rai,** Chief, Inter-agency Coordination, Global Parliamentarians Trade Unions, External Relations
39.	**Ms. Angela Mwai,** Unit Leader, Gender Coordination and Support Unit, Project Office
40.	**Mr. Jianguo Shen,** Inter-regional Advisor, Programme Division/Project Office
41.	**Ms. Jaana Mioch,** Human Settlement Officer, Programme Division/Project Office
42.	**Mr. George Deikun,** Director, UN-Habitat Geneva Office, Liaison Office
43.	**Ms. Yamina Djacta,** Director, UN-Habitat New York Office, Liaison Office
44.	**Mr. Frederic Saliez,** Deputy Director, UN-Habitat Brussels Office, Liaison Office
45.	**Ms. Rocio Kessler,** Senior Coordination Officer, Donor Relations and Resource Mobilization Service
46.	**Mr. Matthew Billot,** Head, Global Environment Outlook Section, Division of Early Warning and Assessment, United Nations Environment Programme
47.	**Mr. Thomas Lid Ball,** Counselor, Government of Norway

IMPORTANT INFORMATION:

All interviews by Skype.

- Group interviews by Skype to be held in the OED small meeting room block 4, 3rd floor and general UN-Habitat Skype address used.

- Interview/meeting (or name of staff) is confirmed unless TBC (to be confirmed) is indicated.

- The evaluators will call you up at the scheduled time, however, kindly allow for a few minutes delay for them to wrap up the previous meeting/interview and for putting your call through.

Additional interviews were conducted by Skype or Phone with:

- William Cobbett and Rene Hohmann, Director and Urban Specialist Cities Alliance, Brussels, Belgium

- Alain Durand-Lasserve, Director of Research National Centre of Scientific Research, Paris, France

- David Satterthwaite, Senior Fellow, Human Settlements; Team Leader, Urban Poverty and Local Organisations International Institute for Environment and Development, London, U.K.

- Richard Stren, Professor Emeritus of Political Science, Former Director, Centre for Urban and Community Studies, University of Toronto, Canada

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ANNEX 3: SUMMARY OF SURVEY RESULTS

Q1 Which of the following best identifies you professionally?

Answered: **396**   Skipped: **0**

	Academic/ researcher/ student/trainer	Private sector/ consultant	NGO	Women's organization	Youth-led organization	Local government	National government	International organization (e.g., World Bank, UNDP)	Media	Other	Total
Q1: Academic/researcher/ student/trainer	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	185
	185	0	0	0	0	0	0	0	0	0	
Q1: Private sector/consultant	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	26
	0	26	0	0	0	0	0	0	0	0	
Q1: NGO	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	58
	0	0	58	0	0	0	0	0	0	0	
Q1: Women's organization	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	10
	0	0	0	10	0	0	0	0	0	0	
Q1: Youth-led organization	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	41
	0	0	0	0	41	0	0	0	0	0	
Q1: Local government	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	20
	0	0	0	0	0	20	0	0	0	0	
Q1: National government	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	15
	0	0	0	0	0	0	15	0	0	0	

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Answered: **396**   Skipped: **0**

	Academic/ researcher/ student/trainer	Private sector/ consultant	NGO	Women's organization	Youth-led organization	Local government	National government	International organization (e.g., World Bank, UNDP)	Media	Other	Total
Q1: International organization (e.g., World Bank, UNDP)	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	30
	0	0	0	0	0	0	0	30	0	0	
Q1: Media	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	3
	0	0	0	0	0	0	0	0	3	0	
Q1: Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	8
	0	0	0	0	0	0	0	0	0	8	
Total Respondents	**185**	**26**	**58**	**10**	**41**	**20**	**15**	**30**	**3**	**8**	**396**

Q2 Your continent of residence?

Answered: **396**   Skipped: **0**

	Africa	Asia	Europe	Latin America and the Caribbean	Middle East	North America	Oceania	Total
Q1: Academic/researcher/student/trainer	18.38%	8.65%	35.68%	16.22%	3.78%	11.35%	5.95%	185
	34	16	66	30	7	21	11	
Q1: Private sector/consultant	15.38%	15.38%	34.62%	11.54%	3.85%	19.23%	0%	26
	4	4	9	3	1	5	0	
Q1: NGO	31.03%	27.59%	8.62%	8.62%	1.72%	20.69%	1.72%	58
	18	16	5	5	1	12	1	
Q1: Women's organization	10%	20%	10%	40%	10%	10%	0%	10
	1	2	1	4	1	1	0	
Q1: Youth-led organization	65.85%	14.63%	0%	12.20%	4.88%	2.44%	0%	41
	27	6	0	5	2	1	0	
Q1: Local government	40%	15%	15%	5%	10%	15%	0%	20
	8	3	3	1	2	3	0	

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

	Africa	Asia	Europe	Latin America and the Caribbean	Middle East	North America	Oceania	Total
Q1: National government	26.67% 4	20% 3	20% 3	13.33% 2	6.67% 1	13.33% 2	0% 0	15
Q1: International organization (e.g., World Bank, UNDP)	36.67% 11	6.67% 2	26.67% 8	0% 0	0% 0	30% 9	0% 0	30
Q1: Media	33.33% 1	0% 0	33.33% 1	0% 0	33.33% 1	0% 0	0% 0	3
Q1: Other	25% 2	12.50% 1	25% 2	12.50% 1	0% 0	25% 2	0% 0	8
Total Respondents	**110**	**53**	**98**	**51**	**16**	**56**	**12**	**396**

Q3 Please indicate your familiarity with each of UN-Habitat's two most recent Flagship Reports.

Answered: **346**   Skipped: **50**

CITIES AND CLIMATE CHANGE (GLOBAL REPORT ON HUMAN SETTLEMENTS, 2011)	Haven't seen/am not aware of the report	Have seen but have not read the report	Have read the Executive Summary only	Have only glanced through the report	Have read some of the chapters	Have read the report extensively	Have used the report in my own work	Total
Q1: Academic/researcher/student/trainer	15.08% 27	14.53% 26	8.38% 15	14.53% 26	17.32% 31	9.50% 17	20.67% 37	179
Q1: Private sector/consultant	13.04% 3	13.04% 3	17.39% 4	8.70% 2	30.43% 7	13.04% 3	4.35% 1	23
Q1: NGO	24.56% 14	21.05% 12	8.77% 5	14.04% 8	22.81% 13	5.26% 3	3.51% 2	57
Q1: Women's organization	27.27% 3	0% 0	18.18% 2	0% 0	27.27% 3	0% 0	27.27% 3	11
Q1: Youth-led organization	36.36% 16	9.09% 4	9.09% 4	18.18% 8	15.91% 7	2.27% 1	9.09% 4	44
Q1: Local government	30% 6	20% 4	10% 2	10% 2	15% 3	5% 1	10% 2	20

	Haven't seen/am not aware of the report	Have seen but have not read the report	Have read the Executive Summary only	Have only glanced through the report	Have read some of the chapters	Have read the report extensively	Have used the report in my own work	Total
Q1: National government	16.67% / 2	0% / 0	16.67% / 2	41.67% / 5	16.67% / 2	8.33% / 1	0% / 0	12
Q1: International organization (e.g. World Bank, UNDP)	12.12% / 4	12.12% / 4	12.12% / 4	9.09% / 3	24.24% / 8	9.09% / 3	21.21% / 7	33
Q1: Media	0% / 0	100% / 1	0% / 0	0% / 0	0% / 0	0% / 0	0% / 0	1
Q1: Other	0% / 0	16.67% / 1	16.67% / 1	50% / 3	0% / 0	0% / 0	16.67% / 1	6

PROSPERITY OF CITIES (STATE OF THE WORLD'S CITIES REPORT, 2012-2013)

	Haven't seen/am not aware of the report	Have seen but have not read the report	Have read the Executive Summary only	Have only glanced through the report	Have read some of the chapters	Have read the report extensively	Have used the report in my own work	Total
Q1: Academic/researcher/student/trainer	21.51% / 37	16.28% / 28	9.30% / 16	11.05% / 19	18.60% / 32	9.30% / 16	13.95% / 24	172
Q1: Private sector/consultant	18.18% / 4	0% / 0	18.18% / 4	13.64% / 3	40.91% / 9	9.09% / 2	0% / 0	22
Q1: NGO	29.82% / 17	15.79% / 9	10.53% / 6	14.04% / 8	19.30% / 11	5.26% / 3	5.26% / 3	57
Q1: Women's organization	18.18% / 2	0% / 0	0% / 0	18.18% / 2	27.27% / 3	27.27% / 3	9.09% / 1	11
Q1: Youth-led organization	37.21% / 16	13.95% / 6	9.30% / 4	11.63% / 5	16.28% / 7	2.33% / 1	9.30% / 4	43
Q1: Local government	35% / 7	20% / 4	15% / 3	5% / 1	10% / 2	10% / 2	5% / 1	20
Q1: National government	18.18% / 2	18.18% / 2	18.18% / 2	27.27% / 3	9.09% / 1	9.09% / 1	0% / 0	11

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

								Total
Q1: International organization (e.g. World Bank, UNDP)	13.33% 4	3.33% 1	16.67% 5	26.67% 8	16.67% 5	13.33% 4	10% 3	30
Q1: Media	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0	1
Q1: Other	28.57% 2	0% 0	28.57% 2	28.57% 2	0% 0	0% 0	14.29% 1	7

Q4 How relevant is the coverage provided by the Global Report on Human Settlements Flagship Reports to?

Answered: **284**   Skipped: **112**

YOUR OWN WORK?	Very relevant	Relevant	Slightly relevant	Not Relevant	Don't know	Total
Q1: Academic/researcher/student/trainer	54.07% 73	28.15% 38	9.63% 13	2.22% 3	5.93% 8	135
Q1: Private sector/consultant	43.75% 7	37.50% 6	18.75% 3	0% 0	0% 0	16
Q1: NGO	23.26% 10	46.51% 20	9.30% 4	6.98% 3	13.95% 6	43
Q1: Women's organization	25% 2	50% 4	0% 0	12.50% 1	12.50% 1	8
Q1: Youth-led organization	29.03% 9	41.94% 13	3.23% 1	3.23% 1	22.58% 7	31
Q1: Local government	30% 3	30% 3	20% 2	0% 0	20% 2	10
Q1: National government	55.56% 5	22.22% 2	11.11% 1	0% 0	11.11% 1	9
Q1: International organization (e.g., World Bank, UNDP)	34.62% 9	50% 13	15.38% 4	0% 0	0% 0	26

	Very relevant		Relevant		Slightly relevant		Not Relevant		Don't know		Total
Q1: Media	100%	1	0%	0	0%	0	0%	0	0%	0	1
Q1: Other	0%	0	60%	3	20%	1	0%	0	20%	1	5

INTERNATIONAL DISCUSSIONS OF YOUTH?

	Very relevant		Relevant		Slightly relevant		Not Relevant		Don't know		Total
Q1: Academic/researcher/student/trainer	16.30%	22	36.30%	49	20.74%	28	5.19%	7	21.48%	29	135
Q1: Private sector/consultant	18.75%	3	43.75%	7	12.50%	2	12.50%	2	12.50%	2	16
Q1: NGO	32.56%	14	25.58%	11	20.93%	9	6.98%	3	13.95%	6	43
Q1: Women's organization	25%	2	25%	2	37.50%	3	0%	0	12.50%	1	8
Q1: Youth-led organization	38.71%	12	35.48%	11	3.23%	1	0%	0	22.58%	7	31
Q1: Local government	10%	1	30%	3	40%	4	0%	0	20%	2	10
Q1: National government	11.11%	1	55.56%	5	11.11%	1	0%	0	22.22%	2	9
Q1: International organization (e.g., World Bank, UNDP)	19.23%	5	26.92%	7	26.92%	7	7.69%	2	19.23%	5	26
Q1: Media	0%	0	0%	0	0%	0	0%	0	100%	1	1
Q1: Other	20%	1	0%	0	40%	2	0%	0	40%	2	5

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

INTERNATIONAL DISCUSSIONS OF GENDER?

	Very relevant	Relevant	Slightly relevant	Not relevant	Don't know	Total
Q1: Academic/researcher/student/trainer	13.33% / 18	38.52% / 52	21.48% / 29	8.15% / 11	18.52% / 25	135
Q1: Private sector/consultant	12.50% / 2	50% / 8	25% / 4	6.25% / 1	6.25% / 1	16
Q1: NGO	16.28% / 7	44.19% / 19	16.28% / 7	9.30% / 4	13.95% / 6	43
Q1: Women's organization	25% / 2	50% / 4	12.50% / 1	0% / 0	12.50% / 1	8
Q1: Youth-led organization	38.71% / 12	32.26% / 10	6.45% / 2	0% / 0	22.58% / 7	31
Q1: Local government	10% / 1	10% / 1	60% / 6	0% / 0	20% / 2	10
Q1: National government	11.11% / 1	55.56% / 5	11.11% / 1	0% / 0	22.22% / 2	9
Q1: International organization (e.g., World Bank, UNDP)	7.69% / 2	38.46% / 10	26.92% / 7	7.69% / 2	19.23% / 5	26
Q1: Media	0% / 0	0% / 0	0% / 0	0% / 0	100% / 1	1
Q1: Other	0% / 0	40% / 2	40% / 2	0% / 0	20% / 1	5

INTERNATIONAL DISCUSSIONS OF HUMAN RIGHTS?

	Very relevant	Relevant	Slightly relevant	Not relevant	Don't know	Total
Q1: Academic/researcher/student/trainer	17.78% / 24	35.56% / 48	23.70% / 32	6.67% / 9	16.30% / 22	135
Q2: Private sector/consultant	25% / 4	50% / 8	18.75% / 3	0% / 0	6.25% / 1	16
Q3: NGO	20.93% / 9	44.19% / 19	9.30% / 4	11.63% / 5	13.95% / 6	43
Q4: Women's organization	50% / 4	37.50% / 3	0% / 0	0% / 0	12.50% / 1	8
Q5: Youth-led organization	48.39% / 15	25.81% / 8	3.23% / 1	0% / 0	22.58% / 7	31
Q6: Local government	10% / 1	10% / 1	40% / 4	10% / 1	30% / 3	10
Q7: National government	22.22% / 2	33.33% / 3	22.22% / 2	0% / 0	22.22% / 2	9
Q8: International organization (e.g., World Bank, UNDP)	11.54% / 3	30.77% / 8	26.92% / 7	15.38% / 4	15.38% / 4	26
Q9: Media	100% / 1	0% / 0	0% / 0	0% / 0	0% / 0	1
Q10: Other	20% / 1	0% / 0	40% / 2	0% / 0	40% / 2	5

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

INTERNATIONAL DISCUSSIONS OF CAPACITY FOR ENVIRONMENTAL MANAGEMENT?

	Very relevant		Relevant		Slightly relevant		Not relevant		Don't know		Total
Q1: Academic/researcher/student/ trainer	40%	54	37.78%	51	10.37%	14	2.22%	3	9.63%	13	135
Q2: Private sector/consultant	50%	8	37.50%	6	6.25%	1	0%	0	6.25%	1	16
Q3: NGO	25.58%	11	41.86%	18	13.95%	6	9.30%	4	9.30%	4	43
Q4: Women's organization	50%	4	37.50%	3	0%	0	0%	0	12.50%	1	8
Q5: Youth-led organization	41.94%	13	25.81%	8	3.23%	1	0%	0	29.03%	9	31
Q6: Local government	0%	0	60%	6	10%	1	0%	0	30%	3	10
Q7: National government	22.22%	2	55.56%	5	11.11%	1	0%	0	11.11%	1	9
Q8: International organization (e.g., World Bank, UNDP)	19.23%	5	38.46%	10	23.08%	6	3.85%	1	15.38%	4	26
Q9: Media	100%	1	0%	0	0%	0	0%	0	0%	0	1
Q10: Other	20%	1	20%	1	40%	2	0%	0	20%	0	5

	Q1: Academic/ researcher/ student/trainer	Q1: Private sector/ consultant	Q1: NGO	Q1: Women's organization	Q1: Youth-led organization	Q1:Local government	Q1: National government	Q1: International organization (e.g., World Bank, UNDP)	Q1: Media	Q1: Other	Total
Additional omments (Optional)	15	2	5	2	3	1	0	1	0	0	29

Q5 If the Global Report On Human Settlements Flagship Reports have been Very Relevant, Relevant, or Slightly Relevant to your own work, in what ways have you made use of the reports?

Answered: **253**   Skipped: **143**

	Research/ Reference	Policy formulation	Public discussion of urban issues	Teaching	Practice or program implementation	Other	Total
Q1: Academic/researcher/student/trainer	91.20% 114	24% 30	47.20% 59	69.60% 87	17.60% 22	4% 5	125
Q1: Private sector/consultant	87.50% 14	31.25% 5	50% 8	25% 4	18.75% 3	6.25% 1	16
Q1: NGO	64.86% 24	40.54% 15	48.65% 18	24.32% 9	40.54% 15	18.92% 7	37
Q1: Women's organization	28.57% 2	28.57% 2	71.43% 5	71.43% 5	57.14% 4	14.29% 1	7
Q1: Youth-led organization	43.48% 10	21.74% 5	60.87% 14	30.43% 7	73.91% 17	17.39% 4	23
Q1: Local government	75% 6	37.50% 3	62.50% 5	25% 2	37.50% 3	12.50% 1	8
Q1: National government	57.14% 4	57.14% 4	42.86% 3	28.57% 2	42.86% 3	14.29% 1	7
Q1: International organization (e.g., World Bank, UNDP)	84% 21	40% 10	76% 19	32% 8	40% 10	4% 1	25
Q1: Media	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0	1
Q1: Other	50% 2	0% 0	25% 1	25% 1	25% 1	25% 1	4
Total Respondents	**197**	**74**	**133**	**125**	**78**	**22**	**253**

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

Q6 How relevant is the coverage provided by the State Of The World's Cities Flagship Reports to:

Answered: **284**   Skipped: **112**

YOUR OWN WORK?	Very relevant		Relevant		Slightly relevant		Not Relevant		Don't know		Total
Q1: Academic/researcher/student/trainer	44.44%	60	39.26%	53	10.37%	14	1.48%	2	4.44%	6	135
Q1: Private sector/consultant	37.50%	6	43.75%	7	12.50%	2	6.25%	1	0%	0	16
Q1: NGO	23.26%	10	32.56%	14	23.26%	10	6.98%	3	13.95%	6	43
Q1: Women's organization	37.50%	3	25%	2	12.50%	1	0%	0	25%	2	8
Q1: Youth-led organization	35.48%	11	16.13%	5	16.13%	5	0%	0	32.26%	10	31
Q1: Local government	30%	3	10%	1	20%	2	10%	1	30%	3	10
Q1: National government	44.44%	4	22.22%	2	22.22%	2	0%	0	11.11%	1	9
Q1: International organization (e.g., World Bank, UNDP)	42.31%	11	38.46%	10	15.38%	4	0%	0	3.85%	1	26
Q1: Media	100%	1	0%	0	0%	0	0%	0	0%	0	1
Q1: Other	20%	1	0%	0	20%	1	20%	1	40%	2	5

INTERNATIONAL DISCUSSIONS OF YOUTH?

	Very relevant	Relevant	Slightly relevant	Not Relevant	Don't know	Total
Q1: Academic/researcher/student/trainer	13.33% 18	34.81% 47	26.67% 36	5.19% 7	20% 27	135
Q1: Private sector/consultant	18.75% 3	31.25% 5	31.25% 5	6.25% 1	12.50% 2	16
Q1: NGO	20.93% 9	20.93% 9	34.88% 15	6.98% 3	16.28% 7	43
Q1: Women's organization	12.50% 1	25% 2	50% 4	0% 0	12.50% 1	8
Q1: Youth-led organization	29.03% 9	32.26% 10	6.45% 2	0% 0	32.26% 10	31
Q1: Local government	0% 0	20% 2	40% 4	0% 0	40% 4	10
Q1: National government	11.11% 1	33.33% 3	33.33% 3	0% 0	22.22% 2	9
Q1: International organization (e.g., World Bank, UNDP)	7.69% 2	26.92% 7	34.62% 9	7.69% 2	23.08% 6	26
Q1: Media	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q1: Other	0% 0	20% 1	20% 1	0% 0	60% 3	5

INTERNATIONAL DISCUSSIONS OF GENDER?

	Very relevant	Relevant	Slightly relevant	Not Relevant	Don't know	Total
Q1: Academic/researcher/student/trainer	11.11% 15	42.22% 57	17.04% 23	10.37% 14	19.26% 26	135
Q1: Private sector/consultant	12.50% 2	43.75% 7	25% 4	12.50% 2	6.25% 1	16
Q1: NGO	11.63% 5	41.86% 18	25.58% 11	4.65% 2	16.28% 7	43
Q1: Women's organization	25% 2	62.50% 5	0% 0	0% 0	12.50% 1	8
Q1: Youth-led organization	29.03% 9	35.48% 11	3.23% 1	0% 0	32.26% 10	31
Q1: Local government	0% 0	20% 2	40% 4	0% 0	40% 4	10
Q1: National government	11.11% 1	55.56% 5	22.22% 2	0% 0	11.11% 1	9
Q1: International organization (e.g., World Bank, UNDP)	7.69% 2	19.23% 5	42.31% 11	7.69% 2	23.08% 6	26
Q1: Media	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q1: Other	0% 0	20% 1	20% 1	20% 1	40% 2	5

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

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INTERNATIONAL DISCUSSIONS OF HUMAN RIGHTS?

	Very relevant		Relevant		Slightly relevant		Not relevant		Don't know		Total
Q1: Academic/researcher/student/trainer	18.52%	25	35.56%	48	23.70%	32	7.41%	10	14.81%	20	135
Q2: Private sector/consultant	25%	4	50%	8	18.75%	3	0%	0	6.25%	1	16
Q3: NGO	18.60%	8	30.23%	13	23.26%	10	9.30%	4	18.60%	8	43
Q4: Women's organization	25%	2	62.50%	5	0%	0	0%	0	12.50%	1	8
Q5: Youth-led organization	35.48%	11	29.03%	9	3.23%	1	0%	0	32.48%	10	31
Q6: Local government	10%	1	10%	1	40%	4	0%	0	40%	4	10
Q7: National government	11.11%	1	55.56%	5	0%	0	11.11%	1	22.22%	2	9
Q8: International organization (e.g., World Bank, UNDP)	7.69%	2	19.23%	5	38.46%	10	11.54%	3	23.08%	6	26
Q9: Media	100%	1	0%	0	0%	0	0%	0	0%	0	1
Q10: Other	0%	0	0%	0	40%	2	0%	0	60%	3	5

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

INTERNATIONAL DISCUSSIONS OF CAPACITY FOR ENVIRONMENTAL MANAGEMENT?

	Very relevant	Relevant	Slightly relevant	Not relevant	Don't know	Total
Q1: Academic/researcher/student/trainer	28.15% 38	45.19% 61	11.11% 15	4.44% 6	11.11% 15	135
Q2: Private sector/consultant	31.25% 5	50% 8	6.25% 1	0% 0	12.50% 2	16
Q3: NGO	18.60% 8	30.23% 13	30.23% 13	6.98% 3	13.95% 6	43
Q4: Women's organization	12.50% 1	75% 6	0% 0	0% 0	12.50% 1	8
Q5: Youth-led organization	35.48% 11	25.81% 8	3.23% 1	0% 0	35.48% 11	31
Q6: Local government	0% 0	50% 5	10% 1	0% 0	40% 4	10
Q7: National government	22.22% 2	33.33% 3	22.22% 2	0% 0	22.22% 2	9
Q8: International organization (e.g., World Bank, UNDP)	23.08% 6	23.08% 6	34.62% 9	0% 0	19.23% 5	26
Q9: Media	100% 1	0% 0	0% 0	0% 0	0% 0	1
Q10: Other	0% 0	20% 1	40% 2	0% 0	40% 2	5

	Q1: Academic/researcher/student/trainer	Q1: Private sector/consultant	Q1: NGO	Q1: Women's organization	Q1: Youth-led organization	Q1:Local government	Q1: National government	Q1: International organization (e.g., World Bank, UNDP)	Q1: Media	Q1: Other	Total
Additional comments (Optional)	9	1	2	2	1	1	0	0	0	0	16

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

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Q7 If the State Of The World's Cities Flagship Reports have been Very Relevant, Relevant, or Slightly Relevant to your own work, how have you made use of the reports?

Answered: **247** Skipped: **149**

	Research/reference	Policy formulation	Public discussion of urban issues	Teaching	Practice or program implementation	Other	Total
Q1: Academic/researcher/ student/trainer	86.89% / 106	26.23% / 32	46.72% / 57	67.21% / 82	17.21% / 21	4.92% / 6	122
Q1: Private sector/consultant	80% / 12	33.33% / 5	46.67% / 7	33.33% / 5	26.67% / 4	13.33% / 2	15
Q1: NGO	54.05% / 20	43.24% / 16	59.46% / 22	24.32% / 9	43.24% / 16	10.81% / 4	37
Q1: Women's organization	28.57% / 2	28.57% / 2	85.71% / 6	71.43% / 5	57.14% / 4	0% / 0	7
Q1: Youth-led organization	50% / 11	36.36% / 8	45.45% / 10	18.18% / 4	59.09% / 13	22.73% / 5	22
Q1: Local government	100% / 6	50% / 3	50% / 3	33.33% / 2	50% / 3	16.67% / 1	6
Q1: National government	37.50% / 3	50% / 4	37.50% / 3	37.50% / 3	50% / 4	25% / 2	8
Q1: International organization (e.g., World Bank, UNDP)	84% / 21	44% / 11	68% / 17	28.00% / 7	32% / 8	0% / 0	25
Q1: Media	0% / 0	0% / 0	100% / 1	0% / 0	0% / 0	0% / 0	1
Q1: Other	25% / 1	25% / 1	50% / 2	25% / 1	0% / 0	50% / 2	4

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

Q8 How effective are the Global Report On Human Settlements Flagship Reports in delivering high quality:

Answered: **277**   Skipped: **119**

INFORMATION	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	34.09%	49.24%	6.82%	0.76%	9.09%	132
	45	65	9	1	12	
Q2: Private sector/consultant	56.25%	37.50%	6.25%	0%	0%	16
	9	6	1	0	0	
Q3: NGO	28.57%	47.62%	2.38%	2.38%	19.05%	42
	12	20	1	1	8	
Q4: Women's organization	37.50%	50%	0%	0%	12.50%	8
	3	4	0	0	1	
Q5: Youth-led organization	22.58%	45.16%	6.45%	0%	25.81%	31
	7	14	2	0	8	
Q6: Local government	25%	25%	0%	0%	50%	8
	2	2	0	0	4	
Q7: National government	33.33%	44.44%	11.11%	0%	11.11%	9
	3	4	1	0	1	
Q8: International organization (e.g., World Bank, UNDP)	40%	48%	4%	0%	8%	25
	10	12	1	0	2	
Q9: Media	0%	0%	0%	0%	100%	1
	0	0	0	0	1	
Q10: Other	20%	40%	0%	20%	20%	5
	1	2	0	1	0	

ANALYSIS

	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	28.79% 38	46.97% 62	13.64% 18	1.52% 2	9.09% 12	132
Q2: Private sector/consultant	43.75% 7	50% 8	6.25% 1	0% 0	0% 0	16
Q3: NGO	14.29% 6	42.86% 18	19.05% 8	4.76% 2	19.05% 8	42
Q4: Women's organization	12.50% 1	75% 6	0% 0	0% 0	12.50% 1	8
Q5: Youth-led organization	25.81% 8	41.94% 13	6.45% 2	0% 0	25.81% 8	31
Q6: Local government	25% 2	25% 2	0% 0	0% 0	50% 4	8
Q7: National government	33.33% 3	44.44% 4	11.11% 1	0% 0	11.11% 1	9
Q8: International organization (e.g., World Bank, UNDP)	32% 8	56% 14	4% 1	0% 0	8% 2	25
Q9: Media	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q10: Other	40% 2	20% 1	20% 1	0% 0	20% 1	5

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

RECOMMENDATIONS	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	22.73% — 30	37.12% — 49	23.48% — 31	5.30% — 7	11.36% — 15	132
Q2: Private sector/consultant	31.25% — 5	50% — 8	12.50% — 2	0% — 0	6.25% — 1	16
Q3: NGO	9.52% — 4	47.62% — 20	14.29% — 6	7.14% — 3	21.43% — 9	42
Q4: Women's organization	0% — 0	87.50% — 7	0% — 0	0% — 0	12.50% — 1	8
Q5: Youth-led organization	12.90% — 4	51.61% — 16	9.68% — 3	0% — 0	25.81% — 8	31
Q6: Local government	0% — 0	37.50% — 3	12.50% — 1	0% — 0	50% — 4	8
Q7: National government	22.22% — 2	55.56% — 5	11.11% — 1	0% — 0	11.11% — 1	9
Q8: International organization (e.g., World Bank, UNDP)	24% — 6	44% — 11	16% — 4	8% — 2	8% — 2	25
Q9: Media	0% — 0	0% — 0	0% — 0	0% — 0	100% — 1	1
Q10: Other	40% — 2	40% — 2	0% — 0	0% — 0	20% — 1	5

	Q1: Academic/ researcher/ student/trainer	Q1: Private sector/ consultant	Q1: NGO	Q1: Women's organization	Q1: Youth-led organization	Q1: Local government	Q1: National government	Q1: International organization (e.g., World Bank, UNDP)	Q1: Media	Q1: Other	Total
Additional comments (Optional)	6	0	2	0	1	0	0	1	0	0	10

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

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Q9 How effective are the State of the World's Cities Flagship Reports in delivering high quality?

Answered: **277**   Skipped: **119**

INFORMATION	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	33.33% / 44	47.73% / 63	7.58% / 10	0.76% / 1	10.61% / 14	132
Q2: Private sector/consultant	50% / 8	50% / 8	0% / 0	0% / 0	0% / 0	16
Q3: NGO	26.19% / 11	40.48% / 17	7.14% / 3	2.38% / 1	23.81% / 10	42
Q4: Women's organization	25% / 2	62.50% / 5	0% / 0	0% / 0	12.50% / 1	8
Q5: Youth-led organization	25.81% / 8	38.71% / 12	6.45% / 2	0% / 0	29.03% / 9	31
Q6: Local government	25% / 2	25% / 2	0% / 0	0% / 0	50% / 4	8
Q7: National government	11.11% / 1	66.67% / 6	11.11% / 1	0% / 0	11.11% / 1	9
Q8: International organization (e.g., World Bank, UNDP)	32% / 8	56% / 14	4% / 1	0% / 0	8% / 2	25
Q9: Media	0% / 0	0% / 0	0% / 0	0% / 0	100% / 1	1
Q10: Other	60% / 3	0% / 0	0% / 0	0% / 0	40% / 2	5

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

ANALYSIS

	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	21.97% 29	50.76% 67	13.64% 18	3.03% 4	10.61% 14	132
Q2: Private sector/consultant	18.75% 3	68.75% 11	6.255 1	6.25% 1	0% 0	16
Q3: NGO	14.29% 6	45.24% 19	11.90% 5	4.76% 2	23.81% 10	42
Q4: Women's organization	12.50% 1	75% 6	0% 0	0% 0	12.50% 1	8
Q5: Youth-led organization	32.26% 10	32.26% 10	3.23% 1	0% 0	32.26% 10	31
Q6: Local government	25% 2	25% 2	0% 0	0% 0	50% 4	8
Q7: National government	33.33% 3	33.33% 3	22.22% 2	0% 0	11.11% 1	9
Q8: International organization (e.g., World Bank, UNDP)	24% 6	52% 13	16% 4	0% 0	8% 2	25
Q9: Media	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q10: Other	20% 1	20% 1	20% 1	0% 0	40% 2	5

	Q1: Academic/ researcher/ student/trainer	Q1: Private sector/ consultant	Q1: NGO	Q1: Women's organization	Q1: Youth-led organization	Q1:Local government	Q1: National government	Q1: International organization (e.g., World Bank, UNDP)	Q1: Media	Q1: Other	Total
Additional comments (Optional)	6	0	4	0	1	0	0	1	0	0	12

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

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Q10 Is the form of the Flagship Reports effective in conveying key messages?

Answered: **275**   Skipped: **121**

GLOBAL REPORT ON HUMAN SETTLEMENTS	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	28.79%	46.21%	12.12%	2.27%	10.61%	132
	38	61	16	3	14	
Q1: Private sector/consultant	25%	68.75%	6.25%	0%	0%	16
	4	11	1	0	0	
Q1: NGO	25%	42.50%	10%	0%	22.50%	40
	10	17	4	0	9	
Q1: Women's organization	12.50%	37.50%	37.50%	0%	12.50%	8
	1	3	3	0	1	
Q1: Youth-led organization	19.35%	48.39%	6.45%	0%	25.81%	31
	6	15	2	0	8	
Q1: Local government	37.50%	12.50%	0%	0%	50%	8
	3	1	0	0	4	
Q1: National government	33.33%	55.56%	0%	0%	11.11%	9
	3	5	0	0	1	
Q1: International organization (e.g., World Bank, UNDP)	24%	48%	16%	4%	8%	25
	6	12	4	1	2	
Q1: Media	0%	0%	0%	0%	100%	1
	0	0	0	0	1	
Q1: Other	20%	60%	0%	0%	20%	5
	1	3	0	0	1	

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

STATE OF THE WORLD'S CITIES REPORT	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	31.06% / 41	40.15% / 53	15.15% / 20	1.52% / 2	12.12% / 16	132
Q1: Private sector/consultant	25% / 4	75% / 12	0% / 0	0% / 0	0% / 0	16
Q1: NGO	22.50% / 9	37.50% / 15	15% / 6	0% / 0	25% / 10	40
Q1: Women's organization	12.50% / 1	50% / 4	25% / 2	0% / 0	12.50% / 1	8
Q1: Youth-led organization	16.13% / 5	45.16% / 14	9.68% / 3	0% / 0	29.03% / 9	31
Q1: Local government	37.50% / 3	12.50% / 1	0% / 0	0% / 0	50% / 4	8
Q1: National government	22.22% / 2	66.67% / 6	0% / 0	0% / 0	11.11% / 1	9
Q1: International organization (e.g., World Bank, UNDP)	24% / 6	52% / 13	12% / 3	4% / 1	8% / 2	25
Q1: Media	0% / 0	0% / 0	0% / 0	0% / 0	100% / 1	1
Q1: Other	0% / 0	60% / 3	0% / 0	0% / 0	40% / 2	5

Q11. How effective has the dissemination of the Flagship Reports been?

Answered: **275**   Skipped: **121**

GLOBAL REPORT ON HUMAN SETTLEMENTS	Very effective	Effective	Slightly effective	Not effective	Don't know	Total
Q1: Academic/researcher/student/trainer	14.39% 19	32.58% 43	28.79% 38	6.82% 9	17.42% 23	132
Q1: Private sector/consultant	12.50% 2	50% 8	25% 4	6.25% 1	6.25% 1	16
Q1: NGO	12.50% 5	25% 10	27.50% 11	7.50% 3	27.50% 11	40
Q1: Women's organization	12.50% 1	25% 2	37.50% 3	0% 0	25% 2	8
Q1: Youth-led organization	22.58% 7	32.26% 10	9.68% 3	6.45% 2	29.03% 9	31
Q1: Local government	0% 0	37.50% 3	12.50% 1	0% 0	50% 4	8
Q1: National government	33.33% 3	22.22% 2	22.22% 2	11.11% 1	11.11% 1	9
Q1: International organization (e.g., World Bank, UNDP)	12% 3	36% 9	24% 6	8% 2	20% 5	25
Q1: Media	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q1: Other	0% 0	0% 0	60% 3	0% 0	40% 2	5

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

STATE OF THE WORLD'S CITIES REPORT

	Very effective		Effective		Slightly effective		Not effective		Don't know		Total
Q1: Academic/researcher/student/trainer	15.15%	20	32.58%	43	29.55%	39	6.06%	8	16.67%	22	132
Q1: Private sector/consultant	12.50%	2	43.75%	7	31.25%	5	6.25%	1	6.25%	1	16
Q1: NGO	12.50%	5	22.50%	9	27.50%	11	7.50%	3	30%	12	40
Q1: Women's organization	0%	0	50%	4	25%	2	0%	0	25%	2	8
Q1: Youth-led organization	16.13%	5	35.48%	11	16.13%	5	3.23%	1	29.03%	9	31
Q1: Local government	0%	0	37.50%	3	12.50%	1	0%	0	50%	4	8
Q1: National government	22.22%	2	22.22%	2	33.33%	3	11.11%	1	11.11%	1	9
Q1: International organization (e.g., World Bank, UNDP)	12%	3	36%	9	28.00%	7	4%	1	20%	5	25
Q1: Media	0%	0	0%	0	0%	0	100%	1	0%	0	1
Q1: Other	0%	0	20%	1	40%	2	0%	0	40%	2	5

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

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Q12 Indicate your level of agreement with the following statements regarding the impacts of the Global Report On Human Settlements Flagship Reports:

Answered: **261**   Skipped: **135**

THEY HAVE SIGNIFICANTLY INFLUENCED FORMULATION AND ADOPTION OF NEW POLICIES	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Total
Q1: Academic/researcher/student/trainer	7.14% / 9	44.44% / 56	16.67% / 21	1.59% / 2	30.16% / 38	126
Q2: Private sector/consultant	6.25% / 1	56.25% / 9	18.75% / 3	0% / 0	18.75% / 3	16
Q3: NGO	5.41% / 2	48.65% / 18	18.92% / 7	0% / 0	27.03% / 10	37
Q4: Women's organization	0% / 0	50% / 4	0% / 0	0% / 0	50% / 4	8
Q5: Youth-led organization	23.33% / 7	36.67% / 11	3.33% / 1	0% / 0	36.67% / 11	30
Q6: Local government	0% / 0	50% / 4	0% / 0	0% / 0	50% / 4	8
Q7: National government	14.29% / 1	71.43% / 5	0% / 0	0% / 0	14.29% / 1	7
Q8: International organization (e.g., World Bank, UNDP)	12.50% / 3	41.67% / 10	20.83% / 5	0% / 0	25% / 6	24
Q9: Media	0% / 0	0% / 0	0% / 0	0% / 0	100% / 1	1
Q10: Other	25% / 1	25% / 1	0% / 0	0% / 0	50% / 2	4

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

THEY HAVE SIGNIFICANTLY CONTRIBUTED TO NEW WAYS OF THINKING ABOUT URBAN ISSUES

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't know		Total
Q1: Academic/researcher/student/trainer	16.67%	21	52.38%	66	8.73%	11	2.38%	3	19.84%	25	126
Q2: Private sector/consultant	18.75%	3	75%	12	0%	0	0%	0	6.25%	1	16
Q3: NGO	21.62%	8	43.24%	16	10.81%	4	2.70%	1	21.62%	8	37
Q4: Women's organization	50%	4	12.50%	1	0%	0	0%	0	37.50%	3	8
Q5: Youth-led organization	30%	9	46.67%	14	0%	0	0%	0	23.33%	7	30
Q6: Local government	0%	0	50%	4	0%	0	0%	0	50%	4	8
Q7: National government	28.57%	2	57.14%	4	0%	0	0%	0	14.29%	1	7
Q8: International organization (e.g., World Bank, UNDP)	20.83%	5	50%	12	16.67%	4	0%	0	12.50%	3	24
Q9: Media	0%	0	0%	0	0%	0	0%	0	100%	1	1
Q10: Other	25%	1	75%	3	0%	0	0%	0	0%	0	4

THEY HAVE SIGNIFICANTLY CONTRIBUTED TO NEW PRACTICES

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't know		Total
Q1: Academic/researcher/student/trainer	9.52%	12	40.48%	51	20.63%	26	1.59%	2	27.78%	35	126
Q2: Private sector/consultant	18.75%	3	50%	8	18.75%	3	6.25%	1	6.25%	1	16
Q3: NGO	18.92%	7	32.43%	12	16.22%	6	2.70%	1	29.73%	11	37
Q4: Women's organization	12.50%	1	37.50%	3	12.50%	1	0%	0	37.50%	3	8
Q5: Youth-led organization	20%	6	43.33%	13	6.67%	2	0%	0	30%	9	30
Q6: Local government	12.50%	1	37.50%	3	0%	0	0%	0	50%	4	8
Q7: National government	14.29%	1	42.86%	3	14.29%	1	0%	0	28.57%	2	7
Q8: International organization (e.g., World Bank, UNDP)	12.50%	3	37.50%	9	29.17%	7	0%	0	20.83%	5	24
Q9: Media	0%	0	0%	0	0%	0	0%	0	100%	1	1
Q10: Other	0%	0	0%	0	50%	2	0%	0	50%	2	4

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

HAVE BEEN WELL-ALIGNED WITH UN-HABITAT'S MEDIUM-TERM STRATEGY 2008-2013

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Total
Q1: Academic/researcher/student/trainer	15.08% — 19	49.21% — 62	0% — 0	0.79% — 1	34.92% — 44	126
Q2: Private sector/consultant	12.50% — 2	62.50% — 10	6.25% — 1	6.25% — 1	12.50% — 2	16
Q3: NGO	18.92% — 7	48.65% — 18	8.11% — 3	0% — 0	24.32% — 9	37
Q4: Women's organization	12.50% — 1	62.50% — 5	0% — 0	0% — 0	25% — 2	8
Q5: Youth-led organization	26.67% — 8	36.67% — 11	0% — 0	0% — 0	36.67% — 11	30
Q6: Local government	0% — 0	25% — 2	0% — 0	0% — 0	75% — 6	8
Q7: National government	28.57% — 2	28.57% — 2	14.29% — 1	0% — 0	28.57% — 2	7
Q8: International organization (e.g., World Bank, UNDP)	16.67% — 4	37.50% — 9	0% — 0	4.17% — 1	41.67% — 10	24
Q9: Media	0% — 0	0% — 0	0% — 0	0% — 0	100% — 1	1
Q10: Other	0% — 0	0% — 0	25% — 1	0% — 0	75% — 3	4

	Q1: Academic/researcher/student/trainer	Q1: Private sector/consultant	Q1: NGO	Q1: Women's organization	Q1: Youth-led organization	Q1: Local government	Q1: National government	Q1: International organization (e.g., World Bank, UNDP)	Q1: Media	Q1: Other	Total
Additional comments (Optional)	9	0	2	1	2	0	0	1	0	0	15

Q13 Indicate your level of agreement with the following statements regarding the impacts of the State Of The World's Cities Flagship Reports?

Answered: **261**   Skipped: **135**

THEY HAVE SIGNIFICANTLY INFLUENCED FORMULATION AND ADOPTION OF NEW POLICIES

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Total
Q1: Academic/researcher/student/trainer	7.94% 10	46.03% 58	16.67% 21	0.79% 1	28.57% 36	126
Q2: Private sector/consultant	6.25% 1	50% 8	25% 4	0% 0	18.75% 3	16
Q3: NGO	13.51% 5	32.43% 12	10.81% 4	2.70% 1	40.54% 15	37
Q4: Women's organization	0% 0	50% 4	0% 0	0% 0	50% 4	8
Q5: Youth-led organization	23.33% 7	36.67% 11	0% 0	0% 0	40% 12	30
Q6: Local government	0% 0	50% 4	0% 0	0% 0	50% 4	8
Q7: National government	28.57% 2	57.14% 4	0% 0	0% 0	14.29% 1	7
Q8: International organization (e.g., World Bank, UNDP)	12.50% 3	33.33% 8	20.83% 5	0% 0	33.33% 8	24
Q9: Media	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q10: Other	0% 0	25% 1	25% 1	0% 0	50% 2	4

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

THEY HAVE SIGNIFICANTLY CONTRIBUTED TO NEW WAYS OF THINKING ABOUT URBAN ISSUES

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't know		Total
Q1: Academic/researcher/student/trainer	18.25%	23	46.83%	59	13.49%	17	0%	0	21.43%	27	126
Q2: Private sector/consultant	6.25%	1	81.25%	13	12.50%	2	0%	0	0%	0	16
Q3: NGO	18.92%	7	45.95%	17	2.70%	1	5.41%	2	27.03%	10	37
Q4: Women's organization	50%	4	12.50%	1	0%	0	0%	0	37.50%	3	8
Q5: Youth-led organization	33.33%	10	33.33%	10	0%	0	0%	0	33.33%	10	30
Q6: Local government	0%	0	50%	4	0%	0	0%	0	50%	4	8
Q7: National government	14.29%	1	71.43%	5	0%	0	0%	0	14.29%	1	7
Q8: International organization (e.g., World Bank, UNDP)	12.50%	3	58.33%	14	8.33%	2	0%	0	20.83%	5	24
Q9: Media	0%	0	0%	0	0%	0	0%	0	100%	1	1
Q10: Other	0%	0	25%	1	50%	2	0%	0	25%	1	4

HAVE BEEN WELL-ALIGNED WITH UN-HABITAT'S MEDIUM-TERM STRATEGY 2008-2013

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Total
Q1: Academic/researcher/student/trainer	13.49% / 17	45.24% / 57	3.17% / 4	0% / 0	38.10% / 48	126
Q2: Private sector/consultant	12.50% / 2	68.75% / 11	6.25% / 1	0% / 0	12.50% / 2	16
Q3: NGO	16.22% / 6	43.24% / 16	2.70% / 1	2.70% / 1	35.14% / 13	37
Q4: Women's organization	12.50% / 1	62.50% / 5	0% / 0	0% / 0	25% / 2	8
Q5: Youth-led organization	20% / 6	30% / 9	0% / 0	0% / 0	50% / 15	30
Q6: Local government	0% / 0	25% / 2	0% / 0	0% / 0	75% / 6	8
Q7: National government	14.29% / 1	42.86% / 3	14.29% / 1	0% / 0	28.57% / 2	7
Q8: International organization (e.g., World Bank, UNDP)	12.50% / 3	41.67% / 10	0% / 0	4.17% / 1	41.67% / 10	24
Q9: Media	0% / 0	0% / 0	0% / 0	0% / 0	100% / 1	1
Q10: Other	25% / 1	0% / 0	0% / 0	0% / 0	75% / 3	4

	Q1: Academic/researcher/student/trainer	Q1: Private sector/consultant	Q1: NGO	Q1: Women's organization	Q1: Youth-led organization	Q1:Local government	Q1: National government	Q1: International organization (e.g., World Bank, UNDP)	Q1: Media	Q1: Other	Total
Additional comments (Optional)	6	0	2	1	2	0	0	1	0	0	12

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

Q14. Regarding the Global Report on Human Settlements flagship reports, how useful do you find the following?

Answered: **261**   Skipped: **135**

GLOBAL OVERVIEW	Very Useful		Somewhat Useful		Not very Useful		Total
Q1: Academic/researcher/student/trainer	76.19%	96	22.22%	28	1.59%	2	126
Q2: Private sector/consultant	75%	12	25%	4	0%	0	16
Q3: NGO	64.86%	24	27.03%	10	8.11%	3	37
Q4: Women's organization	50%	4	37.50%	3	12.50%	1	8
Q5: Youth-led organization	66.67%	20	23.33%	7	10%	3	30
Q6: Local government	50%	4	12.50%	1	37.50%	3	8
Q7: National government	57.14%	4	42.86%	3	0%	0	7
Q8: International organization (e.g., World Bank, UNDP)	66.67%	16	29.17%	7	4.17%	1	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	50%	2	50%	2	0%	0	4

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
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STATISTICS	Very useful		Somewhat Useful		Not very useful		Total
Q1: Academic/researcher/student/trainer	59.52%	75	38.10%	48	2.38%	3	126
Q2: Private sector/consultant	56.25%	9	43.75%	7	0%	0	16
Q3: NGO	67.57%	25	24.32%	9	8.11%	3	37
Q4: Women's organization	62.50%	5	25%	2	12.50%	1	8
Q5: Youth-led organization	63.33%	19	26.67%	8	10%	3	30
Q6: Local government	37.50%	3	25%	2	37.50%	3	8
Q7: National government	28.57%	2	71.43%	5	0%	0	7
Q8: International organization (e.g., World Bank, UNDP)	70.83%	17	20.83%	5	8.33%	2	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	50%	2	50%	2	0%	0	4

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REGIONAL ANALYSIS	Very useful	Somewhat Useful	Not very useful	Total
Q1: Academic/researcher/student/trainer	50.79% / 64	46.03% / 58	3.17% / 4	126
Q2: Private sector/consultant	62.50% / 10	37.50% / 6	0% / 0	16
Q3: NGO	40.54% / 15	45.95% / 17	13.51% / 5	37
Q4: Women's organization	62.50% / 5	25% / 2	12.50% / 1	8
Q5: Youth-led organization	63.33% / 19	26.67% / 8	10% / 3	30
Q6: Local government	37.50% / 3	25% / 2	37.50% / 3	8
Q7: National government	28.75% / 2	71.43% / 5	0% / 0	7
Q8: International organization (e.g., World Bank, UNDP)	41.67% / 10	50% / 12	8.33% / 2	24
Q9: Media	100% / 1	0% / 0	0% / 0	1
Q10: Other	75% / 3	25% / 1	0% / 0	4

RECOMMENDATIONS	Very useful	Somewhat Useful	Not very useful	Total
Q1: Academic/researcher/student/trainer	34.92%	53.97%	11.11%	126
	44	68	14	
Q2: Private sector/consultant	62.50%	18.75%	18.75%	16
	10	3	3	
Q3: NGO	37.84%	48.65%	13.51%	37
	14	18	5	
Q4: Women's organization	0%	87.50%	12.50%	8
	0	7	1	
Q5: Youth-led organization	53.33%	36.67%	10%	30
	16	11	3	
Q6: Local government	37.50%	25%	37.50%	8
	3	2	3	
Q7: National government	42.86%	57.14%	0%	7
	3	4	0	
Q8: International organization (e.g., World Bank, UNDP)	45.83%	37.50%	16.67%	24
	11	9	4	
Q9: Media	100%	0%	0%	1
	1	0	0	
Q10: Other	50%	50%	0%	4
	2	2	0	

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EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

CASE STUDIES AND EXAMPLES

	Very useful		Somewhat Useful		Not very useful		Total
Q1: Academic/researcher/student/trainer	59.52%	75	34.13%	43	6.35%	8	126
Q2: Private sector/consultant	62.50%	10	37.50%	6	0%	0	16
Q3: NGO	54.05%	20	32.43%	12	13.51%	5	37
Q4: Women's organization	12.50%	1	75%	6	12.50%	1	8
Q5: Youth-led organization	60%	18	30%	9	10%	3	30
Q6: Local government	37.50%	3	25%	2	37.50%	3	8
Q7: National government	42.86%	3	41.67%	10	4.17%	1	7
Q8: International organization (e.g., World Bank, UNDP)	54.17%	13	57.14%	4	0%	0	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	50%	2	50%	2	0%	0	4

Q.15 Regarding the State of the World's Cities flagship reports, how useful do you find the following?

Answered: **261**   Skipped: **135**

GLOBAL OVERVIEW	Very useful		Somewhat Useful		Not very useful		Total
Q1: Academic/researcher/student/trainer	73.81%	93	23.02%	29	3.17%	4	126
Q2: Private sector/consultant	58.25%	9	43.75%	7	0%	0	16
Q3: NGO	62.16%	23	29.73%	11	8.11%	3	37
Q4: Women's organization	25%	2	62.50%	5	12.50%	1	8
Q5: Youth-led organization	60%	18	30%	9	10%	3	30
Q6: Local government	50%	4	12.50%	1	37.50%	3	8
Q7: National government	57.14%	4	42.86%	3	0%	0	7
Q8: International organization (e.g., World Bank, UNDP)	62.50%	15	33.33%	8	4.17%	1	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	25%	1	75%	3	0%	0	4

STATISTICS	Very useful		Somewhat Useful		Not very useful		Total
Q1: Academic/researcher/student/trainer	60.32%	76	34.13%	43	5.56%	7	126
Q2: Private sector/consultant	75%	12	25%	4	0%	0	16
Q3: NGO	59.46%	22	32.43%	12	8.11%	3	37
Q4: Women's organization	62.50%	5	25%	2	12.50%	1	8
Q5: Youth-led organization	63.33%	19	26.67%	8	10%	3	30
Q6: Local government	50%	4	12.50%	1	37.50%	3	8
Q7: National government	28.75%	2	71.43%	5	0%	0	7
Q8: International organization (e.g., World Bank, UNDP)	70.83%	17	25%	6	4.17%	1	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	75%	3	25%	1	0%	0	4

REGIONAL ANALYSIS

	Very useful	Somewhat Useful	Not very useful	Total
Q1: Academic/researcher/student/trainer	47.62% 60	46.03% 58	6.35% 8	126
Q2: Private sector/consultant	62.50% 10	37.50% 6	0% 0	16
Q3: NGO	35.14% 13	51.35% 19	13.51% 5	37
Q4: Women's organization	62.50% 5	25% 2	12.50% 1	8
Q5: Youth-led organization	60% 18	30% 9	10% 3	30
Q6: Local government	37.50% 3	25% 2	37.50% 3	8
Q7: National government	28.57% 2	71.43% 5	0% 0	7
Q8: International organization (e.g., World Bank, UNDP)	41.67% 10	54.17% 13	4.17% 1	24
Q9: Media	100% 1	0% 0	0% 0	1
Q10: Other	25% 1	75% 3	0% 0	4

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RECOMMENDATIONS	Very useful		Somewhat Useful		Not very useful		Total
Q1: Academic/researcher/student/trainer	31.75%	40	54.76%	69	13.49%	17	126
Q2: Private sector/consultant	43.75%	7	56.25%	9	0%	0	16
Q3: NGO	32.43%	12	56.76%	21	10.81%	4	37
Q4: Women's organization	12.50%	1	75%	6	12.50%	1	8
Q5: Youth-led organization	53.33%	16	36.67%	11	10%	3	30
Q6: Local government	25%	2	37.50%	3	37.50%	3	8
Q7: National government	42.86%	3	57.14%	4	0%	0	7
Q8: International organization (e.g., World Bank, UNDP)	29.17%	7	50%	12	20.83%	5	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	50%	2	50%	2	0%	0	4

CASE STUDIES AND EXAMPLES

	Very useful		Somewhat Useful		Not very useful		Total
Q1: Academic/researcher/student/trainer	54.76%	69	39.68%	50	5.56%	7	126
Q2: Private sector/consultant	56.25%	9	37.50%	6	6.25%	1	16
Q3: NGO	45.95%	17	40.54%	15	13.51%	5	37
Q4: Women's organization	37.50%	3	50%	4	12.50%	1	8
Q5: Youth-led organization	56.67%	17	33.33%	10	10%	3	30
Q6: Local government	50%	4	12.50%	1	37.50%	3	8
Q7: National government	42.86%	3	57.14%	4	0%	0	7
Q8: International organization (e.g., World Bank, UNDP)	41.67%	10	54.17%	13	4.17%	1	24
Q9: Media	100%	1	0%	0	0%	0	1
Q10: Other	75%	3	25%	1	0%	0	4

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Q16. As UN-Habitat considers the future of its Flagship Reports, do you have any suggestions, comments or recommendations?

	As UN-Habitat considers the future of its Flagship Reports, do you have any suggestions, comments or recommendations?		Total
Q1: Academic/researcher/student/trainer	100%	58	58
Q2: Private sector/consultant	100%	9	9
Q3: NGO	100%	20	20
Q4: Women's organization	100%	6	6
Q5: Youth-led organization	100%	17	17
Q6: Local government	100%	3	3
Q7: National government	100%	2	2
Q8: International organization (e.g., World Bank, UNDP)	100%	8	8
Q9: Media	0%	0	0
Q10: Other	0%	0	0
Total respondents		123	123

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GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

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Q17. Would you be available for a short interview?

	NO		YES		TOTAL
Q1: Academic/researcher/student/trainer	41.27%	52	58.73%	74	126
Q2: Private sector/consultant	37.50%	6	62.50%	10	16
Q3: NGO	48.65%	18	51.35%	19	37
Q4: Women's organization	37.50%	3	62.50%	5	8
Q5: Youth-led organization	34.48%	10	65.52%	19	29
Q6: Local government	62.50%	5	37.50%	3	8
Q7: National government	57.14%	4	42.86%	3	7
Q8: International organization (e.g., World Bank, UNDP)	65.22%	15	34.78%	8	23
Q9: Media	100%	1	0%	0	1
Q10: Other	100%	3	0%	0	3
Total Respondents		**117**		**141**	**258**

ANNEX 4: **DOCUMENTS REVIEWED**

Commission on Human Settlements Resolutions

HSP GC 17 8 Resolution SWC (1999)

Evaluations

Amis, Philip and Zinyama M. Lovemore, Evaluation of UN-Habitat flagship reports, September 2004

UN-Habitat, Flagship and best practices survey, 2010

UN-Habitat, MTSIP 2008 – 2013, Evaluation inception report, 9 December 2011

TOR: Evaluation of the UN-Habitat flagship reports, 6 May 2013

General Assembly Resolutions

UN GA Resolution A Res 34 114 (1979)

UN GA Resolution A Res 55 194 (2000)

Global Report on Human Settlements and State of the World's Cities Flagship Reports

UN-Habitat (Nairobi). (2009). *Global report on human settlements 2009: Planning sustainable cities*. Earthscan: for UN-Habitat

UN-Habitat (Nairobi). (2011). *Global Report on human settlements 2011: Cities and climate change.* Earthscan: for UN-Habitat

UN-Habitat (Nairobi). (2008/2009). *State of the world's cities 2008/2009: Harmonious cities.*

UN-Habitat (Nairobi). (2010/2011). *State of the world's cities 2010/2011: Bridging the urban divide.* Earthscan: for UN-Habitat

UN-Habitat (Nairobi). (2012/2012). *State of the world's cities 2012/2013: Prosperity of Cities.* Earthscan: for UN-Habitat

GRHS and SWCR: Dissemination and Outreach

GRHS 2011, Contributors list

GRHS 2011, Distribution plan

GRHS 2011, Distribution summary

SWCR 2010/2011, Report distribution

SWCR 2012/2013, Distribution list

SWCR 2012/2013, Distribution pattern

Dissemination information report downloads 02/07/2013

GRHS and SWCR: Project Documents

GRHS 2009, Approved product document

GRHS 2009, Concept note: Revisiting the role of urban planning, October 2006

GRHS 2009, Concept paper: Revisiting the role of urban planning, February 2007

GRHS 2009, Schedule of activities, REV 5

GRHS 2009, Schedule for consultants

GRHS 2009, TOR: Chapter 1 and 11

GRHS 2009, TOR: Chapter 2 and 3

GRHS 2009, TOR: Chapter 4

GRHS 2009, TOR: Chapter 5 and 7

GRHS 2009, TOR: Chapter 6

GRHS 2009, TOR: Chapter 7

GRHS 2009, TOR: Chapter 8

GRHS 2009, TOR: Chapter 9

GRHS 2009, TOR: Chapter 10

GRHS 2009, TOR: Region, developed countries

GRHS 2009, TOR: Region, East Asia

GRHS 2009, TOR: Region, East and Southeast Asia and Pacific

GRHS 2009, TOR: Region, Latin American Countries

GRHS 2009, TOR: Region, North Africa and Middle East

GRHS 2009, TOR: Region, South Asia

GRHS 2009, TOR: Region, Southeast Asia and Pacific

GRHS 2009, TOR: Region, Sub-Saharan Africa Anglophone

GRHS 2009, TOR: Region, Sub-Sahara Africa Francophone

GRHS 2009, TOR: Region, transitional countries

GRHS 2009 and 2011, Authors and chapters

GRHS 2009 and 2011, Monthly update on activities, February 2008 – May 2013

GRHS 2011, Annex 1: Proposed arrangement of chapters, 2 February 2009

GRHS 2011, Issues paper, December 2008

GRHS 2011, Summary Outline

GRHS 2011, TOR: Chapter 1, 2, and 7

GRHS 2011, TOR: Chapter 3 and 6

GRHS 2011, TOR: Chapter 4

GRHS 2011, TOR: Chapter 5

GRHS 2011, TOR: Consultant preparing an issues paper

GRHS 2011, TOR: HS Net Advisory Board

GRHS 2013, Acknowledgements

GRHS 2013, Annex 1: Proposed arrangement of chapters

GRHS 2013, Issues paper annexes

GRHS 2013, Issues paper on sustainable urban transport, September 2009

GRHS 2013, Outline, Revised 21 September 2011

GRHS 2013, Outline, Revised October 2012

GRHS 2013, Schedule

GRHS 2013, Schedule for consultancies

GRHS 2013, TOR: Chapter 1, 5, and 12

GRHS 2013, TOR: Chapter 2 and 8

GRHS 2013, TOR: Chapter 3

GRHS 2013, TOR: Chapter 4

GRHS 2013, TOR: Chapter 5

GRHS 2013, TOR: Chapter 6

GRHS 2013, TOR: Chapter 7 and 11

GRHS 2013, TOR: Chapter 9

GRHS 2013, TOR: Chapter 10

GRHS 2013, TOR: Chapter intro, Informal urban form

GRHS 2013, TOR: Thematic, Gender

GRHS 2013, TOR: Thematic, Elderly and disabled

GRHS 2013, TOR: Thematic, Children and youth

GRHS 2013, TOR: Region, Anglophone Sub-Saharan Africa

GRHS 2013, TOR: Region, Eastern Asia

GRHS 2013, TOR: Region, Francophone Sub-Saharan Africa

GRHS 2013, TOR: Region, Latin American Countries

GRHS 2013, TOR: Region, North Africa and Western Asia

GRHS 2013, TOR: Region, Southern Asia

GRHS 2013, TOR: Region, Southeastern Asia and the Pacific

GRHS 2013, TOR: Region, Transitional countries

SWCR 2008/2009, Concept paper, Creating harmony in rural-urban and regional development

SWCR 2008/2009, CUNY cooperation agreement

SWCR 2008/2009, Draft outline

SWCR 2008/2009, Key findings and messages

SWCR 2008/2009, Key message, activities and page allocation

SWCR 2008/2009, Key partners

SWCR 2008/2009, TOR: ECLAC data collection and analysis for the region

SWCR 2008/2009, TOR: ESCAP data collection and analysis for the region

SWCR 2010/2011, Concept note, Cities for all: Bridging the urban divide, 13 May 2009

SWCR 2010/2011, Initiating brief, November 2008

SWCR 2010/2011, Outline and authors, 13 May 2009

SWCR 2010/2011, Project proposal

SWCR 2010/2011, TOR: Research expert on urban poverty

SWCR 2012/2013, Chapters, September 2009

SWCR 2012/2013, List of cities for the survey of the SWCR 2012/2013, 2 March 2012

SWCR 2012/2013, Project brief

SWCR 2012/2013, Prosperity of cities: Concept note for the State of the world's cities report 2012/2013

SWCR 2012/2013, Revised content and responsibilities, September 2010

SWCR 2012/2013, Revised content and responsibilities, January 2012

SWCR 2012/2013, TOR: ECLAC data collection and analysis for the region

SWCR 2012/2013, TOR: Green economy

SWCR 2012/2013, TOR: Industrial clusters

SWCR 2012/2013, TOR: Social inclusion

SWCR 2012/2013, TOR: Urban clusters

SWCR 2012/2013, TOR: Urban employment

SWCR 2012/2013, TOR: Wealth of cities

MTSIP 2008-2013: Plan Documents

Medium-term strategic and institutional plan for the period 2008-2013: Results based framework, 27, February 2007

Medium-term strategic and institutional plan for the period 2008-2013: Addendum, 6, March 2007

Medium-term strategic and institutional plan for the period 2008-2013: Action plan, 10, October 2007 (starts on page 22)

MTSIP 2008-2013: Progress Reports

Six monthly progress report on the implementation of the MTSIP, May 2009

Six monthly progress report on the implementation of the MTSIP, November 2009

Six monthly progress report on the implementation of the MTSIP, 14 June 2010

Six monthly progress report on the implementation of the MTSIP, 16 December 2010

Annual progress report on the implementation of the MTSIP, 2011

Annual progress report on the implementation of the MTSIP, 2012

Evaluation of the implementation of the MTSIP, July 2012

Other Documents

UN-Habitat Management Board Meeting Minutes, 07/11/2012

ANNEX 5: **DISTRIBUTION LIST FOR SURVEY PARTICIPATION REQUESTS**

Requests to complete the survey and repeated reminders were sent to:

1. Youth21 participants (English and Spanish version)
2. Urban Youth Fund 2013 applicants (English and Spanish version)
3. African Youth Assembly members
4. UN-Habitat Youth Advisory Board members
5. Global Land Tool Network members
6. UN-Habitat Regional Partners
7. UN-Habitat HAP III consultation participants
8. HS-Net Advisory Board members
9. HS-Net newsletter subscribers (English and Spanish version)
10. Habitat Partner University Initiative, individual members
11. Habitat Partner University Initiative, institutional members
12. National Program Managers (English and Spanish version)
13. GRHS authors
14. SWCR advisors
15. Members of the Council of Permanent Representatives

Announcements of the survey, encouraging participation, were distributed to and by:

1. The Asian Planning Schools Association
2. The Association of African Planning Schools
3. The Global Planning Education Associations Network
4. Planetizen (USA) on Twitter
5. The subscribers of Urbanization and Global Environmental Change
6. The American Institute of Architects International Section
7. The members of the Planners Network, USA.
8. The Association of European Schools of Planning
9. International Institute for Environment and Development, London, UK on its Facebook page
10. IIED - America Latina
11. The electoral slate of the United Cities and Local Governments
12. The Huairou Commission
13. Shack/Slum Dwellers International (SDI)
14. Urban Program at the World Bank Institute

ANNEX 6: **PROTOCOL FOR SKYPE INTERVIEWS**

QUESTIONS FOR INTERVIEWS WITH UN-HABITAT STAFF, 30 SEPTEMBER - 7 OCTOBER 2013

The following questions have been drawn from the terms of reference for this evaluation and cover the general areas of interest for the study. In the interviews, respondents should feel free to raise additional issues and re-interpret these questions according to their own preferences and experiences. Given the time allowed for individual and group interviews, it is unlikely that there will be time to address all of these questions, so respondents should also feel encouraged to send written comments.

A. Effectiveness

1. Have the management and institutional capacities and budgetary resources been put in place to support the achievement of results and the timely delivery and quality of reports?

2. Have innovative and cutting-edge production methods and tools been applied?

3. Have the flagship reports helped support the normative work of UN-Habitat at global and national levels?

4. Is the delivery and impact of the flagship reports monitored and reported on effectively?

B. Efficiency

1. Have the flagship reports been specialized in terms of concept, theme, soundness and quality/availability/collection of data *vis a vis* cost-effectiveness in the delivery of results?

2. Are institutional arrangements for the production of flagship reports adequate and structured to provide substantive and administrative support in a cost-efficient manner?

3. Are resources (funds, human resources, time, expertise, etc.) adequate to produce high quality flagship reports?

4. What makes the GRHS and SWCR qualify as flagship reports, different from other UN-Habitat reports?

C. Sustainability

1. What is the likelihood that the achievements of the flagship reports are sustainable?

2. Are United Nations entities, universities, research centers, national partners, and key partner audiences willing and committed to continue supporting the flagship reports?

D. Relevance

1. To what extent have UN-Habitat's flagship reports been harmonized and based on UN-Habitat's strategy (MTSIP), relevant frameworks and comparative advantage?

2. To what extent are the flagship reports (concept and format) responding to specific needs and priorities of the targeted audiences for cutting-edge information, analysis, and recommendations? Are there regional differences in relevance and reach?
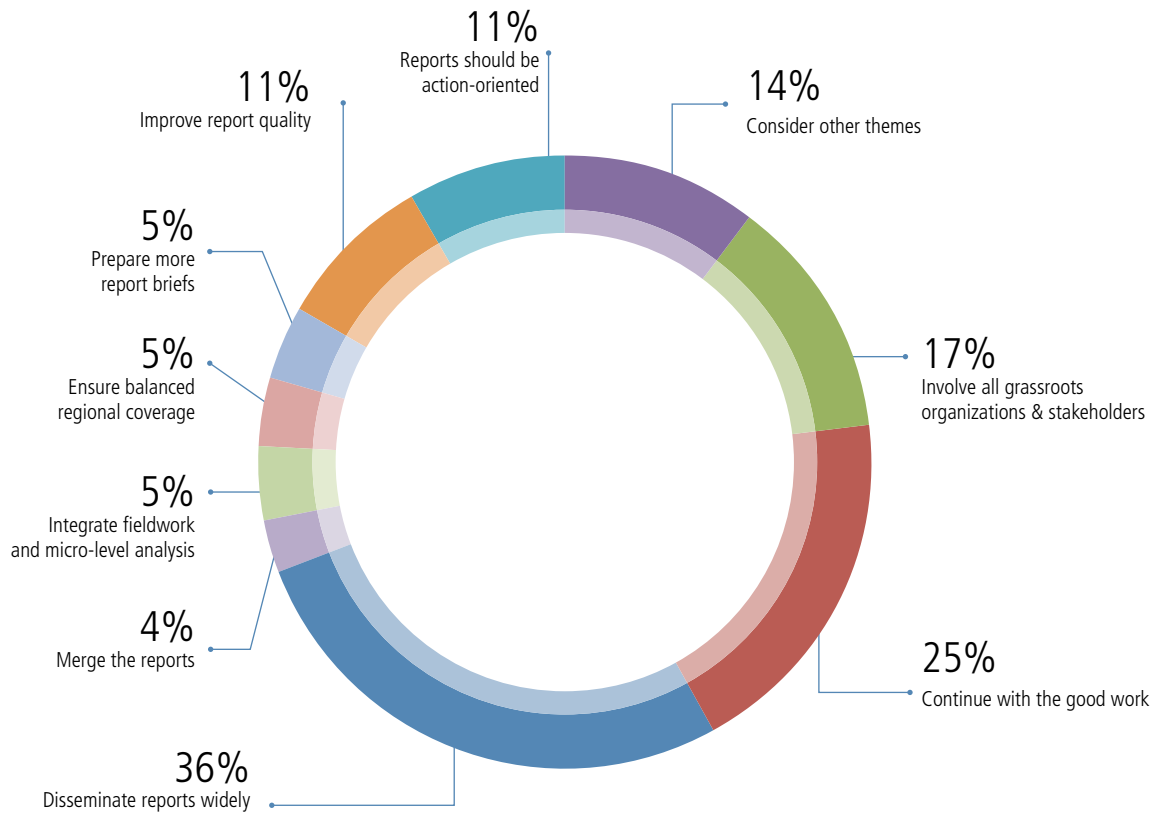
E. Impact

1. Has the delivery of flagship reports had the intended impact on target audiences so far on awareness raising and informing policy formulation at global and national levels, including influencing the 'Urban Development Agenda'?

2. Have the flagship reports resulted in use and replication of production methods, content and tools of report, data, and develop follow-up potential such as new projects? Where results are judged to be successful or unsuccessful, what has contributed to this?

3. Do the flagship reports address gender equality, youth and human rights issues so as to impact favorably on the lives of women, men, and youth?

ANNEX 7: **RECOMMENDATIONS MADE BY SURVEY RESPONDENTS AND UN-HABITAT STAFF**

A. SURVEY RESPONDENTS

Figure 1: Survey respondent recommendations for UN-Habitat Flagship Reports (N =111)*

11% Reports should be action-oriented

11% Improve report quality

5% Prepare more report briefs

5% Ensure balanced regional coverage

5% Integrate fieldwork and micro-level analysis

4% Merge the reports

36% Disseminate reports widely

14% Consider other themes

17% Involve all grassroots organizations & stakeholders

25% Continue with the good work

* Respondents could provide more than one answer

Disseminate reports widely

- New media platforms
- Simpler language and balanced regional coverage
- Distribute to youth-led and partners in countries
- Briefing Notes
- Hardcopies to Universities in developing countries.
- Dedicated tag on the UN-Habitat website
- Produce factsheets and online interactive info-bits
- 10-15 min video introducing the main messages
- Political institutions such as local governments, mayor's offices

- Academia and policy makers, practitioners
- Accessible to countries in the Caribbean.
- Aggressive social media.
- Academic and regional planning forums
- Freely available to download online

"My suggestion would be that the UN-Habitat should pay a lot more attention to the distribution and dissemination of the reports to wide reaching audiences. Most people I have spoken to are not really aware of the existence of the reports. Furthermore, a tailor made approach should be devised to engage the youth populace in future reports especially through new media platforms and strategic regional meetings."

"I think that maybe in the academic world the reports are better known but in political institutions such as local governments, mayor's offices and so on it is quite unknown."

"You need more to disseminate your reports and make sure that most concerned groups (youth, women, policy makers....) have access to them. Also make sure that you have the reports translated in many languages

Involve all grassroots organizations and stakeholders
- Local communities
- Persons with disabilities
- Children, youth, women, policy makers, the elderly
- Gender issues
- Youth organizations
- Local expertise
- Local governments
- Practitioners

"Strengthen stakeholder engagement during report formulation. Hold regional international conferences to discuss recommendations and to help foster action. But give more attention to the major barriers in and among nations in taking effective action."

"More information and inputs from local communities and ways these cope with the economic slowdown. Particularly useful in this discussion is the growth of urban peripheries and the struggle for basic services, and improved mobility/accessibility."

Continue with the good work
- Futuristic
- Updated global debates and experiences
- Comprehensive documents
- Policy formulation
- Research and academic purposes
- Authoritative documents
- Useful information to urban planning practitioners
- Cutting edge knowledge

"I consider both sets of reports as serious, useful and comprehensive documents, and as such they contribute a knowledge base that while imperfect— largely in terms of data availability and robustness - are unique to the field. It would be a shame if the reports were changed "for change's sake"."

"Judging from the standard of the State of World Cities Report 2012, I believe the approach of X-raying urban issues simultaneously in global, regional and local contexts is very good and needs to be continued."

Consider other themes for the flagship reports
- Sustainable livelihoods
- Smart Cities" for developing countries for 2050
- Small and medium towns
- Rural settlements and natural resources
- Urban land use planning and formalization/ regularization
- Conflicts, emergencies and protracted displacement
- Private sector/speculative land developers in absence of strong governance
- Children, youth and the elderly
- Legal/juridical approaches to urban issues
- Urban peripheries and the struggle for basic services
- Improved mobility/accessibility.
- Development in historical districts

"We need to focus more on uplifting the livelihoods of people, getting rid of the slum dwellings and ensuring sustainable livelihoods for all!"

"We need to include small and medium towns. As per the case of Africa, rural settlements and natural resources are still important to be considered. Technical and financial support for establishing indicators for monitoring performance is crucial. Extensive use of research and training institutions as focal centers must be re-thought. Urban land use planning and formalization/regularization need to be at the centre of all development programs in developing countries to fast track poverty reduction towards trickle down effects on sustainable human settlements development."

"Some additional focus on conflicts, emergencies and protracted displacement. Another issue is the area of policy and approach for working with private sector/speculative land developers in absence of strong governance, and how this impacts on urbanization and marginalization of urban poor."

Reports should be action-oriented

- Advocacy messages for policy change
- Mid-term assessment
- Concrete recommendations
- Better integration of fieldwork into the reports
- Examples of good practices
- Policy and governance implications
- Academic and policy oriented
- Gender mainstreaming
- Periodic evaluation
- Targeted stakeholders
- Assess regional and local impacts

"Fewer slogans; more concrete recommendations for policy; better integration of fieldwork into the reports as examples of good practices; making clear that urban development often involves competing interests, some gain, some lose; policy recommendations shouldn't beat around the bush and more clearly take a stance; value of reports is to support alternative normative frameworks and practices."

"Is there any periodic evaluation of how many countries/cities are adopting the recommendations?"

"Dissemination should be wide and made available to the targeted stakeholders; especially the practitioners. e.g. those decision-makers and technocrats working on daily basis on those issues. Perhaps recommendation could be also put as immediate, medium & long-term...."

Improve report quality

- Use GIS in mapping
- Disaggregated statistics for urban areas, highlighting inequalities rather than averages
- Note research bias of the authors
- Diversity in analysis required
- More transparency in data collection and assumptions made

- More nuanced differential between cities and nation states
- Focus on time series research
- Micro analysis at grass roots level

"Work on improving the quality rather than just giving up - the focus on urbanization is more relevant than ever, and too many false myths are still dominant within the international development paradigm, especially among donors."

"The research bias of the authors is not stated. In many instances conclusions are made based on false premises. It is clear that the great majorities of the authors base their world totally on theoretical formulations rather than first hand field experience."

"They need to integrate diversity in their analysis especially in terms of gender, age, race, ethnicity, ability, etc. in urban issues. They need a gender analysis as females are 50% of the pop. and not a single issue group."

Ensure balanced regional coverage

"Case studies and quotations should be collected from different countries and regions."

"Specific aspects of post-communist countries are not covered. Specific aspects of less dense regions, cool-climate / seasonality specifics and shrinking cities are not covered."

Integrate fieldwork and micro-level analysis

"Data and analysis are too broad and general. A few up to date micro level or local case studies could probably give an accurate account on local level situation or context."

"We should link these documents more with micro analysis at grass roots level. They are largely on secondary data which at times does not link with facts or remain outdated."

Prepare more report briefs

"More widely circulate these and send out Briefing Notes summarizing them to get people's attention, those who do not have time or do not want to read the entire report."

"I like the summary report that comes with the Human Settlements report. i think though that more can be done with the information - produce factsheets and online interactive info-bits etc. It would also be great to have a perhaps 10-15 min video introducing the main messages and interesting points of a report."

"Reports need to move with the times. People don't consume data in large doses anymore so it has to be organized into bit sizes via blogs and twitter and make it a research document like a Wikipedia."

Merge and/or integrate the flagship reports

"Merge both series into one, every two years, and articulate with regional state of cities reports, national state of cities reports, and city-specific state of city report. The reports shall also be used as starting point for drafting programs and policies. Avoid reinventing the wheel and work in isolation. Link topic of report to topic of World Urban Forum and Habitat Day..."

"Narrow the scope of reports and number of reports to have biggest impact. Few (or one) is better. Claim urbanization issues and dominate the policy debates (versus the Bank, UNDP or others) in public debates, journal articles, conferences, op-eds. This will boost the importance of the reports in governance and media attention simultaneously. Getting a strong peer-review process under way is essential and I'm glad to see UN-Habitat doing this."

"Sure. Both reports are very interesting, but maybe they should be more integrated. Also the State of the World Cities is better disclosed and connected to the WUF. The Human Global Settlement reports on slums were pretty well done and very useful for research purposes. UN-Habitat reports need to be more disclosed to academic and regional planning forums."

B. UN-HABITAT STAFF RECOMMENDATIONS

Figure 2: UN-Habitat staff recommendations for Flagship Reports (N = 44)*

* Respondents could provide more than one answer

EVALUATION OF UN-HABITAT'S FLAGSHIP REPORTS:
GLOBAL REPORT ON HUMAN SETTLEMENTS AND STATE OF THE WORLD'S CITIES REPORT

99
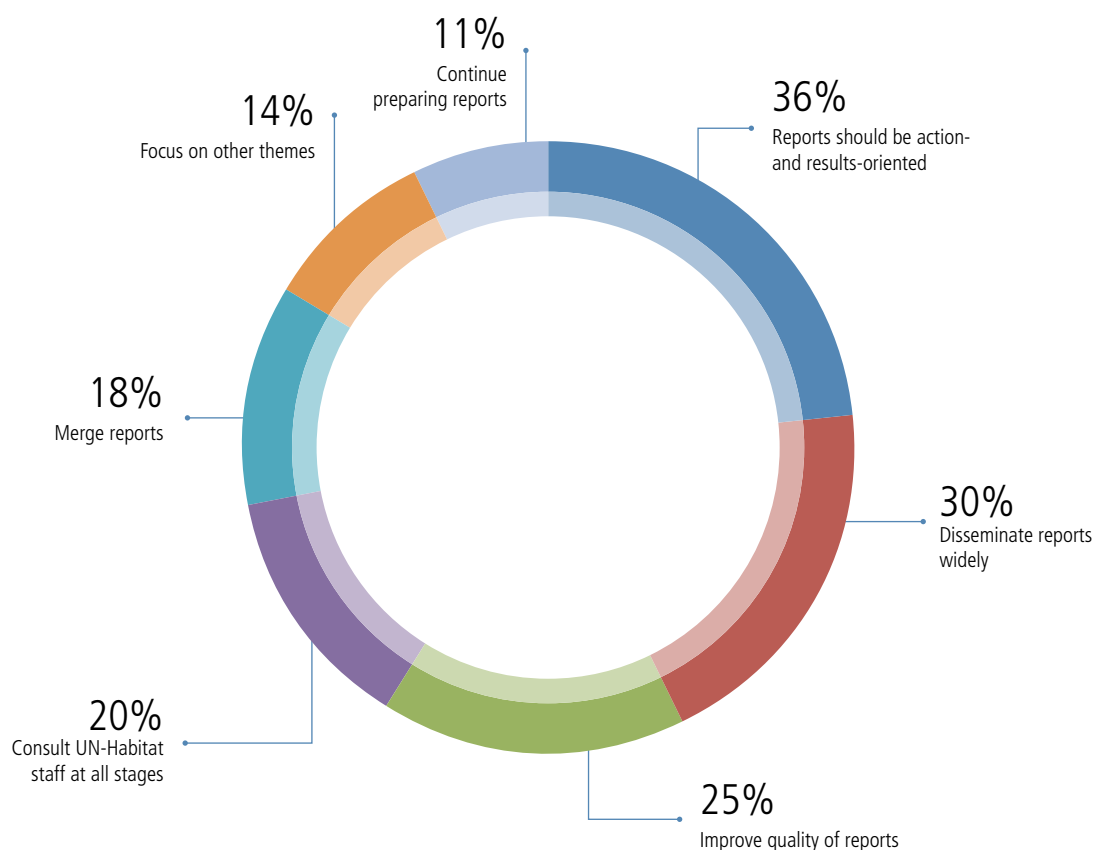
Reports should be action-and results-oriented
"Integrate flagship reports with country and regional reports, policies and programs"

"Practical policies need to be implemented on the ground. Too many reports and information usually provided with regards to human settlements and no implementation. Turn this to a more result based report."

"….Align UN-Habitat projects with dissemination of information, analyses, statistics and recommendations contained in reports."

"Recommendations should be more actionable by policy makers in countries."

Disseminate reports widely

- Produce reports in all major languages
- Expand the modes of distribution
- Focus distribution on universities, professional bodies and government

"Those doing the research on how useful the Flagship report need to consider circulating the research report to all Staff before printing for further consideration."

"I think all global reports must be supported by regional and national flagship reports in all languages and regions where UN-Habitat works, this would be the only way to deliver our mandate, which is not only global but also regional, national and local. All flagship reports, global, regional, national (maybe someday also local) should be funded, disseminated and integrated to planning, programming and etc. Only so we would be near to effective - in relation to flagship reports. Effective monitoring is a main part of our mandate and has to be implemented at all levels."

"The reports need an internal consumption first. This will enhance external consumption too."

"Relate Flagship Reports findings to Key Global Media Events like UN Summit, National Holidays, Olympics, Soccer games, Local Authorities festivals to gather large audience and meaning. Lots of resources are wasted in printing and distributions hence few get a copy and million don't see or know what the report is all about."

Improve quality of reports
- Provide adequate funds
- Collect data from primary sources

"UN-Habitat should collect data from primary sources at the national and cities level for reliable analysis and recommendations. It should be produced in-house with major input from staff and support from international experts."

"Merge the two into a more focused and well researched publication and provide adequate funds and human capacity to prepare it."

Consult UN-Habitat staff at all stages

- Consultative process
- Consultation with the substantive Branches and Regional Offices
- There is no incentive to read and respond
- Platform for inclusion from day one

"The reports should be prepared in close consultation with the substantive Branches and Regional Offices so that all the reports will have a buy in by all the staff. Such consultations will also enable the staff to learn, share and possibly integrate the new thinking n their day to day activities and eventually the organization will promote/disseminate the same language of knowledge to its clients/partners globally."

"Preparation and dissemination of these reports should be through a consultative process with country offices and regional offices, and not just an intellectual exercise at HQs level."

"The staff of UN-Habitat is largely out of the ambit of this publication at the moment. Most staff are not involved or engaged in discussing it. Even when it is circulated for comments, there is no incentive to read and respond - a reflection of an overall lethargy and inertia in the agency. The production of the report is remote from its dissemination and the travels that are associated - this is a morale dampener for hose concerned."

"Preparation and dissemination of these reports should be through a consultative process with country offices and regional offices, and not just an intellectual exercise at HQs level."

"UN-Habitat should create a platform for inclusion from day one ensuring that UN-Habitat as a whole (including the field) are on board in terms of theme selection, review of draft report at defined stages of report preparation, discussion of the draft final report (by having presentations made by writers / branch) to engender buy-in. This scenario painted above would bring about a better appreciation of the report content and therefore create the base for the dissemination of the report itself as well as the content and eventually leading to the attainment of the desired goal of building that knowledge base on the theme at hand as well as influencing policy that would lead to sustainable urbanization."

"In preparation of the flagship reports there is need for a more participatory approach and consensus. Not a personal view of things."

Merge the two flagship reports

"Have just one global report and the state regional reports and reinforce quality and dissemination."

"One flagship report would work. But we should also subject our findings and recommendations to scientific and academic review and scrutiny. I am not sure we have established a system to do this. In addition, the process for selecting the featured topic has to be improved in order to position UN-Habitat as a reference for emerging urban issues and trends."

Focus on other themes

e.g. Local economic development and employment creation

"Whatever decision is taken, UN-Habitat should be able to produce high quality flagship report on urbanization and human settlements, a report which takes into account the realities of both developed and developing countries. **I do not believe that a focus on cities alone is sufficient in responding to the challenges posed by rapid urbanization**, *especially given the administrative definition of cities across the global which alienates developing cities and towns including university and market cities."*

Continue preparing reports

"Continue to prepare such publications, and it would be useful to have a stronger regional perspective that allows for leveraging at country level"

"The research helps assist national governments formulate policies, continue with the reports."

Evaluation of UN-Habitat's Flagship Reports:
Global Report on Human Settlements and
State of the World's Cities Report

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