

EVALUATION OF THE UN-HABITAT PROGRAMME FOR ACHIEVING SUSTAINABLE URBAN DEVELOPMENT

PHASE 1



DECEMBER 2017

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LIST OF ACRONYMS AND ABBREVIATIONS

3PA	Three-Pronged Approach (to planned urbanisation)
AFINUA	Action Framework for the Implementation of the New Urban Agenda
CPI	City Prosperity Index
EA	Expected Accomplishment
ED	UN-Habitat's Executive Director
EGM	Expert Group Meeting
ENOF	Enhanced Normative and Operational Framework
FA	Focus Area
GGGI	Global Green Growth Institute
HCPD	Habitat Country Programme Document
HDI	Human Development Index
HQ	UN-Habitat's Headquarters
HRBA	Human Rights-Based Approach
IG-UTP	International Guidelines on Urban and Territorial Planning
ISVIMED	Social Institute for Housing and Habitat Medellín, Colombia
LED	Local Economic Development
MTSIP	Medium-Term Strategic and Institutional Plan 2008-2013
NUA	the New Urban Agenda
NUC	New Urban Communities in Egypt
NUF	National Urban Forum
NUP	National Urban Policy
PAAS	Project Accrual and Accountability System
PCE	Planned City Extensions
PCE/I	Planned City Extensions and (Urban) Infill
PRC	Programme Review Committee
PSUP	Participatory Slum Upgrading Programme
RMB	Results Based Management
ROAf	Regional Office for Africa
ROAP	Regional Office for Asia and the Pacific
ROLAC	Regional Office for Latin America and the Caribbean
RPS	Rapid Planning Studio
SUP	Strategic Urban Plan
UEFB	Urban Economy and Finance Branch
UGLB	Urban Governance and Legislation Branch
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNCT	United Nations Country Team
UN-Habitat	United Nations Human Settlements Programme
UPDB	Urban Planning and Design Branch
UPO	Urban Provincial Observatory

EXECUTIVE SUMMARY

I. BACKGROUND

Context

The ASUD programme is the central scope of this evaluation. ASUD was developed to address the gaps and deficiencies in urban planning processes and policies at the national and local levels to effectively respond to the complex demands of rapid population and economic growth. It would support cities in developing strategic sustainable urban development plans and implementing demonstration projects, in particular planned city extensions.

UN-Habitat is undertaking this forward-looking evaluation of the ASUD projects in order to assess to what extent the overall support and technical assistance of UN-Habitat has been relevant, efficient, and effective and sustainable, and in order to inform a possible next phase of the ASUD programme. This evaluation complies with UN-Habitat's efforts to undertake systematic and timely evaluations of its various programmes and to ensure that UN-Habitat's evaluations provide full representation of its mandate and activities.

The evaluation of the ASUD programme is to provide the agency, its governing bodies and donors with an independent and forward-looking appraisal of the agency's operational experience, achievements, opportunities and challenges. What will be learned from the evaluation findings is expected to play an instrumental role in informing decisions of UN-Habitat in the implementation of the New Urban Agenda; in planning and programming projects, in improving strategies, adjusting and correcting as appropriate, exploiting opportunities, replicating and up-scaling the implementation approach used, and generating credible value for targeted beneficiaries and addressing national priorities. The period of the evaluation covers the start of the ASUD programme in July 2011 up to July 2017 and at a time when the projects of the first phase of the programme are completed.

The ASUD Programme

Well before ASUD, UN-Habitat's interventions mainly focused on the provision of basic services and on improving the lives of slum dwellers, which was based on a sector approach to development and aligned with the MDG agenda. However, well into the new millennium, new insights emerged: (i) complex challenges, such as accelerated urban migration, a rising demand for participation, etc. could no longer be resolved by spatial interventions only and (ii) emerging challenges such as environment, a demand for new policy levels, and the globalised economy could not be resolved at the scale of the city.

An opportunity presented itself when in 2011, Spain donated USD 8.9 million to 'support UN-Habitat in its pursuit of sustainable urban development', after which the ASUD programme was conceived to support the development of a normative framework, by piloting tools and approaches in the field. UN-Habitat-ASUD: (i) adopted an integrated approach to planning including strengthened integration of the Branches with the regional and country offices, (ii) narrowed down its focus areas and, (iii) developed planning instruments that were better adapted to the new context.

The ASUD programme was developed under the framework of the agency's Medium-Term Strategic and Institutional Plan 2008-2013 (MTSIP) with the dual goal of: (i) achieving MTSIP's overarching goal of 'sustainable urbanization principles drive policy and practice in counties' and (ii) increasing UN-Habitat's capacity to effectively support member states in achieving sustainable urbanization. ASUD promotes an integrated approach to planning by (i) linking distinct focus areas within projects and (ii) promoting coherence between UN-Habitat's normative and operational work. Lessons learnt from country experiences would feed back into UN-Habitat's normative framework.

In view of limited ASUD funds and to reduce the projects' complexity, early 2013, an executive decision was taken to decrease the projects' scope and reduce the number of the key areas of intervention. Three key areas were selected as development enablers and considered fundamental in leveraging urban transformation: urban legislation and governance, urban planning and design, and urban economy and finance. This 'three-pronged approach to planned urbanisation' (3PA) comes with specific planning instruments to support project implementation that include: (1) planned city extensions and infill (PCE/I); (2) land readjustment interventions; (3) Rapid Planning Studio and; (4) National Urban Policies (NUP).

Five priority countries were selected for the global ASUD programme phase 1, namely Mozambique, Rwanda, Egypt, the Philippines and Colombia. ASUD implemented nine projects in these countries and the evaluation assesses the ASUD programme through in-depth analyses of these projects. The projects are the following:

- 118i: Achieving Sustainable Urban Development in Mozambique
- C337: Achieving Sustainable Urban Development in Rwanda
- C364: Achieving Sustainable Urban Development Priorities in Egypt
- D373: Achieving Sustainable Urban Development in the Philippines
- F114: Popular Economy of the Agglomeration Areas of Bogota in Colombia.
- F115: Capacity Building in the City of Santa Marta for Sustainable Urban Development in Colombia
- F116/ F120: Piloting Participatory Land Readjustment in Colombia for Sustainable Urban Development at Scale (PiLaR) in Colombia
- F117/ F123: Support and Assistance of the Enhancement of the Mayor's Office of Medellin in the Municipal Development Plan of 'Let's build a Home for Life' in Colombia
- F118: Formulating the National Policy for the System of Cities and Institutional Strengthening for the Association of Colombian Capital Cities in Colombia

Evaluation Method

UN-Habitat's Evaluation Unit led the evaluation. Two external international consultants, Ilde Lambrechts and Nicola Tollin, conducted the evaluation. The evaluation follows the evaluation norms and standards of the United Nations System and it follows the UN-Habitat's Monitoring and Evaluation Guide. The evaluation integrates the following three approaches: (i) the 'theory-of-change approach' that outlines the results chain and is integrated with the programme and the projects' respective log-frame, (ii) the 'cultural-specific approach' or the 'process-of-emergence' that evaluates nonlinear and complex urban development processes by placing the development intervention in its broader context and, (iii) a 'participatory approach'.

II. MAIN FINDINGS

Achievements. The evaluation found that ASUD partly achieved the strategic result of 'Sustainable urbanization principles drive policy and practice in countries; and clients and partners cope more effectively with the rapid pace of urbanisation and maximize the benefits that come with it':

- ASUD improved guidelines on 'sustainable urbanisation' as well as policies in all pilot countries and all countries are equipped with more plans and design for secondary cities and for PCE-projects. However, implementation prospects of these developed plans are not always strong. Budget constraints and a lack of action-orientation in some projects were factors.
- ASUD increased the capacity of local and national governments and HAP in managing urban growth and in applying the principles and guidelines for 'sustainable urbanisation'. Advocacy and outreach activities under ASUD changed the perception of stakeholders on 'sustainable urbanisation' and on the merits of urban planning.

- ASUD forged a number of long-lasting partnerships with member states, cities and HAP to a certain level but to a lesser extent than originally anticipated. Some projects raised considerable counterpart funding but other projects were unable to raise funds.
- Local communities and households will eventually benefit from ASUD through a better living environment in general but only few communities benefitted directly from ASUD.

The evaluation found that ASUD achieved the strategic result of 'Country specific experiences from an integrated approach between normative frameworks and operations built back into UN-Habitat's global methodologies'. A number of UN-Habitat's tools, guidelines and policies are supported by lessons learnt from the ASUD field experience. Especially the three Branches, UPDB, UEFB & UGLB enhanced knowledge with regard to specific aspects of NUP, PCE and land management and expanded their guidelines, concepts and approaches.

Relevance. The evaluation found that ASUD was partly satisfactory with regard to 'relevance', as the themes of 'urban growth' and 'sustainable urbanisation' addressed by ASUD are relevant to all partner countries. But not all tools and approaches piloted by ASUD were relevant to the countries, which in turn jeopardised enhancing UN-Habitat's normative framework.

Effectiveness. The evaluation found that ASUD was partly satisfactory with regard to 'effectiveness', as ASUD proved the merits of working integrated amongst sectors as is demonstrated by the 3PA; but focus on the 3PA prevented some projects to address other areas that were pertinent to achieving sustainable urbanisation. Not all projects integrated all the indivisible dimensions of sustainable development. The pilots were instrumental into enhancing UN-Habitat's knowledge from experience in the countries on the strengths and weaknesses of the tools and approaches.

Efficiency. The evaluation found that ASUD was partly satisfactory with regard to 'efficiency', as smaller projects successfully achieved the outputs using the 3PA; however, complex project lacked the required broader

strategic approach with regard to action-orientation and stakeholder participation in particular. Some projects under ASUD worked in synergy with HQ throughout but in others collaboration diminished towards the end due to budget constraints.

Impact Outlook. The evaluation found that ASUD was partly satisfactory with regard to 'impact outlook', as capacity building and advocacy changed the perception on sustainable urbanisation in the countries and empowered stakeholders, working towards sustainable urbanisation. However, the impact outlook of ASUD on the pilot countries is difficult to assess because the goal of 'sustainable urbanisation' is broad-based. The impact of ASUD on UN-Habitat needs further study, as impact-focused lessons learnt are not compiled.

Sustainability. The evaluation found that ASUD was satisfactory with regard to 'sustainability', as governments and donors have committed to follow-up interventions in all countries. But the anticipated counterpart and donor funding was not fully realised.

Crosscutting Issues. The evaluation identified 'mainstreaming crosscutting issues', as one of the essential performance areas into achieving ASUD's programme goal of 'sustainable urbanisation'. However, the ASUD programme document does not address crosscutting issues, indicating that this was not considered a priority. *Gender:* Guidelines on sustainable urbanisation addressed gender issues but overall gender mainstreaming in the ASUD projects was weak. Occasionally measures were taken and only one intervention specifically addressed women's needs. Gender mainstreaming of staff and consultants, where it was recorded varied in projects, while gender attendance in workshop was weak. *Youth:* In general youth missed out on opportunities under ASUD. *Youth* was addressed in studies but with no tangible results on the ground. *Climate change:* Climate change was addressed in general guidelines and in city planning in particular. City planning was supported by studies on environment and climate change. *Human rights:* Urban plans, PCE, NUP and policies in general take Human Rights-Based Approach (HRBA) into account addressing the right to housing, security of tenure and safe drinking water and sanitation, but all in general terms only.

III. CONCLUSIONS

Evaluation Conclusions

ASUD is seen as a 'learning process'. At the start of ASUD planning instruments were developed but they were not yet fully defined and documented, which turned out to be challenging to designing and implementing the pilots. Also developing the full scope and meaning of 'sustainable urban development' remains a continuous endeavour in UN-Habitat.

The integrated approach that ASUD introduced was an eye-opener as it made countries move from a project to a programme-based approach and from a sectoral to an integrated approach. Yet the ASUD concept of 'integration' turned out to be too restrictive. By reducing its focus areas, ASUD reduced its bearing on the reality which weakened the implementation prospects and impact of its interventions. Also the 3PA 'back-to-basics' is a setback to the required transition from the MDG to the SDG agenda. The pro-active and action-oriented planning instruments applied under ASUD such as the Urban Lab, appealed to stakeholders and improved plans. But concepts such as PCE, while creating a strong visual image and therefore easily accepted in HQ and in the countries, proved challenging in achieving objectives.

ASUD is ambiguous about the relationship between theory and implementation. The evaluation argues that the implementation of pilots is necessary to assist learning, but two hitches stood out that impeded the iteration between theory and practice under ASUD, namely the absence of a clear methodology on how the Branches and the projects would work together and weaknesses in RBM.

ASUD may be viewed as more supply-driven than demand-driven. On occasion, this affected the relationship between UN-Habitat and the pilot countries. Under at least two projects, the government didn't fully agree with the interventions at certain stages. Some governments pushed the projects into delivering unplanned outputs or, worse, outputs that were not fully aligned to UN-Habitat's guidelines, weakening project outcomes. Also ASUD is ambiguous about its beneficiaries, for instance the poor are not prominent beneficiaries under ASUD. This affected implementation prospects and might have hampered the sourcing of additional funds with donors.

The evaluation argues for a distinction between 'development oriented' planning and 'control-based' planning. ASUD employs strategic city plans and interventions by the Urban Lab that belong to the 'development oriented' planning practice. However, most applied are PCE/I and citywide zoning plans, land readjustment and legal frameworks that incline towards a 'control-based' traditional planning practice. NUP and SDF belong to both practices.

IV. LESSONS LEARNED

- (1) The evaluation learned that the interplay between theory and practice worked well under ASUD as both the country and regional offices on the one hand, and the Branches on the other hand benefitted from the learning process. But the cooperation was on an ad hoc basis and the expected synergies were not always realised.
- (2) The evaluation learned that the integrated planning approach introduced by the 3PA changed the way projects are being conceived and implemented to the benefit of UN-Habitat's transition to the SDG agenda. The evaluation also learned that some projects adhered to a strategic planning approach while other projects didn't adhere to a clear planning methodology, and these somehow lost focus, didn't work with enough stakeholders and did not have clear beneficiaries.
- (3) The evaluation learned that ASUD reduced the reality as a means to cope with an increasing complexity in urban planning by applying the 3PA. The 3PA, although it doesn't demand a three-prong exclusiveness, made projects sideline areas of interventions that often were very pertinent to the local context and imperative for successful implementation. This turned out especially detrimental to social aspects of the interventions.
- (4) The evaluation observes a contradiction in the 3PA, as the approach argues on the one hand for a 'back-to-basics', but on the other hand argues for an inclusive planning framework addressing spatial quality, democracy and environmental sustainability, well beyond basics. Guidelines on how the

approach and the framework should be integrated are not given, nor an implementation methodology for the 3PA. The 'back-to-basics' is a setback to the required transition from the MDG to the SDG agenda and towards the implementation of the NUA.

- (5) The evaluation learned that planning concepts such as PCE and spatial corridors appeal to stakeholders and that they are easily accepted because they present a strong image. However they simplify reality reducing the full scope of 'sustainable urbanisation', and as such diminishing implementation prospects.
- (6) The evaluation learned that ASUD made the transition towards 'sustainable urbanisation', by balancing its spatial planning interventions with 'state-building' interventions. But this considerably enhanced the complexity in ASUD projects, as both types of interventions do not easily integrate. The evaluation also learned that state-building interventions are key state functions that are normally led by the government and ASUD's supply-driven approach, created tension in a number of cases.
- (7) The evaluation learned that ASUD pursues the goal of achieving 'sustainable urbanisation' by aiming at the realisation of a 'better space' to assist socio-economic development, that undeniably requires 'development oriented' planning. But most of the planning instruments applied, belong to the practice of traditional planning' such as legal land use plans, rules, prescriptions and bylaws, that is control-based.
- (8) The evaluation learned that ASUD applied mainly a 'means-to-an-end' rationality with a focus on plan-making instead of on implementation. At the same time, the nation-wide consultations for NUP and SDF, and the Urban Lab are 'pro-active and action oriented'. They were well received in all countries and they improved planning outputs.
- (9) The evaluation also learned that crosscutting issues are weakly addressed, e.g. gender, youth

and human rights in particular. A decisive factor was insufficiently 'emancipatory' planning instruments. The evaluation also learned that some projects were redirected during implementation to adapt to changing challenges and opportunities, accommodating flexibility and embracing learning.

- (10) The evaluation learned that the current concept of PCE/I has a more physical and more real estate focus and that it diminishes the socio-territorial innovation capacity of the transformation process.

V. RECOMMENDATIONS

- (1) UN-Habitat should continue strengthening synergies between its normative and operational work by (i) creating coordinating mechanisms and clear lines of collaboration between the regions and HQ, and among the various stakeholders and (ii) align cost structures to these collaboration mechanisms.
- (2) UN-Habitat should compile the lessons learnt from ASUD, and should keep RBM in focus to accommodate the process of iteration between theory and practice.
- (3) UN-Habitat should focus on (i) aligning its project goals to the local context and needs, (ii) adapting goals to emerging themes in urbanisation, and (iii) projects under programmes developing their own localized and specific project goal(s). All interventions in projects need to be clearly aligned to the goal and keep track of it along the planning and implementation process. Programmes and projects should target clear beneficiaries to keep focus and delivering results.
- (4) UN-Habitat-ASUD should, in order to cope with a rising complexity in urban planning, apply an implementation methodology that is oriented towards managing complexity uncompromisingly instead of reducing its key areas of interventions and as such reducing its bearing on reality. It should opt for 'strategic spatial planning' approach to implement programmes and projects

- with an integrated approach and that pursues the goal of 'sustainable urbanisation' and the NUA. Strategic spatial planning is the preferred approach to manage complexity as it is a selective and pro-active
- 5) UN-Habitat-ASUD should expand working on 'strategic interventions' that can 'turn the tide' because they intervene in a concrete way in the spatial as well as in the social context. They need to be instrumental into achieving programme and project goals. They should be visible, and their scope limited in time and space so they can be implemented within the time frame of the project.
 - 6) UN-Habitat-ASUD should widen its notion on integration beyond the three prongs and its integration between the Branches and, the regional and country offices by: (i) equally addressing the integrated and indivisible dimensions of sustainable urban development namely: social, economic and environmental, (ii) mainstreaming crosscutting issues rigorously throughout these dimensions, (iii) integrating not only legal and economic with spatial interventions but also other themes depending on local needs and themes that are becoming prominent in urbanisation and that include resources constraints, access and mobility, climate change and (iv) strengthening the integration of the different interventions within a project.
 - 7) UN-Habitat-ASUD should use concepts such as PCE, approaches, plans and tools as a hypothesis to start communication and discussion amongst stakeholders, rather than promoting them as a straight pathway to sustainability and quality. These should be 'localized' by embedding these in concrete social, economic and spatial context. Sustainable urbanisation and "the tasks of public planning organizations will be more and more (i) on the one hand the design and management of specific processes and (ii) the realization of projects on the other hand"¹.
 - 8) UN-Habitat-ASUD should carefully study and adapt to local dynamics when they engage in state-building activities when piloting its tools and approaches in countries. As the supply-driven approach taken by ASUD and its strategy of aiming at 'government buy-in' had only varying degrees of success. "Indeed, determinations of the success or failure of interventions are partial unless they take seriously ... the power relations between interveners (UN-Habitat) and those intervened upon (the countries)"².
 - 9) When piloting its own tools, UN-Habitat-ASUD should (i) carefully select countries on the basis of a set of agreed criteria and (ii) design interventions based on feasibility studies to take into account the local context and dynamics.
 - 10) UN-Habitat-ASUD should be geared to the practice of 'development planning', which is much more aligned to the programme goal and to the NUA as it aims at the realisation of a 'better space' to assist socio-economic development. 'Traditional planning' activities should complement development planning.
 - 11) Therefore UN-Habitat-ASUD should expand its Urban Lab as an 'open' instrument, a tool for integrated and participatory urban planning, using design as an emancipatory method. The Lab should support project teams throughout the planning process from design to implementation and M&E instead of the single interventions undertaken under ASUD. It should create regional antennas situated in the regions or in HQ to improve regional and country knowledge. The Lab should keep experimenting and researching interventions that work. It should strengthen its gender-focus.
 - 12) UN-Habitat should keep a territorial focus, as the provision of a qualitative space remains its core practice. Space has a 'relative' autonomy and it is a medium to integrate human activities and

¹ Jef Van den Broeck (39th ISoCaRP Congress 2003), Networking and Urban Networks : a challenge for spatial planning The case of the Flemish Diamond/ Belgium.

² Jef Van den Broeck (44th ISOCARP Congress 2008), Planning: a transformative activity, Strategic Spatial Planning and Strategic Projects.

artefacts to create new social fabrics and trigger a process of socio-economic transformation or development. In this regard, UN-Habitat should reinforce participation with partners. UN-Habitat should become a 'convenor' in UNDAF and take the lead by coordination development interventions focusing a 'specific area'.

UN-Habitat should promote its 'integrated approach with focus on a region' with development partners to assist them in implementing their 'integrated' development programmes and projects.

- (13) UN-Habitat-ASUD should strengthen PCE/I with a range of measures including subsidies, and measures directed towards developers, the middle classes and, weak groups. A balance and compromise should be sought between public and private stakeholders in the PCE/I.

- (14) No matter how high the level of stakeholder participation and co-production, the evaluation argues that design should not be a public activity but that making the final design is a discipline in itself and that professional designers have their specific and unalienable role in this.

- (15) UN-Habitat should strengthen the regional offices' and the country offices' staff, in order to ensure continuity and stability and retain local and international consultants knowledge and expertise acquired through the programme. UN-Habitat should also build internal capacity throughout in strategic planning and in entrepreneurship (for PCE/I).

1 INTRODUCTION

1. The United Nations Human Settlements Programme, UN-Habitat, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities. It is the focal point for all urbanization and human settlement matters within the UN system. To support national and local governments in laying the foundation for sustainable urban development, UN-Habitat launched a global initiative entitled Achieving Sustainable Urban Development (ASUD) in July 2011. ASUD phase 1 was undertaken through nine projects in five priority countries that are Colombia, Egypt, Mozambique, Philippines and Rwanda.
2. UN-Habitat is undertaking this forward-looking evaluation of the ASUD projects in order to assess to what extent the overall support and technical assistance of UN-Habitat has been relevant, efficient and effective, and sustainable, and to inform an eventual next phase of the ASUD programme. The 2015 evaluation of UN-Habitat by the Office of Internal Oversight Services (OIOS) recommended carrying out an evaluation of ASUD as part of improving evaluation coverage of its global initiatives and country programmes. This evaluation complies with UN-Habitat's efforts to perform systematic and timely evaluations of its various programmes and to ensure that UN-Habitat's evaluations provide full representation of its mandate and activities.
3. The evaluation of the ASUD programme is to provide the agency, its governing bodies donors with an independent and forward-looking appraisal of the agency's operational experience, achievements, opportunities and challenges. What will be learned from the evaluation findings is expected to play an instrumental role in informing decisions of UN-Habitat in the implementation of the NUA; in planning and programming projects, influencing strategies, adjusting and correcting as appropriate, exploiting opportunities, replicating and up-scaling the implementation approach used, and generating credible value for targeted beneficiaries and addressing national priorities. The evaluation results will also contribute to UN-Habitat's planning, reporting and accountability. The period of the evaluation covers the start of the ASUD programme in July 2011 up to July 2017 and at a time when the projects of the first phase of the programme are completed. The evaluation was led by UN-Habitat's Evaluation Unit and carried out between July and November 2017 by two external evaluators, Ilde Lambrechts, Belgium and Nicola Tollin, Italy. An evaluation advisory group supported it.

2 OVERVIEW OF THE EVALUATED INTERVENTION

4. Firstly, this chapter outlines the central scope of the evaluation, which is the evaluated intervention, its main characteristics, its history and design, its results chain and implementation strategy. Secondly, the chapter gives the time line of evaluated interventions and its development and it elaborates on evaluation extended scope that includes the mandates.

2.1 Main Characteristics

Main characteristics

5. New challenges of the last decades emerged in urban development needed an urgent response. They include a never seen accelerated urbanisation and growth of cities and a rising complexity of interconnected problems. UN-Habitat identified an 'urban planning crisis'³ as unplanned and not well managed cities and urban areas became increasingly inefficient requiring ever more resources to make them more functional and liveable. Urban planning was perceived as too complex for national and local governments to handle. Informality was growing and

Table 2.1: Original ASUD programme fact sheet

ASUD PROGRAMME FACT SHEET	
Project reference	A118
Location	Global
Project theme(s) (Entry Points)	Planning and design Legislation and governance Economy and finance Mobility Energy
Approval date	27.07.2011
Period of execution	24 months (planned)
Start date	June 2011 (planned)
End date	June 2013 (phase 1, planned)
Contractual values	8.900.000 USD
Resource envelope	The Government of Spain: 8.900.000 USD
Lead Division	OED
Supporting divisions, offices, units	RTCD - Regional and Technical Cooperation Division MRD - Monitoring & Research Division GD - Global Division HSFD - Human Settlements Financing Division ISS - Information Service Section
External partners	-
Beneficiaries	Mayors, city managers, communities, and weak groups amongst others.
Aid Modality	Programme approach
Linkage to MTSIP 2008-2013 FAs	FA1: Effective advocacy, monitoring, and partnership 25% FA2: Urban planning, management, and governance 25% FA4: Environmentally sound basic urban infrastructure and services 25% FA5: Strengthening human settlements finance systems 25%
Linkage to MDGs	Goal 7: Ensure environmental sustainability

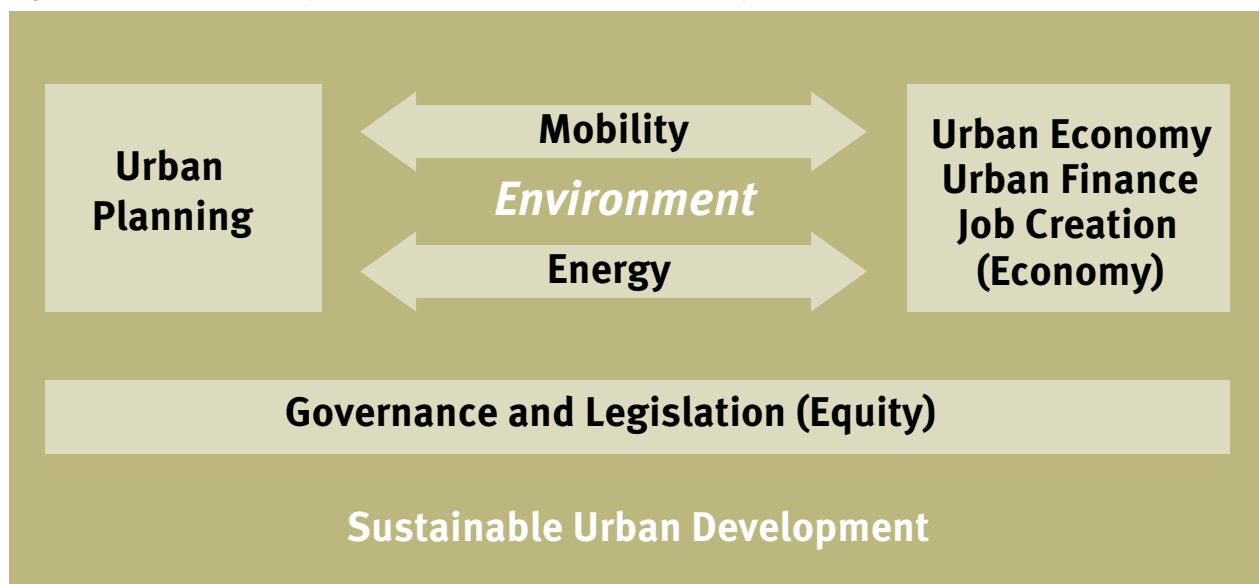
³ UN-Habitat (2011.07.07), ASUD Founding Document.

there was the threat of ‘forced evictions’ that needed an urgent response in terms of planning, legal frameworks and economic opportunities for all.

6. An opportunity to showcase new approaches and planning tools in line with accelerating needs presented itself in February 2011 when the Spanish Ministry of Foreign Affairs donated an amount of USD 8.9 million to “support to the strategic and institutional plan of UN-Habitat in its pursuit of sustainable urban development”.⁴
7. UN-Habitat developed the ASUD umbrella programme to ‘ensure an effective contribution to sustainable urbanization’ with the vision that ‘if the growth of cities is planned at scale, in advance, and in phases to address projected growth over the next 20 to 30 years, fast growing cities in developing countries will succeed in assuming their role as engines of the national economy and in the process prevent new slums from being formed’. ASUD also pursues the vision of UN-Habitat as a centre of excellence on information, knowledge, and strategic learning about sustainable urbanization. ASUD was developed under the framework of the agency’s Medium-Term Strategic and Institutional Plan 2008-2013 with the dual goal of (i) achieving
8. The contribution from the Government of Spain of approximately USD 8.9 million, would cover phase 1, the first two-years of a four-year programme, which would have a total anticipated budget of USD 20 million. Additional funding would be raised for scaling up and continuing activities.
9. Objectives and priorities. To achieve MTSIP’s first goal of ‘sustainable urbanization principles drive policy and practice in counties’, ASUD initially identified five entry points or focus areas to support clients and partners into coping more effectively with the rapid pace of urbanization and also maximizing the benefits that come with it. Support would focus on

MTSIP’s overarching goal of ‘sustainable urbanization principles drive policy and practice in counties’ and (ii) increasing UN-Habitat’s capacity to effectively support member states in achieving sustainable urbanization. In particular ASUD was to address the gaps and deficiencies in urban planning processes and policies at the national and local levels to effectively respond to the complex demands of rapid population and economic growth. It would support cities in developing strategic sustainable urban development plans and in implementing demonstration projects, planned city extensions in particular.

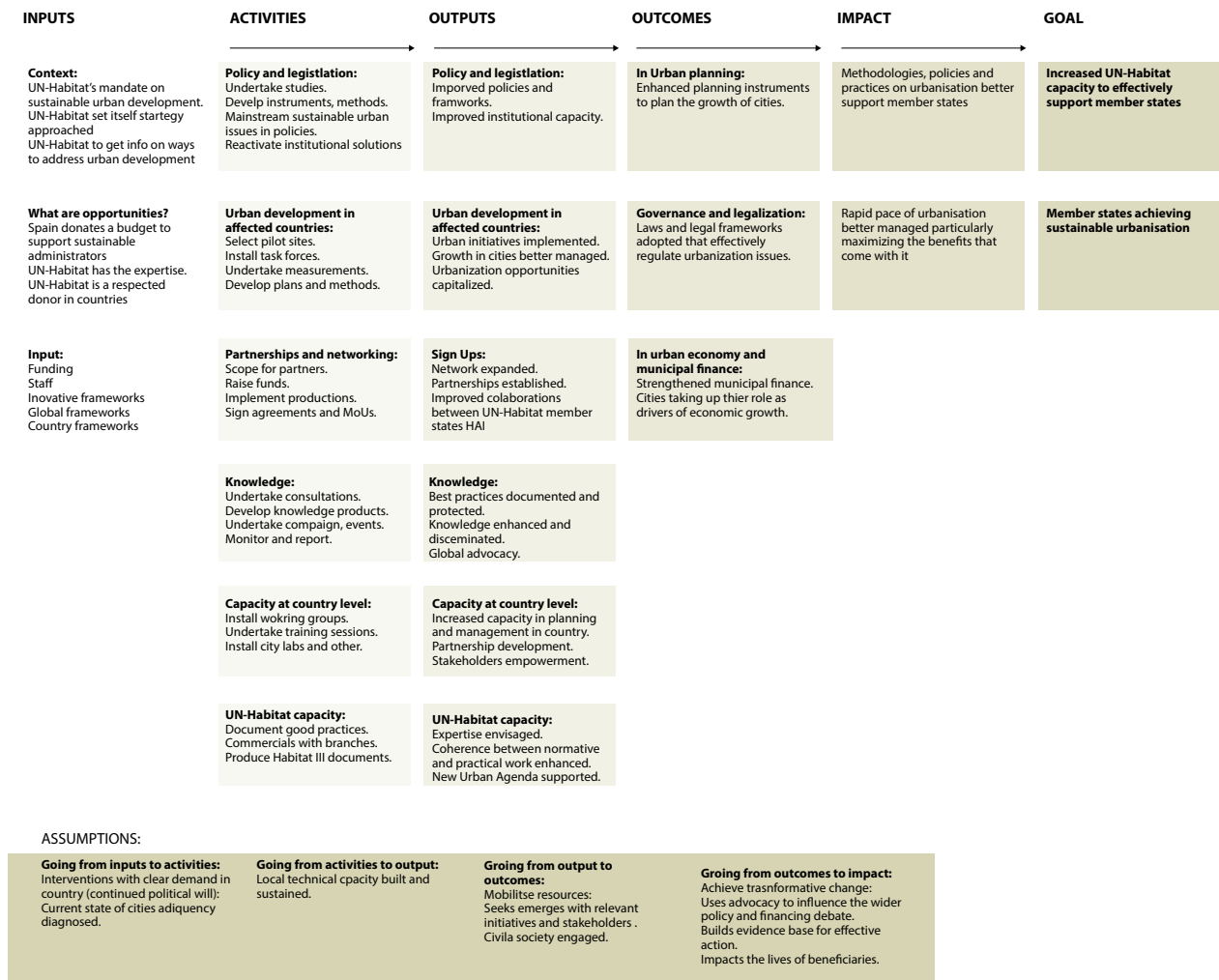
Figure 2.1: The ASUD interpretation of ‘sustainable urban development’



Source: ASUD Founding Document

⁴ Agreement between UN-Habitat and Spain of 24.02.2011.

Figure 2.2: Summary of the ASUD programme results framework



the areas of planning, mobility, energy, governance and legislation, and economy and finance, all at the urban level. This scope narrowed-down the focus areas of MTSIP 2008-2013 to allow clients and partners dealing more efficiently and more quickly with the complexity of urban growth and to achieve 'sustainable urbanisation' patterns. This selectivity was based on experiences from UN-Habitat in the field and on global research on sustainable urban development. Accommodating the second programme goal of increasing UN-Habitat's capacity, ASUD would enhance UN-Habitat's knowledge base and broaden its partner network.

10. Results chain. The integration of the UN-Habitat focus areas in the ASUD programme is shown in the figure 2.2. Figure 2.2 presents a summarised results framework for the ASUD programme while the comprehensive version is shown in Annex 4.

Implementation strategy

11. The programme would follow a two-tier process. On the one hand, UN-Habitat would hold expert group meetings, review documentation, and engage in dialogue with experts and partners on each of the focus area. On the other hand, pilot initiatives would be undertaken in different countries. The

countries would be identified through discussions between normative units and the regional and countries offices. A geographical balance would be ensured in a worldwide coverage. The design of the interventions would especially target the urban poor, women, and youth. ASUD would follow a demand driven approach through identifying needs and priorities for policy change and improvement at country level. Accordingly, ASUD promotes an integrated approach (i) into linking the five focus areas in projects and (ii) into promoting coherence between UN-Habitat's normative and operational work. Lessons learnt from country experience would build back into UN-Habitat's normative framework. The implementation strategy would build on the Enhanced Normative and Operational Framework (ENOF) that was considered key to the implementation of MTSIP.

12. The Office of the ED would be responsible for programme coordination. The regional offices, in coordination with substantive units were responsible for programme planning and implementation. The Programme Division would provide coordination and manage the overall programme, ensuring programmatic quality and effectiveness, technical coordination, internal and external communication, accountability, and sound administration. The responsibility for coordination and development of normative outputs moved in 2014 to the UGLB. A Funding Committee (FC) would also be established.⁵
13. No key assumptions were formulated in the ASUD founding document. But programme assumptions were formulated along the way such as a strong government with solid legal frameworks and the capacity to generate revenues for successful implementation of PCEs⁶. The nine projects formulated their respective key assumptions that are indicated in Annex 7 and their cause-and-effect are summarised in figure 2.2 above.

Central scope of the evaluation

14. The ASUD programme is the central scope of this evaluation. ASUD phase 1 is conceived through nine projects that were selected through a stocktaking exercise of tools and lessons and, an assessment of present needs and priorities for policy change and improvement among key constituencies of UN-Habitat at the country level. They are located in pilot countries that were identified with due regard for geographical balance. The characteristics of the nine projects and their achievements are given in chapter 4. The nine projects are listed in Table 2.2.

Table 2.2: Overview of the nine ASUD projects

1	A118i: Achieving Sustainable Urban Development in Mozambique
2	C337: Achieving Sustainable Urban Development in Rwanda
3	C364: Achieving Sustainable Urban Development Priorities in Egypt
4	D373: Achieving Sustainable Urban Development in the Philippines
5	F114: Popular Economy of the Agglomeration Areas of Bogota in Colombia
6	F115: Capacity Building in the City of Santa Marta for Sustainable Urban Development in Colombia
7	F116/ F120: Piloting Participatory Land Readjustment in Colombia for Sustainable Urban Development at Scale (Pilar) in Colombia
8	F117/ F123: Support and Assistance of the Enhancement of the Mayor's Office of Medellin in the Municipal Development Plan of 'Let's build a Home for Life' in Colombia
9	F118: Formulating the National Policy for the System of Cities and Institutional Strengthening for the Association of Colombian Capital Cities in Colombia

2.2 Timeline, Evaluation Extended Scope and, ASUD's Development

Timeline

15. ASUD was conceived at a time when UN-Habitat was researching guidelines and planning instruments including approaches, concepts, plans, tools and strategies to cope with the accelerated urban growth, a process to which ASUD also contributed. Therefore, ASUD should be understood as a pilot project to test new tools and approaches that were

⁵ UN-Habitat (07.07.2011), ASUD Founding Document.

⁶ Ref. briefing meetings with ED.

still being developed. The timeline in table 2.3 shows the different events that influenced ASUD and their impact on the development of ASUD that is further commented below.

Table 2.3: ASUD Timeline

Date	Event
2000	MDGs adopted
2005	The Paris Declaration on Aid Effectiveness
1 January 2008	MTSIP 2008-2013
24 February 2011	Agreement with Spain
1 June 2011	Start of ASUD
28 June 2011	ASUD review by PCR
27 July 2011	ASUD approval by Programme Division
December 2011	Emergence of the three-pronged approach in Kisumu
1 January 2012	UN-Habitat's New Organizational Structure
19 November 2012	Start ASUD Mozambique
1 January 2013	Start ASUD Colombia
1 January 2013	Start ASUD the Philippines
24 January 2013	Start ASUD Rwanda
1 October 2013	Start ASUD Egypt
2013	Three-pronged approach internally formulated
1 June 2013	ASUD anticipated end date
1 January 2014	Strategic Plan 2014-2019
17 September 2015	SDGs adopted
12 December 2015	Paris Agreement on Climate Change adopted
17 to 20 October 2016	Habitat III Conferences
23 December 2016	New Urban Agenda endorsed by UN General Assembly
01 June 2016	End ASUD Colombia
30 June 2016	End ASUD the Philippines
1 July 2016	End ASUD Mozambique
26 October 2016	End ASUD Egypt
12 December 2016	End ASUD Rwanda
19 April 2017	AFINUA

Evaluation extended scope

16. MTSIP 2008-2013. UN-Habitat sets medium-term strategy approaches for each successive six-year period: the Medium-Term Strategic and Institutional Plan (MTSIP) 2008-2013 and Strategic Plan

2014-2019. Approved in July 2011⁷, ASUD was designed in the context, and under the framework of the MTSIP 2008-2013. It was implemented under the Strategic Plan 2014-2019. During ASUD's implementation, UN-Habitat's new organizational structure became operational. The MTSIP follows the vision of 'sustainable urbanization' through the Habitat Agenda providing adequate shelter for all and sustainable human settlements development. The goal is 'sharpening UN-Habitat's focus in accordance with the UN system-wide reform initiatives and enhancing coherence and results-based management'. Its strategic result is 'sustainable urbanization principles drive policy and practice'. MTSIP is conceived with six mutually reinforcing focus areas of which focus areas 2 to 5 reflect the substantive areas.

17. *Strategic Plan 2014-2019*. The Strategic Plan follows the vision of 'economically productive, socially inclusive and environmentally sustainable cities and other human settlements'. Its mission statement is 'supporting, in collaboration with relevant stakeholders and other United Nations entities, governments and local authorities, in line with the principle of subsidiarity, to respond positively to the opportunities and challenges of urbanization by providing normative or policy advice and technical assistance on transforming cities and other human settlements into inclusive centres of vibrant economic growth, social progress and environmental safety'. It pursues the goal of 'well-planned, well-governed and efficient cities and other human settlements with adequate infrastructure and universal access to employment, land and basic services, including housing, water, sanitation, energy and transport. It pursues the strategic result of 'environmentally, economically and socially sustainable, gender-sensitive and inclusive urban development policies implemented by national, regional and local authorities have improved the standard of living of the urban poor and enhanced their participation in the socio-economic life of the city'. The Strategic Plan has been conceived with seven focus areas.

⁷ By UN-Habitat's Programme Division.

Table 2.4: Overview UN-Habitat's medium-term strategy's focus areas and ASUD original entry points

MTSIP's 2008-2013	ASUD original entry points	Strategic Plan 2014-2019	ASUD original entry points
Effective advocacy, monitoring, and partnership		Urban legislation, land and governance	Governance and legislation
Urban planning, management, and governance	Planning and design Legislation and Governance	Urban planning and design	Planning
Access to land and housing for all		Urban economy	Economy and finance
Environmentally sound basic urban infrastructure and services	Mobility Energy	Urban basic services, responding to the challenges	Mobility Energy
Strengthening human settlements finance systems	Economy and finance	Housing and slum upgrading	
Excellence in management		Risk reduction and rehabilitation	
		Research and capacity development	

18. *Millennium/Sustainable Development Goals and New Urban Agenda.* UN-Habitat served as a focal point to achieve two of the MDGs component targets. Target 7C aimed at halving the proportion of population without sustainable access to safe drinking water and basic sanitation by 2015, and target 7D aspired to improve the lives of at least 100 million slum dwellers by the year 2020. The 2030 Agenda for Sustainable Development now gives a prominent role to urbanization and cities. SDG 11 is the stand-alone goal on cities and human settlements. This comes as recognition that cities are a string that connects all other goals together. These interactions are important to formulate integrated policies that enhance the transformative role of urbanization and contribute into achieving sustainable development. The New Urban Agenda, endorsed in 2016, reaffirms the role and expertise of UN-Habitat, within its mandate, as a focal point for sustainable urbanization and human settlements⁸.

ASUD's Development

19. *ASUD and UN-Habitat's medium-term strategy approaches.* ASUD was designed as a support programme for MTSIP and, ASUD and MTSIP share the same overarching goal of achieving 'sustainable urban development'. ASUD also supports MTSIP in (i) sharpening UN-Habitat's programmatic focus, and (ii) enhancing coherence between the normative and

operational elements of UN-Habitat's programmes⁹. Where MTSIP has six focus areas of interventions, ASUD has a reduced focus of its interventions, defining the five entry points of planning, governance and legislation, mobility, energy and economy and finance. ASUD initially addressed four of the seven focus areas of the Strategic Plan. Table 2.4 shows the focus areas the two medium-term strategies and ASUD. Admittedly, ASUD's programme implementation recovered all the MTSIP Focus Areas as (i) housing is crosscutting through the entry points, (ii) land is treated under governance and legislation and (iii) the ASUD implementation strategy requires adapting to the principles of results-based management and knowledge management as integral part of the programme.

20. *ASUD and the Millennium and Sustainable Development Goals.* ASUD was conceived within the framework of the MDGs and their main focus on the provision of basic services and improving the lives of slum dwellers. It made the transition to the more integrated and indivisible SDGs and their pursuit to sustainable urbanisation.

⁸ UN-Habitat (2016 December), New Urban Agenda, Resolution adopted by the General Assembly on 23 December 2016.

⁹ UN-Habitat (2012), Evaluation of the Implementation of UN-Habitat's MTSIP 2008-2013.

21 *ASUD and the New Urban Agenda*. ASUD contributed to the definition of content and development of the NUA, and lessons learnt from of ASUD can further support implementation of the NUA. Common aspects, requiring continued synergy between the NUA and ASUD, include:

- Linking sustainable urbanisation to development: The NUA commits to supporting the urban paradigm shift that sees urbanization as a driving force for development with the power to change and improve lives, especially of the poor. The NUA assigns a distinctive role to urbanisation into achieving sustainable development. Development partners and governments start perceiving urbanisation as a strategy to achieve development and to create of prosperity. UN-Habitat has a major role to play. The evaluation examines 'to what extent the mechanisms that ASUD applied to effect socio-spatial transformation were effective?'
- The NUA does not only respond to problems and challenges at city and global level but also aims at maximizing the possible benefits that come with urbanization. The evaluation examines 'to what extent ASUD addressed this double function?'
- The NUA pursues 'sustainable urbanisation'. The evaluation examines the question 'what were ASUD's most successful interventions into achieving this?'
- ASUD should support implementation by informing the NUA on 'clear means of implementation, concrete strategies, actions and frameworks of cooperation' that work towards implementing the NUA? It concerns planning instruments that improve integration and that can trigger a process of socio-spatial transformation for development.

The Three-Pronged Approach

22. ASUD's five original 'entry points' were later reduced to the three prongs. The 'three-pronged approach to planned urbanisation' (3PA) as a driver of sustainable urban development already emerged in 2011 during

a Rapid Urban Planning Studio in Kisumu¹⁰. It was formulated internally in UN-Habitat in 2013. The Strategic Plan 2014-2019 that was already developed in 2012-2013, doesn't explicitly include the 3PA but designates (i) urban planning and design, (ii) urban legislation and (iii) local economic development and municipal and urban finance as key levers of progress toward sustainable urban development. Urban basic services, housing and slum upgrading and risk reduction and rehabilitation have a supporting role. A Working Paper of 2016¹¹ summarises the aspects of the 3PA and explains that the three prongs should be considered simultaneously and work together into achieving planned urbanisation depending on the specific context. The approach integrates three prongs as development enablers that are considered fundamental in leveraging urban transformation. They constitute a framework for action to manage the growth of cities and to harness the opportunities that come with urbanization. ASUD specifically targets the urban level. The approach came with specific tools or operational enablers to support project implementation. They include tools shown in table 2.5.

2.3 UN-Habitat Programmatic Documents and Mandates

23. During the implementation of ASUD, UN-Habitat worked on strengthening its normative framework towards achieving the SDG agenda and implementing the NUA. ASUD was conceived as a pilot programme to test new tools and approaches as they were being developed. It had to operate under changing strategies and apply tools and approaches that were not fully developed yet. Table 2.5 gives an overview of planning instruments (plans, tools, concepts, approaches, strategies) that were developed while ASUD was being implemented. In view of limited ASUD funds and to reduce the

¹⁰ UN-Habitat (September 2012), Kisumu Rapid Urban Planning Studio. Workshop Results.

¹¹ UN-Habitat (2016), Working paper: The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable urban development.

projects' complexity, an executive decision was taken in 2013 to decrease the ASUD projects' scope by focusing on the interventions to NUP, PCE and legal instrument including PiLaR mainly¹². Later the tool of Urban Lab was developed under ASUD as an instrument to provide technical assistance to local, regional and national authorities with urban planning and design and it uses the tools and approaches of ASUD¹³. Generic guidelines on planning and sustainable urbanisation were developed all through ASUD and they included the Five Principles of Sustainable Neighbourhood Planning.

Table 2.5: Non-exhaustive list of normative products produced during ASUD

Year of publication	Title of publication
2012	Kisumu Rapid Urban Planning Studio. Workshop Results
2012	The City Prosperity Index
2012	Guidelines and Sustainable Urbanisation Patterns
2013	Urban Planning for City Leaders
2014	Paper on Participatory and Inclusive Land Readjustment
2014	Neighbourhood Planning a New Strategy of Sustainable Neighbourhood Planning: Five Principles. Discussion Note
2015	International Guidelines on Urban and Territorial Planning. Towards a Compendium of Inspiring Practices
2015	Planned City Extensions: Analysis of Historical Examples
2015	International Guidelines on Urban and Territorial Planning (IG-UTP)
2015	The City Prosperity Initiative
2016	Urban Planning and Design Labs: Tools for Integrated and Participatory Urban Planning
2016	The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable urban development (the 3PA). Working paper
2016	National Urban Policy: the Guiding Framework on NUP

¹² Minutes of the ASUD Colombia briefing with the Executive Director on 14th/02/2013 in ED's Board room.

¹³ UN-Habitat (2016), Urban Planning and Design Labs: Tools for integrated and participatory urban planning.

3. EVALUATION APPROACH AND METHODOLOGY

3.1 APPROACH AND METHODOLOGY

24. The evaluation is carried out following the evaluation norms and standards of the United Nations System and it follows the UN-Habitat's Monitoring and Evaluation Manual. ASUD phase 1 consists of a set of nine similar interventions implemented in five different countries and clustered in order to achieve ASUD's global objectives. The evaluation is based on a synthesis of the nine projects' evaluations, assessing their achievements. The projects were limited in terms of time and budget and they were coordinated originally by the Office of the ED and since 2014 by the UGLB.

Approach

25. The evaluation integrates the following three approaches:

- The evaluation analysis is based on the 'theory-of-change approach' as per TOR, outlining the results chain and integrated with the programme and the projects' respective log-frame. The theory-of-change approach uses analytic data collection techniques. It applies an indicator/ results based data collection technique with a focus on achieved results, vis-à-vis the overall goal, purpose and the three result areas. This approach is focused on establishing the status of projects' performance, results achieved, or likely to be achieved.
- The evaluation combines the theory-of-change with the 'cultural-specific approach' or the 'process-of-emergence'. This approach evaluates nonlinear and complex urban development processes by placing the development intervention in its broader context. The approach emanates from system thinking and helps to understand the complexity of the world by stimulating thinking in terms of relationships, connectedness, and context. It applies holistic data collection techniques.

- As per TOR, the evaluation followed a 'participatory approach' (i) to create a positive attitude towards the evaluation in general, and (ii) stakeholders' ownership of the intellectual outcome to make it more likely that its recommendations will be followed, (iii) to empower stakeholders through active participation, and (iv) to verify the findings. The evaluations of the different projects were shared with the respective project teams for verification and feedback and; the evaluation team performed a workshop in HQ in September 2017 to discuss its findings with the respective Branches.

26. Crosscutting issues and a Human Rights-Based Approach (HRBA) to development: The evaluation incorporates the crosscutting issues of climate change, gender equality and youth. They are addressed in a separate chapter. The evaluation assesses the extent to which: (i) crosscutting issues are mainstreamed throughout the focus areas in policies, knowledge management tools and operational activities and how these are addressed in the design and implementation of the projects and (ii) specific initiatives promoting results related to crosscutting issues have been applied. The evaluation assesses the extent of the HRBA to development in the programme and projects. As part of the UN family, UN-Habitat is mandated to respect, promote, and protect human rights in all of its activities and UN-Habitat's interventions are underpinned by the values contained in the Universal Declaration of Human Rights.

Evaluation Questions

27. Evaluation questions below informed by evaluation criteria guided assessments and ratings and helped to shape the scope of the evaluation and the process of collecting data. The evaluation criteria are in line with the standards and norms in the United Nations system. The main evaluation questions are listed in table 3.1.

Table 3.1: Evaluation questions by evaluation criteria

Criteria	No.	Question
Relevance	1.	To what extent are objectives and implementation strategies of the programme/ projects consistent with the needs of partner countries and the needs of the target beneficiaries?
	2.	To what extent are objectives and implementation strategies of the programme/ projects consistent with UN-Habitat's policies and strategies, including MTSIP 2008-2013, the Strategic Plan 2014-2019, the New Urban Agenda and Regional Strategic Plans?
Effectiveness	3.	To what extent did the programme/ projects contribute to policy and practices in the countries being driven by sustainable urbanization principles?
	4.	To what extent did the programme contribute to enhance the capacity of UN-Habitat to effectively support member states in achieving sustainable urbanization?
Efficiency	5.	To what extent did the programme's integrated approach and later the 3PA; the projects' implementation strategies and interventions contribute to the success or failure of the programme/projects' achieving the outputs and desired effects and at the lowest possible use of resources and inputs?
	6.	To what extent did the programme/ projects engage the participation of beneficiaries in design, implementation, monitoring and reporting?
Impact Outlook	7.	To what extent have the programme/ projects produced positive or negative, short, medium and long-term development effects directly or indirectly, intended or unintended to the partner countries and to the target beneficiaries?
	8.	To what extent have lessons learned from ASUD: contributed to fine-tuning UN-Habitat's normative framework; contributed to the formulation of the New Urban Agenda and; will support the implementation of the NUA?
Sustainability	9.	To what extent will the benefits from the development interventions continue or are likely to continue after the projects are completed in terms of beneficiaries' engagement secured, synergies formed amongst stakeholders, projects being replicable or scaled up and national investments increased?
	10.	To what extent did the projects foster innovative partnerships with national institutions, local governments and other development partners?

Evaluation Methodology

28. Discussions, interviews and workshops were held with the following target groups:
- Heads, officers and consultants in the Branches
 - Regional offices' staff
 - Countries' heads of programme
 - ASUD programme and project managers at country level and regional level
 - Governments/ local governments participants
 - Civil society participants
 - Private sector participants
 - Habitat Agenda Partners
 - Donors
 - Media
 - Direct beneficiaries, including local and national governments
29. The methodology comprised a combination of tasks, the findings of which were validated through a triangulation process. Based on the findings from the document review, the triangulation comprised:

findings from interviews with UN-Habitat staff at Headquarters; findings from interviews with staff in the regional offices and country teams, and the projects' participants and beneficiaries. The tasks included:

- Desk review of: (i) the original ASUD founding document, (ii) the original project documents and work plans, project progress reports, outreach material and analysis and reports produced by the projects, (iii) relevant UN-Habitat guidelines and strategies, (iv) National Development Plans, HCPD's, UNDAFs and (v) documents on the SGDs and the NUA;
- Semi-structured interviews in person or via Skype to get an overall perception of the ASUD approach, to assess its implementation, and to inform the next phase of the ASUD;
- Semi-structured group interviews with beneficiaries in the countries to assess the impact of the interventions and the appreciation of UN-Habitat's work;

- Visits to the five countries under ASUD and guided field visits to selected project sites and;
- Validation during a workshop at Headquarters to receive feed-back on the findings.

Limitations

30. The evaluation would have benefitted from more rigorous monitoring and reporting especially against the log-frame. Towards the end project reporting became more erratic in some projects. The reading of a high number of project documents and reports, and their diverse nature was time consuming, particularly in finding and distilling key results and achievements. Many log-frames had to be redesigned for the purpose of the evaluation. Almost no projects reported against the log frame in PAAS.
31. The 3PA turned out to be an important aspect of ASUD but the evaluation didn't have a clear justification or guidelines as a reference. The evaluation would also have benefitted from more clarity regarding project start and closure and improved time management. Not all projects had final reports ready and existing final reports were not always dated and complete. Some projects still seemed to be ongoing as activities continued, and the evaluation couldn't always establish whether these were activities under ASUD or under other projects as a clear distinction was not always made.

3.2 DEEPENING THE PROGRAMME GOAL

32. When the ASUD programme was drawn-up under the framework of MTSIP 2008-2013, the goal of 'sustainable urbanisation' was not yet clearly defined and no clear indicators were set.¹⁴ Therefore the evaluation identified performance areas that lead towards achieving the goal of 'sustainable urbanisation'. The performance areas guided the assessment of the different projects and allowed comparing the projects and their interventions. For each of the performance areas, sets of performance indicators were developed. The performance areas were derived from the programme-founding document, UN-Habitat's medium-term strategies,

the SDGs and especially from the NUA. They are summarized below.

33. *Guiding principles applied:* To fully harness the potential of sustainable urban development, we make the following transformative commitments through an urban paradigm shift grounded in the integrated and indivisible dimensions of sustainable development: social, economic and environmental"¹⁵. Urbanization presents opportunities: (i) as an engine of sustained and inclusive economic growth, (ii) for social and cultural development, and (iii) for environmental protection, and it can contribute to the achievement of transformative and sustainable development.
34. *Crosscutting issues mainstreamed:* They are now mainstreamed in all UN-Habitat's work to ensure balance in the way cities are planned and managed¹⁶. They add value: (i) in addressing the local context, advance equality and ensure that project outcomes reach the intended beneficiaries and; (ii) in strengthening programmatic synergies and enhance collaboration among stakeholders.
35. *Implementation strategy followed:* The NUA proposes an integrative and strategic planning approach for its implementation. ASUD also advocated internal integration, applying the normative framework to operations and maximising collaboration between Headquarters on the one hand and regional and country offices on the other hand.

¹⁴ UN-Habitat (2012), Evaluation of the Implementation of UN-Habitat's MTSIP 2008-2013.

¹⁵ UN-Habitat (2016 December), New Urban Agenda, Resolution adopted by the General Assembly on 23 December 2016.

¹⁶ UN-Habitat (2016), Crosscutting Progress Report.

4. MAIN FINDINGS

4.1 OVERVIEW OF THE NINE PROJECTS AND THEIR ACHIEVEMENTS

36. The evaluation assesses the ASUD programme through an in-depth analysis of the nine ASUD projects. This chapter gives an overview of the nine projects, describes their main characteristics and their

achievements in terms of outputs delivered and expected accomplishments (outcome) achieved. Fact sheets and detailed analysis of the nine projects is presented in Annex 7. Their respective log-frames are included in the evaluation inception report.

Table 4.1: Project details on Achieving Sustainable Urban Development In Mozambique

FACT SHEET: A1181 ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN MOZAMBIQUE	
Location	Nampula, Nacala
Project theme(s)	Urban planning and design 50% Urban basic services 30% Urban economy 20%
Approval date	19.11.2012
Period of execution	36 months (planned for a project of 5.073.800 USD)
Start date	03.2013
End date	10.2015 (expected); 01.07.2016 (actual) with activities ongoing later
Project value	1.966.000 USD and utilization rate 83%
Resource envelope	Spain: 1.000.000 USD AECID: 213.000 USD EU: 576,000 USD Booyoung: 177.000 USD
Implementing agency	UN-Habitat ROAF
Supporting branches, offices, units	Urban Planning and Design Branch Urban Legislation, Land and Governance Branch Urban Economy and Municipal Finance Branch Housing and Slum Upgrading Branch
UN partners (UN)	-
External partners	Ministry for Coordination of Environmental Affairs (MICOA) including National Directorate of Territorial Planning and its Sustainable Development Centre for Urban Areas (CDS-ZU) located in Nampula Ministry of Planning and Development (MPD) Ministry of Public Works and Housing (MOPH) Ministry of State Administration (MAE) Ministry of Transport and Communication (MTC) The Government of Nampula Province Municipal and District authorities in Nampula Province National Association of Municipalities of Mozambique (ANAMM) UCODIN UEM/Faculty of Architecture
Beneficiaries	Women; men; girls; and boys
Aid Modality	Project Approach
Linkage to MTSIP	FA1: Advocacy, Monitoring and Partnership for Sustainable Urbanization 30% FA2: Urban planning, management and governance (UPMG) 40% FA3: Promotion of pro-poor land and housing 30%
Linkage to MDGs	Goal 7: Ensure environmental sustainability 70% Goal 1: Eradicate extreme poverty and hunger 30%
Assumptions	There will be continued political will to support the action The existing policy and legal frameworks will be enhanced to support the programme That local stakeholders and interest groups will provide support and cooperation for the programme. That funding will be secured for the sustainability of the programme beyond the 2 years.

A118i: Achieving Sustainable Urban Development In Mozambique

37. *Overview* (see table 4.1). The government of Mozambique mostly invests in Maputo Province, but now also wants to develop former underserved regions with a high economic potential such as the Nacala Corridor in the Northern part of Mozambique. This Corridor links the land-locked mining areas in Malawi, Zambia and northern Mozambique to the deep-water harbour of Nacala. In the expectation of employment opportunities, areas along the corridor are experiencing rapid urbanisation resulting in unsustainable urban growth patterns. In turn, the traditional planning instruments have proven inadequate and the planning capacity of local authorities is weak.
38. The overall project goal is 'to ensure that the expected economic benefits deriving from enhanced investment and productivity in the years to come translate into a sustainable, equitable and efficient urban settlement pattern in the Nacala Corridor'. The specific project goals are (i) strengthened strategic spatial planning toward sustainable and equitable regional and urban development and (ii) strengthened policy frameworks and governance systems promoting urban sector reform. *The project is implemented through three components:* (i) institutional capacity building in territorial planning and urban finance along the Nacala Corridor; (ii) improving slum conditions in Nampula and Nacala and; (3) initiating urban sector reform in Mozambique. To implement the project, ASUD set up a Planning Support Facility (PSF) in Nampula and installed a Programme Steering Committee (PSC) as national counterpart. Four key assumptions were formulated, but none of these could be met. This illustrates the challenging planning environment in Mozambique, and especially in the North. Factors included, a change in government reducing government buy-in, widespread poverty and a sudden deterioration of the economy.
39. *Project development and achievements* (see box 4.1). The first component supported institutional capacity building through the following initiatives: In Nacala: (i) developing an Inter-District Land Use Plan (PIDUT) for Nacala combining the Nacala Districts Porto and

Nacala-a-Velha, a detailed PCE of Nacala-a-Velha, and a zoning plan for Nacala Porto; (ii) undertaking studies on the economic dynamics of the Nacala Corridor by drafting a study on LED, undertaking an economic and financial analysis of Nampula province and its Economic Special Zone of Nacala (ZEEN), and a workshop on the economic impact of the implementation of ASUD in Mozambique. In Nampula (city): (iii) supporting the formulation of a City Development Strategy Framework by Cities Alliance and a Strategic Plan of Greater Nampula 2014-2023. To support these activities, ASUD undertook a situational analysis of the cities, a study on erosion in Nacala Porto and capacity building.

40. The second component was initially planned to be delivered through the Participatory Slum Upgrading Programme (PSUP II), which is a joint effort of the Caribbean and Pacific Group of States (ACP), the European Commission and UN-Habitat. When starting the implementation of ASUD and PSUP II it was established that the two programmes had different goal sets and engagement strategies at the local level. Therefore, PSUP activities were implemented through a separate project document tailored to PSUP approach and endorsed by the Municipality of Nampula in November 2015. Nevertheless, both programmes benefited from shared human resources, research and policy documents as well as implementation in the same geographic region and institutional environment and particularly providing technical support to the Municipality of Nampula. Activities included the following interventions in Nampula: (i) expanding coverage of drainage ditches, increasing the integration of communities by building a bridge over the Muhala River; (ii) upgrading the public standpipe system and enhancing the capacity of the community to manage the system; and (iii) supporting the community-run Waste Management Service ACORAL in providing services in Muhala neighbourhood.
41. The third component tackled urban sector reform by: (i) reviewing legal instruments and related institutional frameworks and formulating recommendations accordingly, (ii) supporting a NUF, and (iii) advocating for NUP.

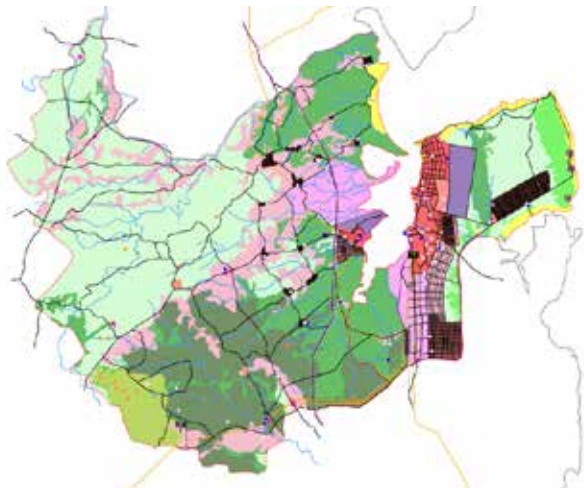
Box 4.1: Some results from Achieving Sustainable Urban Development In Mozambique



Muhala Neighbourhood in Nampula © Ilde Lambrechts



Waste Management in Nampula © Ilde Lambrechts



Nacala Inter-District Land Use Plan PIDUT
Source: UN-Habitat (2017), ASUD Mozambique Final Project Report



Nacala PCE
Source: UN-Habitat (2017), ASUD Mozambique Final Project Report

- 42. Not achieved: the Nampula Urban Provincial Observatory (UPO) couldn't be established yet as response from the Province of Nampula is awaited on the needs assessment study produced by ASUD; no dedicated work was undertaken on an actual NUP but UN-Habitat advocated NUP and expects a formal request to start the process by the end of the year. There were no additional resources mobilised for slum upgrading activities in Nacala.
- 43. The expected accomplishments of: (EA1) improved territorial planning practices and financing of urban development along the Nacala Corridor, (EA2) improved slum conditions in the cities of Nampula and (EA3) urban sector reform initiated and

supported in Mozambique, were all achieved. Some findings. As the ASUD programme in Mozambique advocated urban planning in the Nacala Corridor, other cities now also want a land use plan and a PCE process. ASUD introduced the innovative approach of working across administrative borders in Nacala, improving horizontal coordination in government. It demonstrated how urban planning works as an integrative tool and how it could also be used to coordinate actions in the Nacala Special Economic Zone. ASUD formulated a Human Settlements Act proposal for the government's consideration. The project retained focus on the double goal: (1) UN-Habitat enhanced knowledge, (2) but especially the country benefitted from ASUD.

C337: Achieving Sustainable Urban Development in Rwanda

44. *Overview* (see table 4.2). Rwanda's vision is to become a middle-income country by 2020, by facilitating and managing its accelerated urbanisation process and transforming its economic geography. Secondary cities are promoted as poles of economic growth. Via the ASUD programme, UN-Habitat supported Rwanda's ambition by providing technical assistance in formulating policies and tools, and through capacity building.
45. The overall project goal is 'adequate policies and tools, and capacity for better managing the urbanisation process so that its full potential in

Table 4.2: Project details on Achieving Sustainable Urban Development in Rwanda

FACT SHEET : C337 ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA	
Location	Kigali, Rubavu, Nyagatare
Project theme(s)	Urban Planning and Design 60% Urban Economy - Urban Legislation - Basic Services 40%
Approval date	24.01.2013
Period of execution	24 months (expected)
Start date	October 2012 (expected) - October 2013 (actual)
End date	October 2014 (expected) – 12.12.2016 (actual) with activities ongoing later
Project value	1.386.263 USD and utilisation rate 86%
Resource envelope	Rwanda: 200.000 USD + in kind Spain: 1.186.500 USD
Implementing agency	UN-Habitat, ROAF
Supporting branches, offices, units	Urban Basic Services Branch Urban Economy Branch Urban Legislation, Land and Governance Branch Urban Planning and Design Branch
UN partners (UN)	United Nations Country Team (UNCT)
External partners	Ministry of Infrastructure for Rwanda (leading partner) Rwanda Housing Authority (RHA) (coordinating partner) City of Kigali Kigali Institute of Sciences and Technology participated in workshops Rwanda Transport Development Agency on NUP Ministry of Finance Rwanda Rural Development Authority for GIS data GGGI WB for exchange of secondary cities Guangzhou Planning Institute for drawing up plans Centre for GIS (University of Rwanda) (for SDF data collection) ARCADIS Consulting, for pro bono workshops
Beneficiaries	Local city residents (women, men, youth, children) Land owners and business community Technical staff in the local authorities
Aid Modality	Project Approach
Linkage to MTSIP 2008-2013 FAs	FA 2: 70% to Urban planning, management and governance (UPMG) FA 3: 15% to Promotion of pro-poor land and housing FA 4: 15% to Environmentally sound basic urban infrastructure and services
Linkage to MDGs	Goal 7: Ensure environmental sustainability
Assumptions	That resources mobilisation will be successful to sustain of the programme beyond the initial phase of one year. There will be sustained political will to support the programme. The border conflict with Rwanda (DRC) will not affect the programme operations. That the weak local UN-Habitat presence will not hinder programme implementation and the achievements of the set accomplishments.

transforming the economy can be realized'. The strategic results are: (i) accelerated urbanisation process better managed and (ii) economic benefits derived from a better-planned and managed urbanisation process. The project is implemented through the following components: (i) formulation of a NUP and its SDF, (ii) development of local urban plans in selected secondary cities including PCEs and (iii) assistance in implementing the master plans of Kigali to increase their impact. To implement the project, two international TAs were recruited, one TA for the NUP component and one to work on the

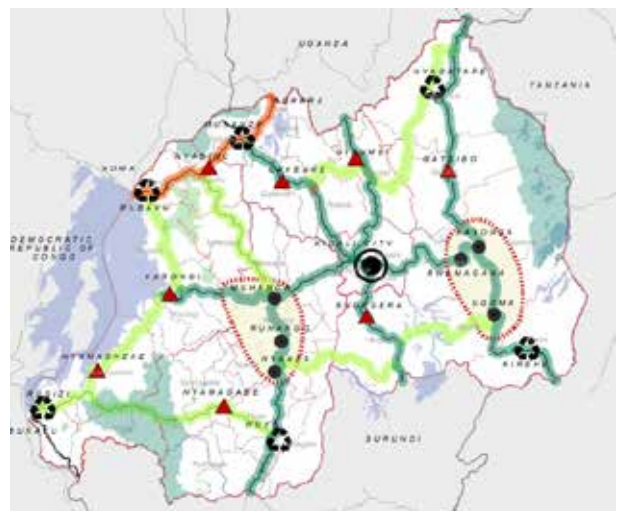
secondary cities. The third component was to be implemented by a consultant. Four key assumptions were formulated, and they were met with the exception of 'resources mobilized to sustain the programme beyond the initial phase of one year'.

46. *Development and achievements* (see box 4.2). Under the first component, the project:
 - (i) assisted in formulating the Rwanda NUP based on nation-wide consultations that were facilitated by the government. In addition, an SDF was drafted to support the implementation of NUP, (ii) in view

Box 4.2: Some results from Achieving Sustainable Urban Development in Rwanda



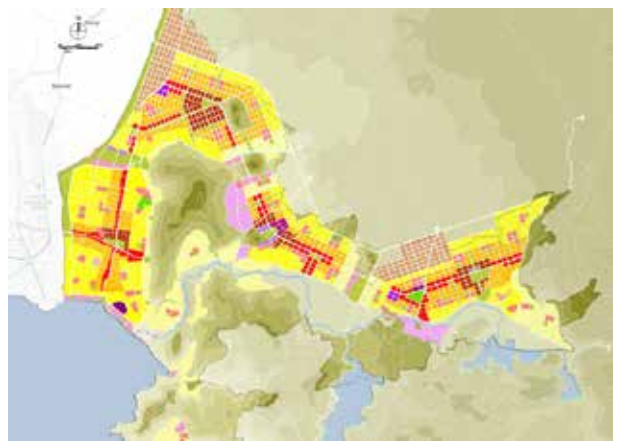
City of Muzanze
Source: UN-Habitat. National Consultative Meetings for NUP



Rwanda Spatial Development Framework
Source: UN-Habitat(). Note on Spatial Development Framework in Rwanda



Strategic Structure Plan
Source: UN-Habitat(02.2015), Brochure on Rubavu



Rubavu PCE
Source: UN-Habitat(02.2015), Brochure on Rubavu

of south-south technical cooperation and NUP peer review a study tour to Morocco was planned.

47. Under the second component the project: (i) undertook a financial study for PCE in the city of Rubavu, (ii) developed two instead of one

Table 4.3: Project details on Achieving Sustainable Urban Development Priorities in Egypt

FACT SHEET: C364 ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT	
Location	Al-Alamein and Banha
Project theme(s)	Urban Land, Legislation & Governance 50% Urban Economy 10% Urban Basic Services 10% City Planning, Extension and Design 30%
Approval date	23.10.2013
Period of execution	24 months (expected) (actual: 50 months)
Start date	01.10.2013 (expected)
End date	30.09.2015 (expected), 01.12.2017 (no cost extension agreement)
Project value	1.130.000 USD and utilisation rate 95%
Resource envelope	Government of Spain: 1.130.000 USD
Implementing agency	UN-Habitat, ROAS
Supporting branches, offices, units	Office of the Executive Director Urban Economy Branch Urban Legislation, Land and Governance Branch Urban Planning and Design Branch
UN partners (UN)	United Nations Country Team (UNCT)
External partners	National Partners: Ministry of Housing, Utilities and Urban Communities (MoHUC) New Urban Communities Authority (NUCA) General Organisation for Physical Planning (GOPP) Ministry of Local Development (MoLD) Ministry of Planning, Monitoring and Administrative Reform (MoP) Ministry of Finance (MoF) Survey Authority Local Government, Governorates and Districts Civil Society and local communities Academia Private Sector
Beneficiaries	The direct target beneficiaries are 500.000 + 500.000 citizens in pilot projects. Communities, Women and girls, Men, Youth
Aid Modality	Project Approach
Linkage to MTSIP	FA 1: 30% to Effective advocacy, monitoring and partnership for sustainable urbanization FA 2: 20% to Participatory Planning, Management and Governance FA 3: 40% to Promote pro-poor land and housing FA 4: 10% to Environmentally sound basic urban infrastructure and services
Linkage to MDGs	Goal 7: Ensure environmental sustainability 7A: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources 7D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers
Assumptions	There will be sustained political will to support the programme The local stakeholders and interest groups will provide support and cooperation to the programme It is imperative that there is a strong financial facility backing this approach from the outset of its development (MoHUC, NUCA, GOPP, MoLD; EIB and SFD will partner in the project) The existing policy and legal framework will be enhanced based on policy recommendations drawn from project experience and outcomes

Strategic Structure Plans, one for Rubavu and one for Nyagatare with assistance of the Guangzhou Planning Institute, and (iii) developed a master-plan for Rubavu. A number of workshops with the Urban Lab and consultants strengthened a wide range of stakeholders in 'sustainable urbanisation'.

48. Under the third component on Kigali, the project: (i) prepared a preliminary design for an urban boulevard in Kigali, and (ii) undertook scoping studies on interventions in Kigali townships.
49. Not achieved: the study tour to Morocco has not yet taken place; the training curriculum and exchange programme have not been developed; the capacity of the Construction One Stop Centre for building permits of Kigali City is strengthened under another project; and plans for Kigali townships couldn't be developed due to the complex context.
50. The expected accomplishments: (EA1) increased national development and economic transformation strengthened by reviewed urban policy, and (EA2) development of intermediate towns, strengthened by adequate planning and implementation tools; were achieved. (EA3) Improved urban planning in Kigali, was only partly achieved.
51. Some *findings*. The project retained focus on the double goal: (1) Rwanda was strengthened in 'sustainable urbanisation' and equipped with spatial plans and a NUP and its SDF, (2) UN-Habitat enhanced knowledge on the challenges of financing PCE implementation and on NUP processes. The urban boulevard in Kigali, although it could not be fully designed or implemented, raised awareness on public space and making the urban environment greener. The Kigali municipality has now hired a landscape architect for its public space. The government plans to invest 250.000 USD for the completion of the SDF and the preparation of an action-plan for its implementation. The project advocated citizen participation in decision-making, an innovative concept in Rwanda. Cabinet endorsed the Rwanda NUP on 15 December 2015. The Rubavu master plan was approved on 29 August 2016. The project was affected by budget constraints.

The original project estimate was based for 80% on non-committed funds and the assumption that additional resources would be mobilized to sustain the programme beyond the first year, and this was not met.

C364: Achieving Sustainable Urban Development Priorities in Egypt

52. *Overview* (see table 4.3). Egypt faces accelerated urbanisation pressure in the majority of its cities. The challenges are two-fold as, (i) informal developments keep expanding especially on valuable agricultural land, and (ii) inner city areas are being poorly managed and often neglected, which turns them into unsafe neighbourhoods. ASUD in Egypt came at the right time, when the government was strongly inclined to introduce change and to better address urban challenges for enhanced quality of life following the Arab uprising in 2011. At that time, UN-Habitat's portfolio was mainly focusing on technical support and capacity building on urban planning and on the design of 60 secondary cities across the country and the Greater Cairo Region.
53. The specific project goal is 'enhanced and more sustainable urban practices through the introduction of innovative concepts and tools'. The project is implemented through three components: (i) the development of a plan and legal requirements for an expansion (or infill) area in Banha city, (ii) the development of a sustainable concept for a new cities in Egypt through a pilot project in Al Alamein; and (iii) capacity building of national and regional institutions in management of urban growth. The two first components were implemented in parallel by their own dedicated teams. Four key assumptions were formulated and they were all met.
54. *Development and achievements* (see box 4.3). The first component: (i) developed an expansion area of modest scale in Banha as a pilot project through legal review, workshops by a consultant professor from MIT in collaboration with HQ, and in coproduction with stakeholder including the landowners.
55. The second component supported the conceptualisation of the new city of Al Alamein by

Box 4.3: Some results from Achieving Sustainable Urban Development Priorities in Egypt*Original plan of Bahna Pilot*

Source: UN-Habitat. Paper: *Planning City Extension in Egypt: The Case of the Northern Infill Area of Bahna City*

*Final plan of Bahna Pilot*

Source: UN-Habitat(). Paper: *Planning City Extension in Egypt: The Case of the Northern Infill Area of Bahna City*

*EGM on Alamein*

Source: ASUD Egypt – project documentation

*Conceptual Plan Al Alamein*

Source: UN-Habitat 2015.03), *Conceptual Plan Al Alamein*

(i) holding an expert group meeting; (ii) undertaking studies, and (iii) preparing a conceptual design for the new city by a local consultant. The pilot project undertook substantial efforts to create a productive urban economy for the city in collaboration with the Urban Economy Branch. The building of new cities is a tradition in Egypt but these cities have serious vacancy-rates because they don't deliver

the anticipated labour and investments, amongst other reasons.

56. The third component on capacity building: (i) undertook consultations and studies on legal and institutional aspects of urban growth, (ii) conducted 12 training sessions on sustainable urbanisation and trained government technicians on-the-job.

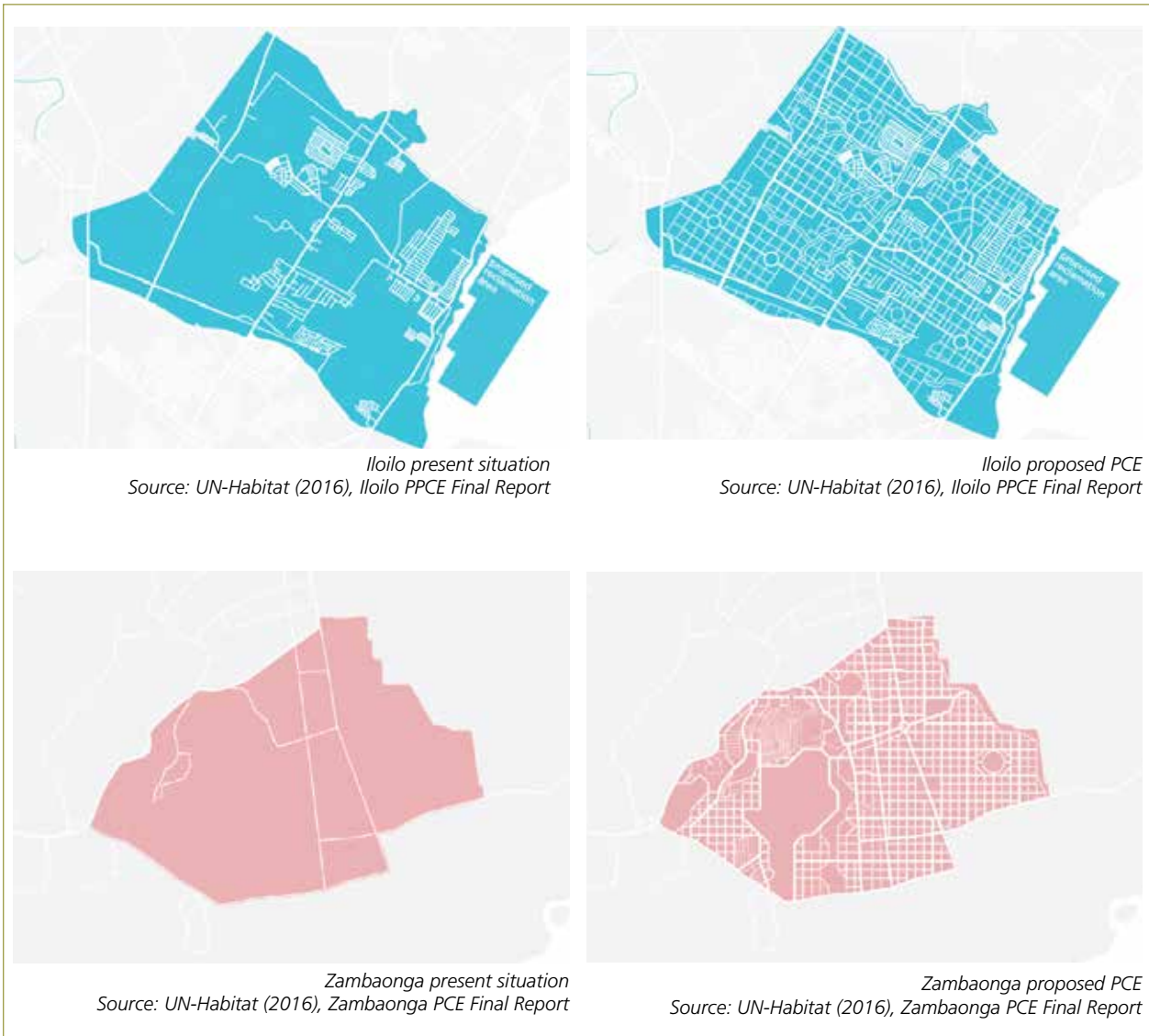
57. Not achieved: (i) since Al Alamein is a priority of the national government, the anticipated agreement of cooperation with local authorities could not be prepared and community participation could not take place beyond the initial expert group meeting and; (ii) a distinct model for 'new cities' in Egypt as such was not prepared but admittedly the conceptual plan of Al Alamein included all recommendations for sustainable urbanisation.
58. The expected accomplishments of: (EA1) improved national awareness on urban planning issues; (EA2) improved planning, implementation and monitoring practices of urban development; (EA3) systematized knowledge for enhanced management of urban growth; and (EA4) Urban growth better managed by national and regional institutions in close partnership with local government; were all achieved.
59. The project retained focus on the double goal: (1) for Egypt, the development of city extension areas is facilitated by a new law, a new concept of 'new cities' is promoted and the merits of multi-stakeholder participation are advocated. (2) UN-Habitat enhanced knowledge on urban economy and legal aspects of PCE, and on the development of 'new cities' in Egypt. The subdivision plan at Banha was approved by the governor, published in the official Gazette and the agreed plots demarcated. The landowners applied for building licenses and will receive title deeds soon. ASUD formulated a proposal to amend the building law to facilitate the development of city extension areas and the law is currently in the process of being approved by Parliament; UN-Habitat is entering into an agreement with the Swiss Foundation for Development Cooperation (SWISSAID) to replicate and scale up the Banha pilot project; and the pilot was selected as a case study for Habitat III. Ambiguity in the TOR for the new city and the national government's ambition to actually 'build' the new city led the project to preparing an actual implementation plan for the new city rather than a model for new cities. The government is undertaking a study to incorporate the adjacent Bedouin settlement in the new city of Al Alamein. It is building tourist resorts and flats along the coast in Al Alamein, admittedly this is what they are used to do in other locations.
- D373: Achieving Sustainable Urban Development in the Philippines**
60. Overview (see table 4.4). Many cities in the Philippines, including Metropolitan Manila, face complex issues of rapid urbanization. Migration from rural areas is an important factor as people are attracted by economic opportunities and better access to services in cities. Most Philippine cities are not prepared for this rapid urbanization and need tools and approaches to address the complex urban issues. The effects of climate change increasingly affect Philippine cities.
61. The overall project goal is 'addressing the gaps and deficiencies in the planning process (tools, parameters, indicators, standards and approaches) at the national and local level and support cities in developing strategic sustainable urban development plans and implement demonstration projects for identified priority issues and possible interventions'. The project tested the three-pronged approach in fast growing cities.
62. The project is implemented through two components: (i) support cities in developing PCEs applying the principles of New Urban Planning and (ii) review of national enabling policies - in particular the revision of the National Urban Development and Housing Framework which is de facto the umbrella 'National Urban Policy'. To implement the project, a Project Steering Committee (PSC) and a Technical Working Group to guide and manage the project were set up. The PSC ensured relevance of the project in national context as it was composed by key national government agencies and chaired by the Housing and Urban Development Coordinating Council.
63. Five key assumptions were formulated and met, with the exception of securing counterpart funds due to the country office's administrative barriers and limitations in receiving funds from national and local public administrations.¹⁷ *Project development and achievements* (see Box 4.4).

¹⁷ They were not able, for administrative reasons to receive national funds, e.g. lack of country agreement with UN-Habitat, and lack of country agreement with UNDP.

Table 4.4: Project details on Achieving Sustainable Urban Development in the Philippines

FACT SHEET: D373 ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES	
Location	Cagayan De Oro, Iloilo and Silay, Zamboanga and Butuan
Project theme(s)	
Approval date	July 2012
Period of execution	36 Months
Start date	01-Jan-2013
End date	31-Dec-2015 (expected); 30 June 2016 (actual)
Project value	1.789.165 USD and utilisation rate 100%
Resource envelope	ASUD: 1.000.000 USD ASUD: 756.816 USD (extension) WFP (World Food Programme): 376.964 USD
Implementing agency	UN-Habitat ROAP
Supporting branches, offices, units	Urban Economy Branch, Urban Legislation, Land and Governance Branch, Urban Planning and Design Branch
UN partners (UN)	WFP (initial vulnerability assessment of selected cities)
External partners	The Housing and Urban Development Coordinating Council, The Housing and Land Use Regulatory Board, The Department of Interior and Local Government, The League of Cities of the Philippines, The Agência Espanola de Cooperation Internacional para el Desarrollo The Mayoralties of Iloilo, Silay, Cagayan de Oro, Zamboanga, Butuan ARCADIS Consulting, pro bono
Beneficiaries	Technical staff Local authorities Political leaders
Aid Modality	Project Approach
Linkage to MTSIP	FA1 (25%): Effective Advocacy, Monitoring and Partnerships for sustainable urbanization FA2 (25%): Participatory Planning, Management and Governance FA4 (50%): Environmentally sound basic urban infrastructure and services
Linkage to MDGs	Goal 7 (70%): Ensure environmental sustainability Goal 1 (30%): Eradicate extreme poverty and hunger
Assumptions	Active participation and competence of the LGUs. Full ownership and participation of DILG and HUDCC. Timely availability of project resources to ensure. High awareness and commitment of national and local authorities. Availability of counterpart funds and willingness of cities to provide them for the project.

64. Under the first component, the project: (i) undertook four PCE processes and developed PCE plans in the cities of Iloilo, Silay, Cagayan de Oro and Zamboanga and local planners and city officials were trained in urban planning and 'sustainable urbanisation'; (ii) LED strategies were developed for the cities of Silay City, Butuan and Zamboanga and were integrated in the PCE plans; and (iii) four reports and an executive summary report on PCE were prepared that included lessons learnt, and a PCE Guidebook for Local Governments in the Philippines was developed.
65. Under the second component, the project: (i) supported the revision of the National Urban Development and Housing Framework (NU DHF) which is expected to be approved by the end of the year; (ii) supported updating the Local Shelter Planning Manual incorporating the principles of 'sustainable urbanisation', climate change and disaster risk reduction management; and (iii) supported the Housing and Urban Development Coordinating Council (HUDCC) in formulating and completing the Habitat III National Report.
66. Expected accomplishments: (EA1) Enhanced technical and institutional capacities of selected cities on sustainable urban development planning, governance and implementation, and (EA2) improved

Box 4.4: Some results from Achieving Sustainable Urban Development in the Philippines

capacities of at least two major government agencies in promoting sustainable and resilient urban development; were both achieved.

67. Overall the project enhanced local and national capacity in sustainable urban planning, especially in local resilience and in local revenue generation. It advocated the principles of 'sustainable urbanisation' and the NUA. As a follow-up: local extension projects received increased government financing; and lessons learnt from ASUD are incorporated into the NUDHF

2016-2022; and other cities now use the guidelines on PCE. ASUD improved vertical integration between the national and the local government. HUDCC is currently validating the PCE Guidebook and it intends to pass a Policy Resolution on Planned Urban Expansion and Development (PUEDE) and roll it out in all cities. The project retained focus on the double goal: (1) strengthened the government in 'sustainable urbanisation', applied the tools of PCE and NUP; and (2) strengthened UN-Habitat's normative framework with the PCE Guidebook.

F114: Popular Economy of the Agglomeration Areas of Bogota

68. *Overview* (see table 4.5). The city of Bogota faces important challenges of informality, segregation and exclusion coupled with an uneven spatial distribution of the economic activities. The project promotes economies of scale, through clustering models that increase the city's competitiveness and improving

the productive chains. The ASUD intervention promoted economies of scale by leveraging clustering models that increase competitiveness of the city and by improving the productive chains that result from popular economy, benefiting small and medium business and improving economic and social cohesion. The specific F114 project goal is 'formalized popular economic clusters supporting

Table 4.5: Project details on F114: Popular Economy of the Agglomeration Areas of Bogota

FACT SHEET: F114 POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA	
Location	Bogota
Project theme(s)	Urban Economy (100%)
Approval date	01.2013
Period of execution	34 months
Start date	01.2013
End date	12.2014 (expected); 10.2015 (actual)
Project value	1.664.459 USD and utilisation rate 98%
Resource envelope	Spain 452.000 USD SDDE (Secretaría Distrital de Desarrollo Económico) 1.212.459 USD
Implementing agency	National Office in Colombia (Bogota) Urban Planning and Design Branch, Urban Economy Branch, Urban Legislation local and Governance Branch, Research & Capacity Building Branch, Executive
Supporting branches, offices, units	National Office in Colombia (Bogota) Urban Planning and Design Branch, Urban Economy Branch, Urban Legislation local and Governance Branch, Research & Capacity Building Branch, Executive Director Office
UN partners (UN)	-
External partners	Mayorality of Bogota Secretariat of Economic Development of Bogota National Government Office of International Cooperation of Bogota Presidential Agency for International Cooperation Implementation partner: Red Adelco
Beneficiaries	Citizens Communities Women men girls boys. Local entrepreneurs
Aid Modality	Project Approach
Linkage to MTSIP	FA 5 (100%): Strengthened human settlements finance systems
Linkage to MDGs	Goal 1 (100%): Eradicate Extreme Poverty and Hunger
Assumptions	Political (of administration) will to tackle informality and the lack of competitiveness of SMEs The leather and footwear sector actively supports the programme PPP are formed Agglomerations and clusters are formed SMEs participate Formality can be increased Strategies can be replicated Political (of administration) to establish the Centre for Social and Economic Studies

improved territorial competitiveness of the city of Bogota'. The project is implemented through the following components: (i) elaboration of a methodology to support popular economic clusters; (ii) installation of a Common Service Centre (CSC) for popular economy and; (iii) reinforcement of the popular economy observatory. To implement the project, a project team of national and international consultants was set up, working together with local counterparts and other relevant stakeholders to deliver the outputs, under the supervision of the regional and country's office.

69. Nine key assumptions were formulated and met, with the exception of the replication of the methodology and strategies applied in Restrepo, due to changes within the local administration. *Development and achievements*.
70. Under the first component, the F114 project: (i) developed a methodology and an action plan to support popular economic clusters, and (ii) reviewed the Land Use Plan of Bogota, incorporating sustainable urbanization principles and reinforcing the focus on economic development.
71. Under the second component, the project: (i) trained 150 production units in the pilot area of Restrepo in production, commercialization and management, (ii) established a common service centre (CSC), (iii) prepared a strategy document on popular economy clusters, and (iv) established and supported two trade centres for shoe makers in Restrepo.
72. Under the third component, the F114 project: (i) studied urban economy, (ii) enhanced knowledge at district, national and international levels and (iii) prepared publications on urban and regional economy.
73. Not achieved: the methodology to support popular economic clusters was not replicated in other economic clusters/ districts.
74. F114 Expected Accomplishment of 'improved conditions of competitiveness of the city of Bogota based on a model of inclusive economic development

with territorial approach as a learning', was partly achieved. The new administration questioned the very concept of 'popular economy' and therefore the methodology was not replicated in other locations. The project retained focus on the double goal: (1) worked as learning platform for UN-Habitat on local economic development and (2) supported local development at country level.

F115: Capacity Building in the City of Santa Marta in Colombia (F115: Capacity Building in the City of Santa Marta for Sustainable Urban Development)

75. *Overview* (see table 4.6). Santa Marta is the second city of the Colombian Caribbean region in tourism, is geared up for the oil sector, and has one of the largest ports in the country, but it struggles both financially and socially. There is an urban governance crisis that affects long-term sustainability. The new administration has a progressive vision aiming at addressing the city's challenges by building partnerships with bilateral and multilateral organisations and seeking support of the national government. The ASUD programme empowered local authorities assisting with building tools and, improving urban finance and enhance sustainability
76. The F115 project's strategic results are: (i) better local urban governance and planning, and (ii) citizens' ownership recovered. The project is implemented through the following components: (i) review of Land Use Plan, (ii) design of a City Master Plan, and (iii) delivering a campaign on urban culture and citizen mobilization based on the 'I am a city changer' initiative of the World Urban Campaign¹⁸. To implement the project, a project team of local and international consultants was set up in Santa Marta to work together with local counterparts and other relevant stakeholders and, assisted by the country office.

¹⁸ 'I'm a City Changer' is the awareness-raising initiative of the World Urban Campaign. It is about: Positive urban development, Solutions to urban challenges, Giving voice to people to change our urban future. The World Urban Campaign provides the necessary platform for such collaboration. It is coordinated by UN-Habitat, but owned and driven by a long list of partners.

Table 4.6: Project details on F115: Capacity Building in the City of Santa Marta in Colombia

FACT SHEET: F115:CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA	
Location	Santa Marta
Project theme(s)	Urban Planning and Design 70% Urban Governance 30%
Approval date	02.2013
Period of execution	30 months
Start date	02.2013
End date	12.2013 (expected); 08.2015 (actual)
Contractual values	1.052.960 USD and a utilisation rate of 100%
Resource envelope	Spain 339.000 USD ECOPEPETROL, ANSPE 713.960 USD
Implementing agency	UN-Habitat ROLAC (Rio de Janeiro)
Supporting branches, offices, units	UN-Habitat National Office in Colombia, Urban Planning and Design Branch, Urban Legislation local and Governance Branch, Research & Capacity Building Branch, Executive Director Office
UN partners (UN)	-
External partners	Ministry of Planning, Mayorality of Santa Marca Ecopetrol Grupo Argos Aecon Implementation partners: Geografia Urban (NGO) Casa en arbol Pro-sierra
Beneficiaries	None specified
Aid Modality	Project Approach
Linkage to MTSIP	FA2: Participatory Planning, Management, and Governance
Linkage to MDGs	Goal 1: Eradicate extreme poverty and hunger Goal 7: Ensure environmental sustainability
Assumptions	Political will Technical capacity to ensure and promote inclusive and participative citizen mobilization and participation Support from national government, private sector and international cooperation agencies to the priorities set by the current administration That citizens will participate and keep the change momentum

77. Four key assumptions were formulated and they were all met. *Development and achievements* (see box 4.5).

78. Under the first component, the project: (i) reviewed the Land Use Plan (POT) based on an assessment of land management priorities and a risk and vulnerability assessment, and (ii) trained 50 local authorities' staff. Under the second component, the project: (i) supported the design of a Master Plan with a long-term vision on the city and based on scenarios, and (ii) installed a Master Plan

management body. 4000 People were consulted.

Under the third component, the project: (i) designed a campaign on urban culture and citizen mobilization, (ii) organised 10 events under the 'I am a city changer' campaign, and (iii) compiled best practises. 1500 people participated in the event. A programme management and communication strategy was developed and implemented.

79. The expected accomplishments of: (EA1) enhanced institutional capacity and local governance in the city of Santa Marta through new urban planning

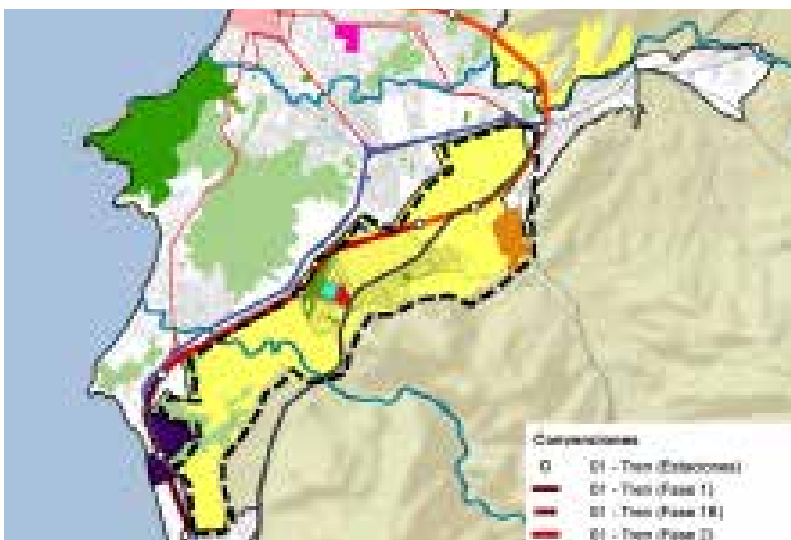
Box 4.5: Some results from F115: Capacity Building in the City of Santa Marta in Colombia



*Picture of Santa Marta
Colombia*



*Plan of Santa Marta Colombia
proposed PCE*



*Plan of Santa Marta Colombia
existing situation*

and management models and (EA2) improved participation in Santa Marta through citizens acting as change agents; were achieved. The project provided urban planning models and tools, and strengthened institutional capacity. Governance improved and citizens felt empowered, particularly through participation in the master planning process. The evaluators observed some reservations from the interviewees regarding (i) actual improvement of the technical capacity and (ii) the quality of the participatory process for POT. The implementation of the Master Plan and the Land Use Plan, the latest pending the final approval to enter into force, are considered overall sustainable from both an administrative and a financial point of view. Moreover, the possibility of replicating the support for master and land use plans in other cities is ongoing. The project retained focus on the dual goal: (1) strengthened UN-Habitat knowledge on supporting master plans and land use plans, while (2) improving urban governance and planning, and empowering citizens.

F116/ F120: Piloting Participatory Land Readjustment in Medellin Colombia (F116/ F120: Piloting Participatory Land Readjustment in Medellin Colombia for Sustainable Urban Development at Scale, Pilar)

80. *Overview* (see table 4.7). Since the early 1990s, the city of Medellin took considerable steps to reduce poverty and exclusion. Medellin aimed at transforming the city, through their 'urbanismo social' initiative, using large-scale integrated urban projects in selected areas. In 2010, it was awarded UN-Habitat's Scroll of Honour¹⁹ for its social and poverty reduction programs. Still, the city is facing important challenges of social inequity. Some sources state that nearly two-thirds of the population currently lives in informal settlements. The ASUD programme identified land readjustment as a powerful tool to address current unsustainable urban development patterns in Medellin.

¹⁹ The UN-Habitat Scroll of Honour award was launched by UN-Habitat in 1989 to encourage and recognize the countries, governments, organizations and individuals who have made great contributions to the development of housing. It is currently the most prestigious human settlements award in the world.

81. The goal of the F116/ F120 project is: (i) Medellin applies land readjustment as a tool for redevelopment (densification) of the city in an inclusive and sustainable manner, and (ii) PILaR is piloted as a learning exercise for the city of Medellin and Colombia as well as for UN-Habitat. To implement the project, UN-Habitat's ULGB and the Colombia office would lead the project, working closely with the city in Medellin and related agencies. To galvanise adequate support, UN-Habitat would work closely with key government departments at the national level.
82. Nine key assumptions were formulated and were partially met, due to changes that occurred in relationship between local government and its agencies. *Development and achievements* (see box 4.6).
83. Under the first component 'strengthening policy framework by Medellin and other relevant levels of government in Colombia with enabling policies and plans to undertake land readjustment in a participatory and inclusive manner for PCE/I', the project: (i) formulated policy instruments on readjustment, and (ii) adopted a land-use plan and negotiated a process of PILaR at a pilot site.
84. Under the second component 'Increasing capacity of Medellin and stakeholders to undertake PILaR for PCE/I', the project: (i) enhanced knowledge on PILaR, (ii) formulated the PILAR approach in land use plan development, and (iii) adopted land use plans and regulations resulting from a PILAR process addressing population growth (partially achieved).
85. Under the third component 'improving global knowledge on land readjustment for PCE/I for developing countries with PILaR', the project: (i) established a website that is no longer operational, and (ii) undertook discussions with stakeholders on PCE/I.
86. Not achieved: (i) policy instruments on readjustment were not adopted as standalone but as part of "macro proyectos", (ii) no plans were implemented at local level, and (iii) inclusive and sustainable policies and plans were not implemented.

Table 4.7: Project details on F116/ F120: Piloting Participatory Land Readjustment in Medellin Colombia

PROJECT 7 – F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN	
Location	Colombia, Medellin
Project theme(s)	Urban Legislation 30% Local Government and Decentralisation 30% Land Use 30% City Planning, Extension and Design 10%
Approval date	09.2013
Period of execution	17 months
Start date	09.2013
End date	12.2014 (expected); 02.2015 (actual)
Project values	1.568.067 USD and utilisation rate 98%
Resource envelope	Spain 565.000 USD ISVIMED 1.003.067 USD
Implementing agency	UN-Habitat ROLAC UN-Habitat Urban Legislation, Land and Governance Branch (with in-house agreement)
Supporting branches, offices, units	National Office in Colombia, Urban Planning and Design Branch, Urban Economy Branch, Urban Legislation local and Governance Branch, Research & Capacity Building Branch, Executive Director Office
UN partners (UN)	-
External partners	Mayorality of Medellin: Mayor's Office of Medellin, Housing and Habitat institute (ISVIMED.), Planning Office of Medellin, Ministry of Housing, City and Territory
Beneficiaries	(,) from the project document
Aid Modality	Project Approach
Linkage to MTSIP	FA2: Participatory Planning, Management and Governance FA3: Promote pro-poor land and housing
FA2	FA2 EA1 - Improved policies, legislation, and strategies support inclusive UPMG. FA2 EA2 - Strengthened institutions promote inclusive UPMG. FA2 EA3 - Improved implementation of inclusive UPMG.
	FA3 EA1 - Improved land and housing policies implemented. FA3 EA2 - Security of tenure increased. FA3 EA3 - Slum improvement and prevention policies promoted.
Linkage to MDGs	Goal 1: Eradicate extreme poverty and hunger Goal 3: Promote gender equality and empower women Goal 7: Ensure environmental sustainability
Assumptions	Sustained political will of the city's leadership and other levels of government Continued adherence to good governance Non-state actors are engaged Institutions remain strong and key personnel in partner organisations continue to enjoy high-level technical skills Seamless integration of land readjustment with urban planning An enabling legal framework A strong culture of innovation A robust land system Coordination and synergy between UN-Habitat interventions

87. The expected accomplishments of (EA 1) strengthened policy framework by Medellin and other relevant levels of government in Colombia

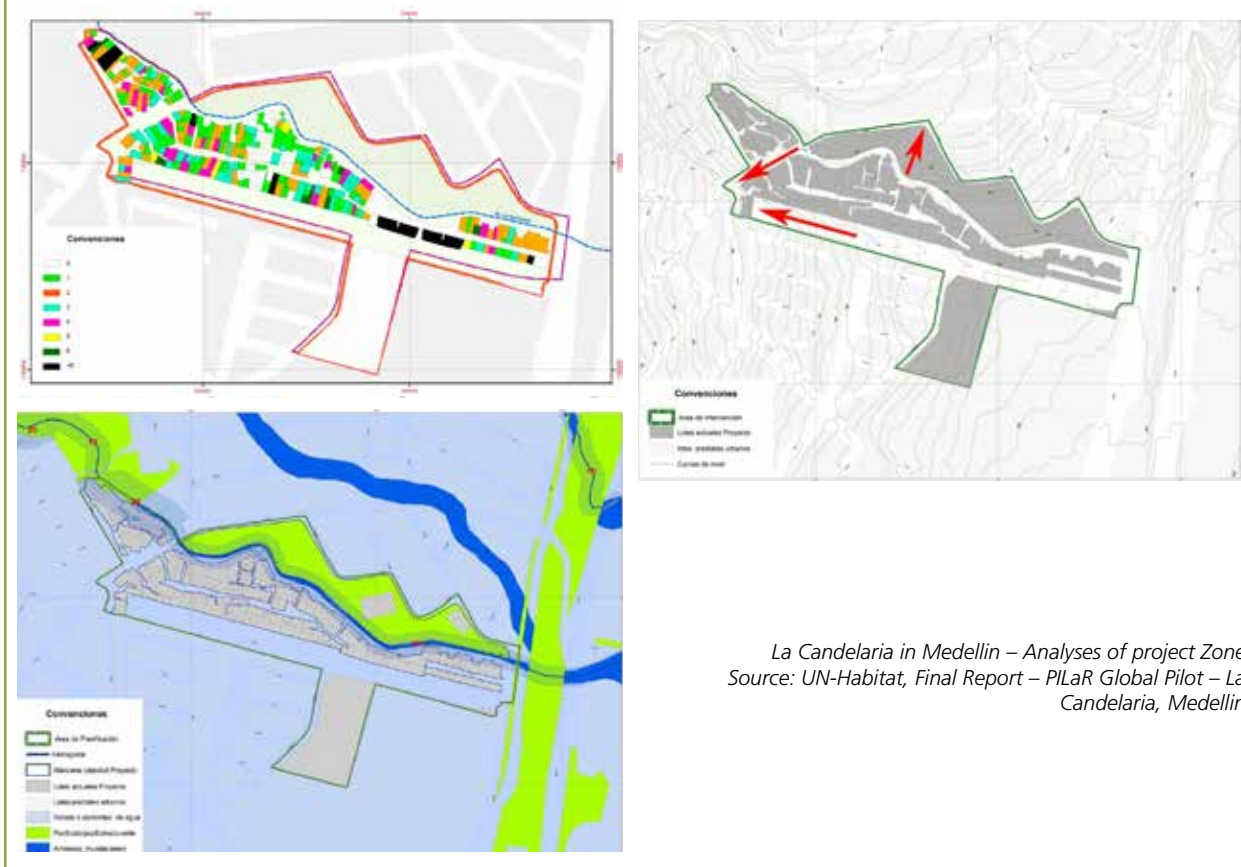
with enabling policies and plans to undertake land readjustment in a participatory and inclusive manner for PCE/I, (ii) increased capacity of Medellin and

Box 4.6: Some results from F116/F120: Piloting Participatory Land Readjustment in Medellin



La Candelaria in Medellin

Source: UN-Habitat, Final Report – PILAR Global Pilot – La Candelaria, Medellin



La Candelaria in Medellin – Analyses of project Zone
Source: UN-Habitat, Final Report – PILaR Global Pilot – La Candelaria, Medellin

stakeholders to undertake PILaR for PCE/I, and (EA3) improved global knowledge on land readjustment for PCE/I for developing countries with PILaR (PILaR systematization); were partly achieved. The local administration didn't adopt the PiLaR methodology as they judged that it didn't fully match the public administration's requirements. Therefore, the land use plans at the local level and the regulation resulting from the PILAR process were not adopted. The project retained focus on the double goal: (1) aimed at strengthening UN-Habitat knowledge on PiLaR, (2) while addressing the issue of high rates of informality in the country.

F117/F123: 'Let's Build a Home for Life' in Medellin Colombia (F117/F123: Support and Assistance of the Enhancement of the Mayor's Office of Medellin in the Municipal Development Plan of 'Construyamos Unido un Hogar Para la Vida' (Let's Build a Home for Life)

88. Overview (see table 4.8). For context, refer to the project in Medellin above. To address poverty and inequity in Medellin, the F117/F123 project supported local institutions in consolidating and strengthening urban development strategies and in establishing a learning platform for capacity building and in scaling up ongoing initiatives.

Table 4.8: Project details on F117/F123: 'Let's Build a Home for Life' in Medellin Colombia

FACT SHEET: F117/ F123 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN	
Location	Medellin
Project theme(s)	Urban Planning and Design 40% Urban Land, Legislation & Governance 50% Urban Economy 10%
Approval date	11.2013 (F117) 10.2013 (F123) Jan 2013 CFR F123
Period of execution	23 months
Start date	10.2013
End date	09.2015 (expected and actual); 04.2015 recession F123
Project value	939.000 USD and a utilisation rate of 54%
Resource envelope	Spain 339.000 USD ISVIMED (Social Institute for Housing and Habitat Medellin) 599.545 USD
Implementing agency	UN-Habitat ROLAC
Supporting branches, offices, units	National Office in Colombia Urban Planning and Design Branch, Urban Economy Branch, Urban Legislation and Governance Branch, Research & Capacity Building Branch, Executive Director Office
UN partners (UN)	-
External partners	The Mayor's Office of Medellin ISVIMED (Social Institute for Housing and Habitat Medellin) Planning Department EDU (Urban Development Corporation) Association of Capital Cities of Colombia- ACCC - Ministry of Cities, Housing and Territories - National Planning Department
Beneficiaries	Citizens Communities Women men girls boys. Technical staff Local authorities Political leaders.
Aid Modality	Project Approach
Linkage to MTSIP	FA2: Participatory Planning, Management and Governance FA5: Strengthened human settlements finance systems
Linkage to MDGs	Goal 1: Eradicate extreme poverty and hunger Goal 7: Ensure environmental sustainability
Assumptions	

89. The goal is 'better-managed habitat in the city of Medellín through the implementation of strategic interventions and institutional reform supported'. The project is implemented through the following components: (i) legal document reform towards a more comprehensive concept of 'habitat'; (ii) support to an urban planning activity at neighbourhood level using PILaR and; (iii) design and implementation of a Regional City Lab'. For the project implementation modalities, refer to the Medellín project above.
90. Four key assumptions were formulated, and could only partially be met. Local administration was not inclined to make the required institutional changes and government agencies didn't agree on a number of issues.
91. *Development and achievements.* Under the first component: 'elaboration of legal document reform towards a more comprehensive concept of "habitat"', the project: (i) undertook an assessment of the institutional structure and capacity of the Institute of Housing of Medellín (ISVIMED), (ii) formulated a proposal to restructure ISVIMED, and (iii) undertook consultations and workshops at city and national level.
92. Under the second component: 'design and support to an urban planning activity at neighbourhood level using PILaR', the project: carried out preparatory activities for pilot interventions. The activities were not fully implemented.
93. Under the third component: 'design and implementation of a UN-Habitat Regional City Lab', the project: prepared the design for a Lab.
94. Not achieved: Not all outputs were achieved, because of the rescission of the F123 component and its counterpart funding and, because the F117 component was redesigned.
95. The expected accomplishments of (EA1) City of Medellín's institutional capacities strengthened, (EA2) challenges of rapidly urban growth addressed in Medellín, and (EA3) City of Medellín's position as an urban reference at national, regional and global strengthened; were only partly achieved. The local counterpart Social Institute for Housing and Habitat of Medellín (ISVIMED) rescinded the contract with UN-Habitat as they found that the project was no longer relevant and not completely aligned with local priorities. As a result some financial and administrative issues remain unresolved to date.
- F118: National Policy and Institutional Strengthening in Colombia (F118: Formulating the National Policy for the System of Cities and Institutional Strengthening for the Association of Colombian Capital Cities)***
96. *Overview* (see table 4.9). For context, refer to the project in Medellín above. To address poverty and inequity in Medellín, the F117/F123 project supported local institutions in consolidating and strengthening urban development strategies and in establishing a learning platform for capacity building and in scaling up ongoing initiatives.
97. The goal is 'better-managed habitat in the city of Medellín through the implementation of strategic interventions and institutional reform supported'. The project is implemented through the following components: (i) legal document reform towards a more comprehensive concept of 'habitat'; (ii) support to an urban planning activity at neighbourhood level using PILaR and; (iii) design and implementation of a Regional City Lab'. For the project implementation modalities, refer to the Medellín project above.
98. Four key assumptions were formulated, and could only partially be met. Local administration was not inclined to make the required institutional changes and government agencies didn't agree on a number of issues. *Development and achievements.*
99. Under the first component: 'elaboration of legal document reform towards a more comprehensive concept of "habitat"', the project: (i) undertook an assessment of the institutional structure and capacity of the Institute of Housing of Medellín (ISVIMED), (ii) formulated a proposal to restructure ISVIMED, and (iii) undertook consultations and workshops at city and national level.

Table 4.9: Project details on F118: National Policy and Institutional Strengthening in Colombia

FACT SHEET: F118 NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA	
Location	Bogota, Colombia
Project theme(s)	Urban governance (40%) Urban planning (40%) Urban economy (20%)
Approval date	07.2013
Period of execution	38 months
Start date	04.2013
End date	06.2014 (expected); 06.2016 (actual)
Project value	1.351.425 USD and a utilisation rate of 84%
Resource envelope	Spain 90.400 USD DNP, ALCALDIA DE TUNJA, FOPAE, IDIGER, SECRETARIA DE AMBIENTE, SECRETARIA DE VIVIENDA CALI, MINISTERIO DE AMBIENTE 1.261.025 USD
Implementing agency	UN-Habitat ROLAC
Supporting branches, offices, units	National Office in Colombia (Bogota) Urban Planning and Design Branch, Urban Economy Branch, Urban Legislation and Governance Branch, Research & Capacity Building Branch, Executive Director Office
UN partners (UN)	CEPAL (supported some technical studies for the diagnosis component of the System of Cities Public Policy)
External partners	DNP National Department of Planning of Colombia SDA, District Secretariat for Environment of Bogota FOPAE/IDIGER District Agency for Risk of Bogota Ministry of Environment of Colombia – Santiago de Cali Municipality Tunja: Municipality
Beneficiaries	None specified
Aid Modality	Project Approach
Linkage to MTSIP	FA1: Effective Advocacy, Monitoring, and Partnerships FA2: Participatory Planning, Management, and Governance
Linkage to MDGs	Goal 7: Ensure environmental sustainability Goal 8: Develop a global partnership for development
Assumptions	Strong political will and commitment of the national government to the City Mission System The provision of an active participatory system that includes the mayors of the capital cities in Colombia A comprehensive diagnosis of the state of Colombian cities and the main challenges for the future The bulk of knowledge and the high standards of capacities at national and level are solid grounds to implement a learning platform on urban affairs

100. Under the second component: 'design and support to an urban planning activity at neighbourhood level using PLaR', the project: carried out preparatory activities for pilot interventions. The activities were not fully implemented.

101. Under the third component: 'design and implementation of a UN-Habitat Regional City Lab', the project: prepared the design for a Lab.

102. Not achieved: Not all outputs were achieved, because of the rescission of the F123 component

and its counterpart funding and, because the F117 component was redesigned. The expected accomplishments of (EA1) City of Medellín's institutional capacities strengthened, (EA2) challenges of rapidly urban growth addressed in Medellín, and (EA3) City of Medellín's position as an urban reference at national, regional and global strengthened; were only partly achieved. The local counterpart Social Institute for Housing and Habitat of Medellín (ISVIMED) rescinded the contract with UN-Habitat as they found that the project was no longer relevant and not completely aligned with local priorities. As a result some financial and administrative issues remain unresolved to date.

103. *Overview.* Colombia is experiencing an accelerated urbanization process, moving from a predominantly rural country to a territory that today concentrates almost 75% of its population in 40 cities of more than 100.000 inhabitants. The National Urban Strategy merits a review. The project also acted as a learning platform for UN-Habitat. The F118 project's goal is: 'rapid process of urbanization controlled and capitalized on the opportunities of urbanization'.
104. The project is implemented through the following components: (i) formulation of a National Policy for the System of Cities; (ii) support to the constitution and development of the Association of Colombian Capital Cities (ACCC); and (iii) support to the local authorities of Bogota on urban resilience and risk reduction, to Santiago de Cali on housing and land use and to Tunja on urban security. To implement the project, project teams, composed of national and international consultants, were posted in Bogota, in Sango de Cali and in Tunja to liaise with local counterparts and other relevant stakeholders, under the supervision of the country office. Several key assumptions were formulated and were all met.
105. *Development and achievements.* Under a first component: 'formulation of a National Urban Strategy on systems of cities', the project: (i) proposed policies; (ii) realized four national urban forums; and (iii) delivered technical assistance to the formulation of an adequate land use policy (EZUAT).

106. Under a second component: 'support to the constitution and development of the Association of Colombian Capital Cities (ACCC)', the project: (i) supported the Mayor's Steering Committee of the ACCC and the city planning secretariat; (ii) undertook urban analysis, (iii) assisted with the development of the website of the Association of capital cities of Colombia; (iv) built regional and international partnerships to exchange urban experiences, (v) conducted workshops to strengthen policy decisions in the ACCC and; (vi) prepared publications on capital cities and environmental issues.
107. Under a third component: 'support local capacities of Bogota District, Santiago de Cali and Tunja', the project: (i) in Bogota, formulated and supported the positioning of the Bogota district agenda on urban resilience under the 'Bogota Humana' programme; (ii) in Santiago de Cali, delivered technical support to the Social Secretary, contributed to the development of strategies to reduce the housing deficit, including studies on densification to recover degraded areas, and delivered technical assistance to prepare a proposal on zoning and an adequate land use policy (EZUAT) and; (iii) in Tunja, strengthened the institutional capacity of Tunja and the ACCC on Urban Security Matters. The creation of a national urban strategy that complements and strengthens the national urban development policy, was achieved. The creation and strengthening of the Association of Colombian Capital Cities, was achieved. The capacity of local administrations was strengthened: (i) in Bogota District on urban resilience and climate change adaptation, (ii) in Santiago de Cali on housing and adequate land use policies and, (iii) Tunja on participatory urban security strategies. These activities were all achieved. The project retained focus on the double goal: (1) strengthening UN-Habitat's knowledge on national urban policies, national and local adequate land use policies, urban resilience and, urban security, (2) while addressing sustainable urbanisation issues in the country.

4.2 THE OVERALL ASUD PROGRAMME ACHIEVEMENTS

Sustainable urbanization principles drive policy and practice in counties; and clients and partners cope more effectively with the rapid pace of urbanisation and maximize the benefits that come with it

108. The evaluation found that ASUD partly achieved the above strategic result as ASUD improved guidelines on 'sustainable urbanisation' as well as policies in all pilot countries. For example, a NUP was adopted in Rwanda, and Egypt is now equipped with sustainable guidelines for 'new green cities'. All countries are equipped with more plans and design for secondary cities and for PCE-projects. However these plans and design are mostly not implemented and implementation prospects are not always strong. Budget constraints and a lack of action-orientation in some projects was a factor. In order to have city plans adopted by governments, ASUD in some cases developed citywide zoning plans but these were not promoted by ASUD.

109. ASUD increased the capacity of local and national governments and HAP in managing urban growth and in applying the principles and guidelines for 'sustainable urbanisation'. Advocacy and outreach activities under ASUD changed the perception of stakeholders on 'sustainable urbanisation' and on the merits of urban planning.

110. ASUD forged a number of long-lasting partnerships with member states and cities but to a lesser extent than originally anticipated. In Rwanda for example, ASUD forged a partnership with GGGI on 'Green Cities', in Egypt the Swiss Government is collaborating with UN-Habitat on a new project following the approach demonstrated by ASUD and in the Philippines the private sector supports PCEs. In Colombia projects raised considerable counterpart funding but most projects were unable to raise funds with donors and governments. Factors were a weak pro-poor focus and inadequate communication on the objectives of ASUD. Governments merely perceived ASUD as an opportunity to finance their needs.

111. Local communities and households will eventually benefit from ASUD through a wider range of services plots, more jobs and a better living environment in general. But only few communities benefitted directly from ASUD such as land owners from the Banha project in Egypt that will receive title deeds and can now build on their plots, and slum dwellers in Nampula in Mozambique that benefit from improved public space and better services.

Country specific experiences of an integrated approach between normative frameworks and operations built back into UN-Habitat's global methodologies

112. The evaluation found that ASUD achieved the above strategic result of as a number of UN-Habitat tools, guidelines and policies are supported by lessons learnt from the ASUD field experience. The three Branches, UPDB, UEFB & UGLB enhanced knowledge with regard to specific aspects of NUP, PCE and land management and expanded their guidelines, concepts and approaches. A non-exhaustive list of these planning instruments is presented in table 2.5 of this report.

113. *UPDB* enhanced knowledge on PCE and on the challenge of linking finance and economy to planning in particular. NUP initiatives in Rwanda, Colombia and the Philippines enhanced knowledge on the process of developing a NUP and on the merits of linking NUP to a national territorial plan (SDF). In Mozambique the NUP process couldn't start yet, possibly due to lack of government ownership²⁰. The Urban Lab was developed under ASUD and the Lab team gained valuable practical experience through interventions in most ASUD countries. Egypt especially mentioned the merits of 'the five principles for sustainable neighbourhoods into progressing sustainable urbanisation in the country'.

114. *UEFB* supported projects with studies on local economy (LED), on municipal finance and on financing mechanisms for PCE. In Egypt for example the Branch's support to the new city of Alamein was substantive. UEFB felt that ASUD came with a strong

²⁰ The evaluation was not able to verify this because planned meetings with national government couldn't take place.

message but without clear guidelines on how to deliver. The Branch responded by developing in-house competencies that did not exist before. It created a toolkit and a methodology for feasibility studies for PCE/I and, published a number of brochures based on their practical experience with PCE/I²¹. The Branch informed the evaluation that they now receive requests for similar support to other projects. They also mention the complexity of economy and finance in urban development; such as corruption affecting their work and on which they did not have an impact.

115. Developing a local economy for PCEs turned out to be particularly difficult to achieve in cases where no local economic platform exists yet. *UGLB* advised NUP and PCE processes on legal and land management issues. They gained knowledge on local laws and on the challenges of land readjustment in specific countries.

4.3 RELEVANCE

116. *The pilot countries*. The objectives of ASUD are aligned with the objectives and needs of the partner countries in general, as 'urban growth' and 'sustainable urbanisation' are recurrent themes in all the pilot countries' policies and strategies. However some reservation is made with regard to the tools and approaches applied by ASUD. ASUD may be viewed more supply- than demand-driven as all the projects formulated 'sustained political will' as an assumption to be met in their project documents.
117. ASUD project managers in some countries such as in Egypt deemed their projects demand-driven, as they were responsive to the needs of the country. Other project managers such as in Mozambique deemed the project clearly supply-driven.²² One of the projects in Colombia didn't adopt the PiLaR methodology as they judged that it didn't fully match their public administration's requirements and, in another project the government withdrew counterpart funding as

the they judged that the project was not sufficiently aligned with local priorities.

118. The supply-driven nature proved challenging for project teams in some countries. On occasion it lead to tense discussions with government during project implementation and led to poor achievement of some expected accomplishments. In some countries the government manoeuvred projects to somehow redirect the course and the recommendations from the projects were not always followed. Also the policy work under ASUD was much appreciated in most countries but in the end, the government wants tangible tools such as detailed zoning plans, to implement their policies 'on the ground' and to issue building permits.
119. In several countries the ASUD projects delivered citywide 'zoning' plans to satisfy the government or to deliver on outputs of the project as these zoning plans qualified to be approved by the governments. But citywide zoning plans are not in line with UN-Habitat's IG-UTP as they are static and can hamper development. In Rwanda for example the municipality of Rubavu explained to the evaluation team how the city-wide zoning plan now prevented them to issue several building permits such as for the extension of an existing school, and how they cannot resolve this. In Egypt, the central government manoeuvred the 'model for new sustainable cities' to an actual plan for the city of Al Alamein that can be implemented. The evaluation was often reminded that "I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail", attributed to Abraham H. Maslow's (1962).
120. *UN-Habitat's policies and strategies*. The projects are aligned to UN-Habitat's policies and strategies in general and they address most of the themes of the NUA. Ambiguity with regard to the dual goal of ASUD however tends to jeopardise ASUD's relevance to the partner country, as well as its effectiveness into reaching the goal of 'enhancing UN-Habitat's normative framework'. Not all project documents mention the dual goal. On occasion, this poor communication of ASUD objectives forced ASUD to divert from piloting its tools and approaches to

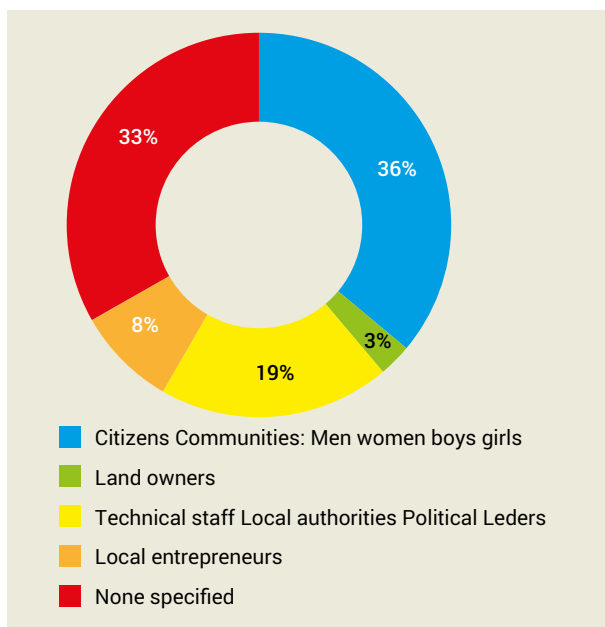
21 Some publications of UEFB under ASUB include:
UN-Habitat (Nov 2016), Technical Guidebook for Financing Planned City Extension and Planned City Infill.
UN-Habitat (Aug 2016), Discussion Paper No.6: Rapid Financial Feasibility Assessment for Planned City Extension (PCE).
UN-Habitat (March 2017), Economic Foundations for Sustainable Urbanization: A Study on Three-Pronged Approach.

22 Based in discussions with project managers.

satisfying the government as is mentioned above. Some projects strictly adhered to the 3PA as other projects also treated other themes that were relevant to the local context. In the Philippines for example PCE benefitted from the incorporation of energy and public transport aspects. All projects address environment.

121. *Target beneficiaries.* Overall the ASUD programme doesn't indicate its beneficiaries. The focus areas have different beneficiaries that include mayors, city managers, communities, and weak groups amongst others. The beneficiaries indicated in the ASUD projects are shown in chart 4.1. Despite the fact that they share the same project goal(s), projects state different types of beneficiaries. Three projects do not identify beneficiaries at all. Only one project targets government 'technical staff', which seems justified, as a goal under ASUD is to assist the government. Projects seem to have defined beneficiaries during implementation and especially focused on technical staff of local government. None of the projects mention the Branches as beneficiaries. This resulted in some projects diminishing reporting to HQ during the course of the project and the absence of clear beneficiaries weakened implementation and impact prospects.

Chart 4.1: Overview of the beneficiaries under ASUD



122. The dual goal and ambiguity about its target beneficiaries, lead ASUD to be not fully aligned to the guiding principles of the SDG agenda and of the NUA. The needs of the poor are weakly addressed and especially regarding work, energy and transport, affordable housing and access to services. Although PCEs targeted mixed-income, economic studies decided in favour of middle-income (e.g. in Rwanda); LED studies only found low-paid jobs suitable for women and weak group (e.g. in Egypt); low-cost housing is not elaborated and; access to services and job centres is not always addressed. The fact that the poor are not prominent beneficiaries under ASUD might also have hampered the sourcing of additional funds with donors²³. In Colombia the projects sourced considerable additional funds, as these projects are more responsive to local demand.

4.4 EFFECTIVENESS AND EFFICIENCY

Advancing sustainable urbanization in pilot countries

123. Above the evaluation identified performance areas that lead towards achieving the goal of 'sustainable urbanisation' and they are evaluated below to determine to what extent the projects contributed to policy and practices in the countries being driven by sustainable urbanization principles.

124. *Guiding principles applied.* The evaluation refers to the integrated and indivisible dimensions of sustainable development namely social, economic and environmental. ASUD promoted social cohesion and equity in urban plans and PCE/Is and in localised guidelines on 'sustainable urbanisation'. But results in this regard could not be clearly determined as most projects prepared guidelines and policies but did not implement actions on the ground. Tangible measures into reaching sustainable objectives sometimes lack perspective, such as insufficient measures taken achieving mixed spatial use and mixed social occupancy in PCEs. ASUD undertook serious efforts to create a local urban economy in some countries and to provide employment opportunities in PCEs, but this turned out to be challenging. ASUD incorporated climate change and environment within

²³ This was also an observation of the Programme Review Committee in June 2011.

the framework of NUP, city plans and PCEs, but opportunities to introduce sustainable technologies in PCEs such as localised water and sanitation measures, local production of energy etc. were mostly left unexploited. Only PCEs in the Philippines included a sustainable energy component.

125. *Crosscutting issues mainstreamed.* The evaluation identifies 'mainstreaming of crosscutting issues', as an essential performance area into achieving 'sustainable urbanisation'. Climate change was well addressed in most projects. But mainstreaming gender, youth and human rights was a lesser priority under ASUD to the detriment of reaching all beneficiaries including the poor, advancing equality and improving environmental sustainability.
126. *Implementation methodologies, risks and assumptions.* ASUD promotes an integrated approach to development but the 3PA only addresses three sectors, reducing the integration scope and therefore effectiveness. ASUD promotes a strategic planning approach but this approach was not rigorously applied and most projects struggled with implementing pilots and empowering weak groups. Despite the global scope of ASUD, the projects worked in relative isolation from each other. ASUD was conceived as a learning process and some but not all projects documented their experiences and achievements in brochures and outreach material.
127. Assumptions under ASUD were crucial to achieving the project's objective, but they were often unrealistic and resulted in a number of projects not meeting key objectives. For instance, PCE/I assumed strong governments with solid legal frameworks and the capacity to generate revenues²⁴ and in the African countries in particular this could not be met. The main assumptions formulated by the projects include: continued political will, policy and legal frameworks enhanced, funds sourced to sustain the project and, synergies created. But these are too limited and no measures are proposed to manage the risks when assumptions cannot be met. The overall ASUD programme did not formulate its assumptions such as regarding clear demand of the tools piloted,

efficient transition from design to implementation, the use of log frames and feedback, the ability of interventions into achieving transformative change, impacts the lives of beneficiaries beyond those directly engaged by the project portfolio, etc. Therefore pilot countries and interventions were insufficiently selected.

Advancing UN-Habitat's normative framework

128. Both the regional and country offices on the one hand and the Branches on the other hand confirmed that they benefitted substantially from ASUD. The regional and country offices learned to work more integrated amongst sectors using the 3PA and ASUD increased local capacity in their offices for delivering technical assistance. ASUD advocated 'sustainable urbanisation' in all countries through various measures and introduced innovative interventions. For example, it introduced participative planning approaches to urbanisation in Rwanda, Colombia and Mozambique. But interviewees confirmed that at the start of ASUD the normative goal was prominent but once the projects became operational in the country and budgets were transferred to the regional offices, some projects developed a more localised and pragmatic identity. ASUD allowed projects to adapt to changing political landscapes and shift to align to local priorities. This flexibility turned out to be fundamental for achieving results, but it is not documented or justified.

Planned City Extensions

129. ASUD developed PCEs in all countries. The Philippines elaborated four PCEs as well as a tool to manage growth and extensions; the plans (i) made private developers adjust their previously approved subdivision plans and (ii) made national government divert road networks to serve PCEs. In Egypt a specific approach to PCE's responded to the country context, i.e. it studied the transition from valuable agricultural land to urban land and researched the complex case of new cities. In Mozambique the PCE focused on the planning process and in Rwanda it explored implementation bottlenecks. In Colombia the PilaR methodology was developed within a pilot on land readjustment practices for PCE/I in Medellin. All PCEs demonstrated the merits of

²⁴ Ref. briefing meetings with ED.

integrating sectors and working in coproduction with stakeholders.

130. All projects integrated capacity building for local authorities and economic and legal aspects in the PCE planning process, admittedly with varying results. In cities that had no city plans, ASUD developed strategic structure plans and zoning plans, to frame the PCEs. But developing participatory city plans is a major exercise and they took prominence over the PCE/Is in the ASUD projects in Rwanda, Colombia and Mozambique. It must be said that these city plans were much appreciated by local government. No PCEs were actually implemented under ASUD except for a small scale pilot on sustainable energy in the Philippines.

National Urban Policies

131. In all countries activities regarding NUP processes advocated 'sustainable urbanisation' through studies and advocacy work. A full NUP was realised and approved in Rwanda and its nation-wide consultation process changed the perception on urbanisation in the country. A National Policy for a System of Cities was developed and approved in Colombia, and the existing NUP for the Philippines was strengthened. NUP processes accommodated vertical integration in Colombia and in the Philippines, strengthening collaboration between national and local government. ASUD supported NUFs in Mozambique, Colombia and the Philippines.

Land readjustment

132. ASUD examined urban governance and legislation for urban development in all countries. It formulated proposals to revise land and planning laws in most countries. Land issues turned out to be a major obstacle to implement PCEs. All governments identified land titles as a conditionality to be addressed in future PCE/I projects.

Integration under ASUD

133. ASUD aims at: (i) improving the synergy between the Branches and the regional and country offices, to enhance the application of the normative framework in projects and to feedback lessons learnt from projects into the normative framework; (ii)

integrating the three areas of urban legislation, urban planning and design, urban economy and finance (3PA) in its interventions, to improve the project efficiency.

134. *Integration between the Branches and the regional and country offices.* The evaluation found that ASUD does not give clear guidelines on how synergies between HQ and the projects in country should come about. The projects used various methods to work with HQ: (i) backstopping missions by HQ, (ii) the project team went to HQ for debriefing, (iii) the Branches deployed consultants, and (iv) the Branches and projects exchanged emails and held discussions. Especially at the start of ASUD, a number of high-level debriefing meetings in HQ guided the projects, entertaining a rather top-down approach.

135. During the implementation of ASUD, a new rule came into force, formalising cooperation between internal implementing partners in UN-Habitat, whereby the projects needed to pay for backstopping missions from HQ. At that stage backstopping missions decreased considerably in some ASUD projects. In the case of Egypt, the project revised the project budget to allow backstopping missions to continue. For future interventions, a reservation was made in favour of high-level consultants because of the lesser cost as compared to HQ support.

136. *Integration of the three focus areas.* The evaluation found that 3PA was instrumental into achieving the project goal in smaller-scale extension projects but to a lesser extent in more complex projects. In Colombia, the three focus areas were integrated under the PILaR activities in Medellin and were supported by backstopping missions from HQ; the other projects in Colombia also applied the 3PA but to a lesser extent; budget constraints and specific requirements of the government were a reducing factor. In the Philippines, 3PA was instrumental in the four PCEs. The cooperation of the country office with the three Branches was strong and included a structured set of joint backstopping missions. No PCE are yet implemented but implementation prospects are strong because of government support and private sector involvement. Egypt is also positive

about 3PA. The small-scale infill project in Banha focused on land reform and successfully applied the approach. The financing of infrastructure is delayed but the implementation prospects are high. The pilot worked with direct beneficiaries that actively supported implementation (see box 4.7).

137. In other PCEs, the 3PA was less successful as no real synergies between the three prongs were formed as physical plans were drafted after which the financial plan was developed. LED strategies were drafted to support the PCE but they were seldom tied to implementation.
138. *Integration of other prongs.* Most but not all PCE's addressed (public) transport in their plans. Public transport is planned in the PCE's in the Philippines and Rubavu in Rwanda, but in the PCE in Nacala workers will travel 30 minutes by car and even longer by minibus to reach the economic centre of Nacala

Box 4.7: Discussion with the landowners of the Banha Pilot in Egypt

The project area consists of a pocket of former agricultural land that is being converted into urban land. The land of the Banha pilot is highly fragmented, limiting access to a number of plots, as even access roads are now privately owned. The project land is not developed and has become a dump for garbage. The landowners explained how they have been trying for many years to resolve the problem. But conflict between landowners was an impediment as well as persistent legal issues. UN-Habitat engaged all stakeholders; including landowners as well as the government in a process working towards resolving bottlenecks. The younger generation worked as change agents pushing the project forward. The project team encouraged the few women-landowners (approx. 7% in Egypt) to participate. A subdivision plan was drawn up and 95% of the landowners agreed. Landowners will receive title deeds soon. They intend to build small-scale flats on their plots to let. Somehow the project assists the poor that prefer these flats close to the city centre against social housing far away from economic activity.

Porto. Although 'mobility' and 'energy' were omitted from ASUD's key areas, they have proven crucial in PCE.

Implementation

139. ASUD started with high ambition, but became more pragmatic towards the end because of the many challenges it encountered during implementation. Its goal of achieving 'sustainable urbanisation' is broad-based, requiring time for a learning process and a common understanding globally and to define a collective understanding among projects and among partners locally during implementation on the ground. There was no provision in the program to allow this process to mature.
140. The Programme Review Committee (PRC) approved the ASUD founding document in June 2011²⁵ and it took nearly two years before the first projects started in 2013. PRC approved the founding document, subject to recommendations. The follow-up review never happened and the recommendations, however pertinent, were never implemented, negatively affecting the achievements of ASUD.
141. The design and implementation of interventions in the pilot countries were further compromised by: (i) an ASUD Programme Coordination Unit was to provide guidance, but the Unit was never installed. Instead a number of higher-level meetings were held in HQ to assist in project identification and implementation, but at the start of ASUD only and not later; (ii) the ENOF framework was to guide implementation, but ENOF never became operational (as far as the evaluators could assess).
142. All ASUD projects partnered with local and international stakeholders to some extent but weak private sector and community involvement were a detriment to project implementation. Especially the weak collaboration with UNCT was a missed opportunity. Although ASUD is well aligned to the respective UNDAFs, they didn't collaborate, which demonstrates the supply-driven approach of ASUD.

²⁵ UN-Habitat (2011.07.07), ASUD Founding Document.

4.5 IMPACT OUTLOOK

Partner countries and target beneficiaries

143. *Advocacy:* ASUD changed the stakeholders' perception on 'sustainable urbanisation' in all the pilot countries and on the merits of urban planning for economic development and improving the environment. More cities now request city plans. Innovative concepts of co-production with communities and participation in Egypt and Rwanda changed the government perception on the project planning process.
144. *Capacity building:* City managers, mayors, local and national institutions benefitted from capacity building. Technical municipal staff is strengthened in drawing up city plans and PCEs and in advising on sustainable urbanisation. District technicians in Nacala, Mozambique, gave a presentation of the Inter-district Land Use Plan that was developed under ASUD and they demonstrated the capacity to use and adapt the Plan. Interviewees in the municipalities in the Philippines confirmed long-term impact of the capacity building activities. /
145. *Institution building:* ASUD improved horizontal (in Mozambique) and vertical integration of government institutions in all pilot countries and, strengthened institutions. Revised laws on municipal finance will facilitate infrastructure development and laws on land management will facilitate land readjustment (in Egypt and Colombia). Egypt has a long tradition in planning, but plans are rarely implemented, and this should change once the new land law is adopted. In Colombia ASUD confirmed that the municipalities are strengthened with policies and capacity building with a strong impact outlook on achieving more 'sustainable urbanisation'.
146. *Plans:* Municipalities and governments in all pilot countries are equipped with territorial plans that will benefit future development at the local and national levels.
147. *Communities:* Communities will eventually benefit from a better living environment. Kigali is becoming a 'greener city' and now also addresses non-motorized transport. Since June 2016, Kigali has a

'car free day' every month and cycling is promoted. The municipality also hired a landscape architect to green the city. Long-term development impact on achieving 'sustainable urbanisation' and on socio-economic transformation in the pilot countries will however take longer as the strategic result is broad-based and thus difficult to attribute specific effects to. Also ASUD's indicators are mostly at output level, hampering outcome and impact evaluations.

UN-Habitat and its Branches

148. ASUD especially impacted the three Branches, UPDB, UEFB & UGLB that enhanced knowledge with regard to specific aspects of NUP, PCE and land management and expanded their guidelines, concepts and approaches, which they now use to make the transition to the NUA. Other Branches including the Urban Basic Services Branch and the units dealing with crosscutting issues felt mostly left out and conceived ASUD somehow as a setback to their work. The Urban Economy Branch and the Urban Lab clearly progressed under ASUD. But since lessons learnt from ASUD are not compiled and collaboration with the Branches diminished in some projects towards the end, not all Branches and units were able to attribute the progress that they made in the last years to specific interventions of ASUD.

4.6 SUSTAINABILITY

149. ASUD was able to inspire follow-up interventions, admittedly not matching the number originally anticipated. Some but not all pilot countries developed the resource mobilisation, communication, and partnerships strategies.
150. *In Mozambique,* knowledge building and studies undertaken under ASUD supported the design of new projects such as the 'Future Cities for Africa' project; but with national budget transfers decreasing, the implementation prospects of the PCE and the Land Use Plan in Nacala are not strong.
151. *In Rwanda,* ASUD forged synergies between UN-Habitat and GGGI and they are in the process of signing a MoU with focus on the 'Green City's Concept'; the government will invest 250.000 USD to finalize the SDF designed under ASUD and

formulated a project proposal for a second phase of ASUD.

152. *In Egypt*, working groups are formed through a ministerial decree on the reform of building laws and; the Swiss State Secretariat for Economic Affairs SECO Economic Cooperation and Development is implementing a project with UN-Habitat based on the pilot in Banha.
153. *In the Philippines*, the PCE methodology is being replicated in other cities; ASUD resulted in the development of a successor 3-year project 'Building Climate Resiliency through Urban Plans and Designs', which takes the ASUD principles forward by strengthening the urban design guidelines to be demonstrated in 5 pilot cities.
154. *In Colombia*, implementation of the Master Plan and the Land Use Plan in Santa Marta is being prepared and; several medium size cities expressed interest in similar interventions.

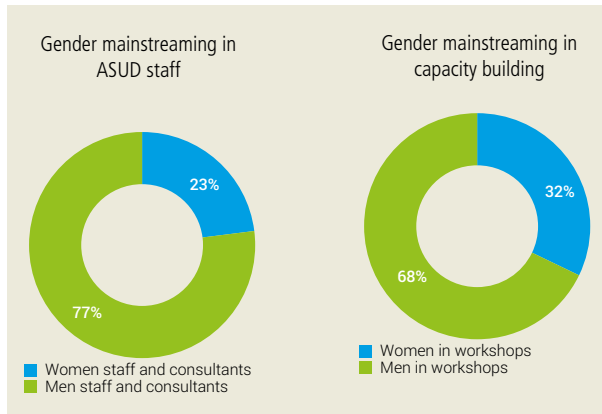
4.7 CROSSCUTTING ISSUES

155. The evaluation identified 'mainstreaming of crosscutting issues', as an essential performance area into achieving the ASUD goal of 'sustainable urbanisation'. Project documents address crosscutting issues and, they are included in the localised guidelines and policies in the countries. But these are not prominent in implementation. Mainstreaming of crosscutting issues comprises conducting relevant analyses and studies, but ASUD only undertook studies on climate change and environment.

Gender and Youth

156. The above chart gives an indication of the ratio of women and men in (i) staff and consultants and in (ii) workshop attendance. It should be noted that this assessment is based on incomplete data. *Gender and youth mainstreaming in the ASUD projects*. Women and youth issues are mainstreamed in the localised guidelines on sustainable urbanisation in all countries. Gender considerations are well integrated in the Land Use Plan in Santa Marta, Colombia. In the Philippines, gender consideration in the National Urban Development and Housing Framework is strong. In Rwanda, interventions take occasional measures, such as planning crèches for children of women working in cross-border trade. Only Mozambique undertook an intervention specifically addressing women's needs under its slum-upgrading component. Women recycle organic waste but collected no revenues yet.
157. In Egypt the LED strategy acknowledged barriers for women employment but only identified the tourism sector as suitable for women and young people's employment and the handicrafts sector for the Bedouins minority group. These sectors are notorious for low wages and therefore compromise effects on existing gender and social inequalities.
158. Low workshop attendance by women was recorded under ASUD, and gender disaggregated data were rarely recorded. Chart 4.2 shows attendance of some workshops and in three countries only. The assessment shows a gender imbalance of 1 woman to 2 men. *Gender mainstreaming of staff and consultants*. The chart shows the gender ratio of staff and consultants, based on data from eight countries, with only two countries with complete lists recorded by the evaluation. The assessment shows a gender imbalance of 1 woman to 3 men.
159. *Youth*: Youth considerations, particularly related to education and employment, were well included and integrated within the Land Use Plan and the Master Plan of Santa Marta, Colombia. PCEs planned zones for affordable housing for youth and zones for industry and handicrafts for youth employment. In the Banha pilot, youth was identified as an agent of change (see box 1). The new city of Al Alamein targets youth to resettle in the new city, as they would find it easier to adapt to an urban lifestyle. But in general youth missed out on opportunities under ASUD.
160. *Overall*. Measures were taken to mainstream gender and youth under ASUD but overall mainstreaming is weak and few gender-disaggregated data were recorded. The projects responded to the evaluation that gender mainstreaming was not prominent in the organisation at the start of ASUD. The evaluators comment that the 2011 Gender Equality Action

Chart 4.2: Gender mainstreaming in capacity building and in ASUD staff



Plan (GEAP) 2008-2013 was aligned with MTSIP but that gender became more prominent during the implementation of ASUD.

- 161 The fact that most ASUD interventions had no clearly identified beneficiaries might also be a factor explaining why gender mainstreaming was compromised. Despite a request from the Gender Unit to develop a gender strategy for ASUD, no strategy was elaborated²⁶. The gender focal point became involved in ASUD only in 2012 and she only visited Rwanda on one occasion. She commented that “there were very few women in the meeting and that the meeting adhered to a technical approach”. She was only consulted by the UEMB, but with no tangible results. Egypt in general is characterized by strong gender-based disparities in most sectors and overall empowerment, but the Egypt project scored well on gender parity in capacity building and staff. Very few women participated in the Urban Lab, admittedly only few data were available.

Climate change

162. Climate change was addressed in general and in city planning in particular. City planning was supported by studies on environment and climate change such as in Mozambique and Egypt. Climate change considerations in the Philippines’ revised National Urban Development and Housing Framework and in the Local Shelter Planning Manual are strong. In

Bogota dedicated actions related to climate change and resilience were included.

Human rights

163. Urban plans, PCE, NUP and policies in general take HRBA into account addressing the right to housing, security of tenure and safe drinking water and sanitation, but all in general terms only. More specifically HRBA is prominent in the slum upgrading intervention in Mozambique. PCE addresses inequalities by planning of mixed neighbourhoods. However, in most cases it is not clear how people from different income classes are motivated to live next to each other. Human right considerations related to the indigenous people and ethnic minorities are well included and integrated within the Land Use Plan and the Master Plan for Santa Marta. Legal work under ASUD responds to the right on security of tenure in general. The right to decent jobs-for-all was insufficiently addressed.

4.8 RATING OF PERFORMANCE BY EVALUATION CRITERIA

164. The evaluators rated performance by evaluation criteria based on scoring from Highly satisfactory (5); Satisfactory (4); Partially satisfactory (3); Unsatisfactory (2); to Highly unsatisfactory (1) (see table 4.10).

²⁶ Quote PRC: “The gender Unit strongly felt that it should be involved in the development of a gender strategy for the programme”.

Table 4.10: ASUD rating of performance by evaluation criteria

EVALUATION CRITERIA	RATING OF PERFORMANCE	CHARACTERISTICS
Relevance	Partially satisfactory (3)	The themes of 'urban growth' and 'sustainable urbanisation' addressed by ASUD are relevant to all partner countries; but not all tools and approaches piloted by ASUD were relevant to the countries which jeopardised enhancing UN-Habitat's normative framework.
Effectiveness	Partially satisfactory (3)	ASUD proved the merits of working integrated amongst sectors as is demonstrated by the 3PA; but focus on the 3PA prevented some projects to address other areas that were pertinent to achieving sustainable urbanisation. Not all projects integrated all the indivisible dimensions of sustainable development. The pilots were instrumental into enhancing UN-Habitat's knowledge from experience in the countries on the strengths and weaknesses of the tools and approaches.
Efficiency	Partially satisfactory (3)	Smaller projects successfully achieved the outputs using the 3PA; however complex project lacked the required broader strategic approach with regard to action-orientation and stakeholder participation in particular. Some projects under ASUD worked in synergy with HQ throughout but in others collaboration diminished towards the end due to budget constraints.
Impact Outlook	Partially satisfactory (3)	Capacity building and advocacy changed the perception on sustainable urbanisation in the countries and empowered stakeholders, working towards sustainable urbanisation. However the impact outlook of ASUD on the pilot countries is difficult to assess because the goal of 'sustainable urbanisation' is broad-based. The impact of ASUD on UN-Habitat needs further study as lessons learnt are not compiled.
Sustainability	Satisfactory (4)	Governments and donors have committed to follow-up interventions in all countries. But the anticipated counterpart and donor funding was not fully realised.

5. EVALUATION CONCLUSIONS

165. ASUD was conceived to “support UN-Habitat in its pursuit of sustainable urban development”²⁷. It piloted planning instruments in the field to strengthen UN-Habitat’s normative framework, also aiming at improving integration between HQ, and the regional and country offices. At the same time it supported pilot countries into achieving ‘sustainable urbanisation’.
166. At the start of ASUD planning instruments were developed but they were not yet fully defined and documented, which turned out to be challenging to designing and implementing the pilots. ASUD is considered more supply than demand-driven²⁸ as ASUD came with its own objectives and its own funds. Also planning instruments came with sets of assumptions that could be met easier in some pilot countries than in others. PCE/I for example assumed strong governments with solid legal frameworks and the capacity to generate revenues²⁹.
167. The varying levels of governments’ design and delivery capacity led the evaluation conclusions to focus on program strategic directions rather than on individual projects’ performance. As developing the full scope of ‘sustainable urban development’ is a continuous endeavour in UN-Habitat, this evaluation attempts to add insights and entries drawn from the ASUD activities on the ground.
168. To deepen knowledge, ASUD applied the method of ‘practice makes perfect’ or ‘motivated iteration between theory and practice’ that required cyclical information flow between the HQ and the projects, enabling multiple opportunities to revisit ideas and critically reflect on the implications. Two hitches stood out:
- ASUD learning would follow two tracks as: (i) HQ would continuously enhance the normative framework and feed knowledge to the projects and, (ii) regional and country offices would feedback their experience to HQ, coordinated by the ENOF framework. But the ASUD Programme Coordination Unit was never installed and ENOF and its coordinating bodies were never operational³⁰. As such there was no clear methodology on how the Branches and the projects would work together. The projects consulted the Branches ad hoc according to needs and challenges. In addition, budget constraints hampered cooperation in some projects.
 - Feedback moments between theory and practice are important in the learning process. Useful feedback depends on solid indicators, reliable data, rigorous analysis, tenacious reporting and monitoring. But ASUD did not have expected accomplishments at programme level and indicators were mostly output-based with unclear targets. No projects reported progress against the log frame in PAAS³¹ and some projects became slack about reporting and monitoring towards the end.

Implementation

169. *Ambiguity about implementation.* ASUD is ambiguous about implementation (see Charts 5.1 and 5.2). While the ASUD founding document aims at implementation of pilots, not all project documents are clear on implementation. Yet the evaluation argues that the implementation of pilots is necessary to assist learning. The timeframe that is needed to implement spatial plans such as PCE/I within the original timeframe was unrealistic. While upstream capacity building and advocacy interventions were implemented, downstream implementation of spatial planning interventions

27 Ref Agreement between UN-Habitat and Spain of 24.02.2011.

28 The nine projects have different opinions in this regard. Refer to Abraham H. Maslow’s (1962) saying “I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail”, which describes the approach taken by ASUD and which is not demand-drive.

29 Ref. briefing meetings with ED.

30 ENOF was never operational, and it dissolved at the end of 2013 at a time when the ASUD projects started to be implemented and it was not replaced (as far as the evaluators found).

31 The evaluators verified in PAAS.

Chart 5.1: Ratio of implementation prospect of all planning interventions under ASUD

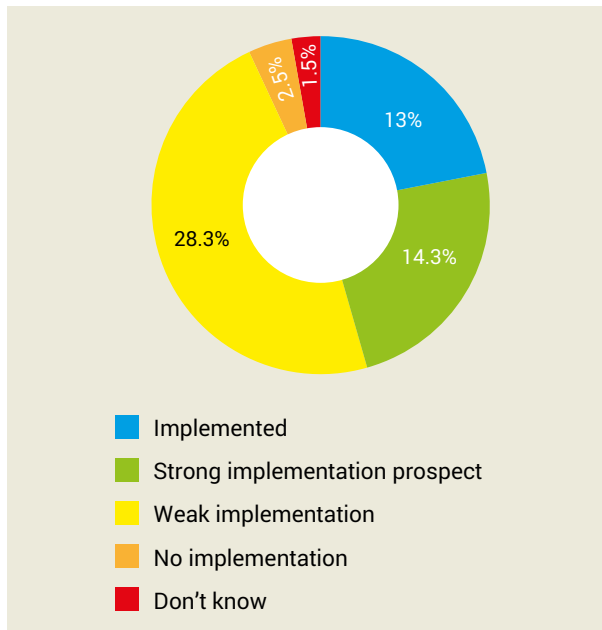


Chart 5.2: Ratio of implementation prospect of planning interventions per country

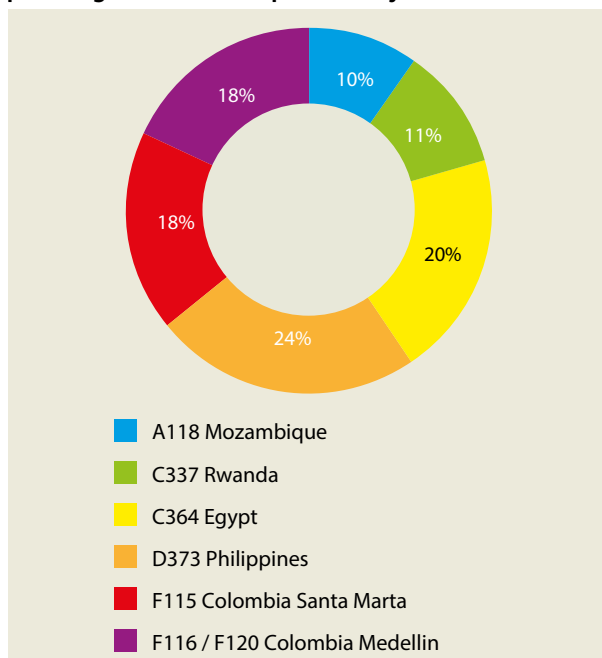
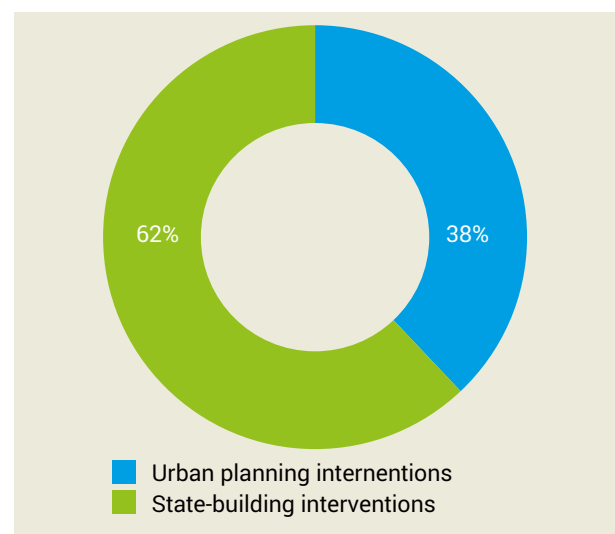


Chart 5.3: Ratio of spatial planning versus state-building intervention



turned out to be challenging. Some projects struggled with implementation, other projects focused mainly on plan-making without targeting implementation at all.

170. Some projects designed follow-up strategies on the explicit request of local government (in the Philippines). This considerably enhanced the implementation prospects and sustainability of spatial planning interventions. Other projects left the responsibility for implementation to the government (see Chart 5.3).

171. *The three-pronged approach (3PA)*. The evaluation recorded the reported reasons for weak implementation and implementation prospects including 'lack of resources and time, weak government capacity, etc.', but also notes the following: The '3PA to planned urbanisation' was designed to improve implementation. However, the evaluation concludes that none of the interventions applying 3PA led to timely implementation, and even not after five years. The evaluation concludes that the spatial planning prong on the one hand and the legal and economic prongs on the other belong to different planning practices. They follow a different logic and have different timeframes, which made integration of prongs challenging. This is elaborated further in the document.

172. *Planning method rigour.* ASUD's founding document suggests a strategic approach to planning. Some interventions rigorously aligned their actions to a common goal and worked with stakeholders and; they were able to achieve results within the time frame of the project. However, many interventions inclined towards the method of 'muddling through' or 'disjointed incrementalism'³², which is a recognised planning method but not a very efficient one. It follows a linear process and is weak on integrating its actions. As it was quoted during the ASUD workshop in Nairobi in 2016 "the approach that was adopted was PCE in six steps, from a city wide strategy towards a financial action plan; the aim was to conclude this in six months, but, it took two years", after which financial, economic and legislation aspects were still not resolved. The various project interventions are coherent in some projects and especially in projects with fewer types of interventions and a more sectoral approach. In other projects, interventions do not always reinforce each other.

Managing Complexity

173. Well before ASUD, UN-Habitat's interventions mainly focused on the provision of basic services and on improving the lives of slum dwellers, which was based on a sector approach to development (in short referred to as MDGs further in the report)³³. However, well into the new millennium, new insights emerged: (i) complex challenges, such as accelerated migration, a rising demand for participation, etc. could no longer be resolved by spatial interventions only and (ii) emerging challenges such as environment, a demand for new policy levels, and the globalised economy could not be resolved at the scale of the city. UN-Habitat responded to a 'rising complexity in urban planning' by applying a more 'integrated

approach to planning' aligned to the Agenda 2030 and the integrated and indivisible SDGs.

174. ASUD played a role in this transition as it piloted new planning instruments that were better adapted to the new context. More specifically, UN-Habitat responded by: (i) adopting a more strategic approach to planning by developing six-year strategies sharpening programmatic focus; (ii) a more integrated approach by enhancing coherence between normative and operational work and by; (iii) expanding its normative framework, with generic policies and guidelines, and approaches, tools and concepts for their implementation.

175. *Reduction of the reality.* In order to sharpen programmatic focus, the MTSIP 2008-2013 determined six key areas of intervention and the Strategic Plan 2014-2019 (conceived in 2012-2013) seven areas. However, ASUD in 2013 narrowed the focus areas down to three prongs, and became aligned to the 3PA, limiting focus on (i) design and planning, (ii) legal frameworks and (iii) municipal finance and local economic development. "One of the key ideas of ASUD was the 'back-to-basics' – considering that developing countries had somehow gaps in those aspects and would benefit from addressing key fundamentals in order to enable implementation of plans and projects of urban relevance. Legal, finance, and design, within a planning framework which brings them together, with basic principles of spatial quality, democracy and environmental sustainability."³⁴

176. MTSIP 2008-2013 and ASUD share the same overarching goal of achieving 'sustainable urban development' whereas the focus areas to achieving this goal have been drastically reduced under ASUD. The evaluation concludes that by reducing the focus areas, ASUD reduced its bearing on the reality and diminished impact on achieving 'sustainable urbanisation'.

177. *Integrated approach.* In order to sharpen the integrated approach, UN-Habitat under ASUD

32 Science of muddling through or Disjointed incrementalism occurs when the making of policy is divided into stages, in such a way that by separately considering p1, p2, ..., pn we arrive at a conclusion less justifiable than if we had considered the whole.

A motorway is constructed from A to B. It creates such a large traffic flow entering B that there is a very powerful argument for extending it to C and so on to E. However, had we to consider a road from A to E per se, we might have seen more properly the disadvantages of such a scheme and either left well alone or built a railway. <http://oxfordindex.oup.com>

33 Refer to UN-Habitat's Global Report on Human Settlements 2009

34 Quoted by interviewee during evaluation.

promoted synergies among the three prongs and synergies between its normative framework and operations. This integrated approach was an eye-opener as it made countries move from a project to a programme-based approach, and from a sectoral to an integrated approach, enhancing the development effectiveness of individual interventions. However, the ASUD concept of 'integration' turned out to be too restrictive, as is highlighted in various paragraphs above and below.

178. *Approaches, plans, tools and concepts.* ASUD advocates guiding principles for sustainable urbanisation and the planning for PCE/I and land readjustment. Projects also developed city plans to frame the PCEs in case these plans didn't exist. Plans and concepts such as PCE/I create a strong visual image and therefore they are appealing and able to mobilize stakeholders for a common cause. However, there are caveats. As they present a limited spatial image, they easily lead to compromising complexity. ASUD used them to create order within chaos, applying PCE's as a response to growing informality and slums in cities. They reduce reality and threaten not to address the full picture and therefore limiting implementation prospect and impact³⁵. As George E.P. Box said "all models are wrong, but some are useful" and Alfred Korzybski "the map is not the territory"³⁶. Indeed, ASUD demonstrated how the concept of PCEs was easily accepted in HQ and in the countries but proved challenging in achieving objectives.

Planning Interventions

179. *Linking urbanisation to development.* With ASUD and the NUA, UN-Habitat embraces the transformative role of urbanization to achieve sustainable development following an inclusive agenda and an integrated approach to planning³⁷. The NUA, in particular, takes this a step beyond ASUD by working towards a paradigm shift in urbanisation linking urbanisation to development³⁸. Urban development

becomes a transformative activity aiming at not only impacting the physical environment, but at affecting socio-spatial transformation. Urban development becomes a transformative and innovative activity. "Therefore spatial planning should not deal only with the development and realisation of projects but involve itself in socio-spatial processes trying to create also new social fabrics using space as a medium for change"³⁹.

180. The evaluation looks into the planning instruments that ASUD piloted and their effectiveness and efficiency: (i) into meeting the new objective of linking spatial improvements to socio-spatial transformation and (ii) into responding to an increasing complexity in planning.
181. *Spatial Planning Interventions versus Institution Building.* ASUD piloted new planning instruments to accompany the transition from poverty alleviation (the MDGs) to sustainable development (the SDGs). The evaluation distinguishes two types of interventions namely, (i) spatial planning interventions mainly aiming at creating a 'better space', and (ii) advocacy, policy and capacity building interventions geared to institution- or 'state-building'. Admittedly, the distinction cannot always be clearly made.
182. ASUD successfully made the shift as the ratio of spatial planning versus state-building interventions is balanced. This is shown in table 5.1. Projects in Africa focused more on plan-making in general and in Colombia more on state-building. The Philippines addressed both equally. Whereas the state-building interventions are mostly implemented, the implementation of the planning interventions lags behind. The evaluation concludes that the spatial planning instruments merit a review with regard to reaching the stated objectives.
183. *Supply-Driven versus demand-Driven Interventions.* ASUD may be viewed as more supply-driven than demand-driven. Therefore the evaluation looks into the power relationship between UN-Habitat, the intervener and the countries, the intervened-upon:

35 The same applies to economic models, designed to reduce complexity, they often fail to achieve growth results.

36 Quoted by Kate Rawoith in 'Doughnut Economics'.

37 From MDGs to SDGs in development.

38 The NUA "recognizes sustainable urban and territorial development as essential to the achievement of sustainable development and prosperity for all". Source: UN-Habitat (2016 December), New Urban Agenda, Resolution adopted by the General Assembly on 23 December 2016.

39 Jef Van den Broeck (2008), Planning: a transformative activity, 44th ISOCARP Congress 2008, Strategic Spatial Planning and Strategic Projects.

Table 5.1: Traditional planning versus development planning

First Practice: Traditional Planning	Second Practice: Sustainable Urban Development Planning
Control led	Development oriented
Ensure spatial legal certainty and the equal treatment of people	Transform space as a medium for development
Defining 'what can and what cannot'	Defining 'what should be and what can'
Public servants	Development experts
Traditional bureaucratic instruments: legal land use plans (zoning); rules and regulations	Spatial approaches, strategies and instruments with an intrinsic emancipatory character
Sectoral	Multidisciplinary
Control-based	Pro-active and action oriented

- Admittedly, all projects were designed based on knowledge of the regional offices and country teams about the local needs. But some ASUD interventions were hastily designed and the local context and dynamics were insufficiently researched. Under at least three projects, the government didn't fully agree with the interventions at certain stages. As countries didn't see the need, the implementation (prospects) of these interventions diminished.
- The ASUD funds created the expectation that UN-Habitat would finance more interventions and especially draw up city plans.
- Some projects designed exit strategies together with local government to implement the pilots after the ASUD projects ended. Other projects left important implementation issues untouched when closing the project such as, realising a social mix, financing services in PCE, possibly putting some government institutions in a difficult position regarding interventions of which they don't really see the need.
- The relationship between UN-Habitat and the countries remained tense in some countries due to the demand-supply divergence throughout the project process as some governments pushed the projects into delivering unplanned outputs or worse that were not fully aligned to UN-Habitat's

guidelines, weakening project outcomes.

- ASUD projects are ambiguous about beneficiaries. The ASUD founding document doesn't name beneficiaries at all, demonstrating a supply-driven approach into piloting its own planning instruments. This has weakened implementation and impact prospects. Also the poor are not prominent beneficiaries under ASUD and this might have hampered the sourcing of additional funds with donors⁴⁰.

184. *Traditional planning versus development oriented planning.* To transit from the MDGs to the SDGs and implementation of the NUA, UN-Habitat under ASUD experiments with new planning instruments and practices. To comment on their effectiveness, the evaluation makes the distinction between 'traditional planning' practices and 'development planning' practices. Table 5.1 shows that the practice of 'traditional planning' is mainly 'control-based', using traditional bureaucratic instruments such as legal land use plans, rules, prescriptions and bylaws.
185. The practice of 'development planning' aims at the realisation of a 'better space' for development and makes the shift from 'regulation' towards an active sustainable development based upon visioning, action and coproduction⁴¹. ASUD employs strategic city plans and interventions by the Urban Lab that belong to the second practice. NUP and SDF belong to both practices. However, PCE/I and city-wide zoning plans, land readjustment and legal frameworks incline towards the first practice and they are most applied.
186. Regarding city planning, ASUD's founding document suggests the use of strategic and pro-active approaches and simplified methodologies such as CDS and RUSP. But in countries without city plans, ASUD spent considerable time and resources on drafting city plans to frame PCEs. But city plans were not amongst the tools to be piloted under ASUD

⁴⁰ This was also an observation of the Programme Review Committee in June 2011.

⁴¹ Jef Van den Broeck (44th ISOCARP Congress 2008), Planning: a transformative activity, Strategic Spatial Planning and Strategic Projects.

and, several projects elaborated city-wide-zoning plans that are not aligned with the IG-UTP.

Planning Context - Planning is not-neutral

187. UN-Habitat's international guidelines inevitably connect to 'universal' moral values that include a HRBA, the democratic process and fostering market-led development. International guidelines need to adapt to the local context and be responsive to local needs and dynamics. UN-Habitat in general works well with governments at all levels, but in view of the supply-driven nature of ASUD, the evaluation concludes the following:

- International guidelines were sometimes insufficiently adapted to the local context as they were merely pasted into local guidelines. Some projects found that HQ support on missions lacked knowledge of the country and regional context and some complained about imported 'foreign' tools⁴².
- Some tools and practices under ASUD display a strong means-to-an-end rationality⁴³ with a focus on plan-making, without taking sufficiently the local context into account. But space and places' are no neutral objects. Cities cannot be reduced to their physical and legal aspects only, but need to be perceived as social constructs of many stakeholders that each aspire to reach their own 'little' goals through the interventions of UN-Habitat. Planning instruments on the one hand are formed within the context of UN-Habitat's mandate but on the other hand they should adapt to the local context aiming at impacting the socio-spatial context.
- The normative framework refers to internationally accepted or desired outcomes but its normative validity /goodness was not questioned under ASUD.
- Except for environment to a certain extent, crosscutting issues are mostly weakly addressed to the detriment of (i) their potential added value in addressing the local context, advancing equality and ensuring that

project outcomes reach intended beneficiaries and; (ii) the opportunity of strengthening programmatic synergies and enhancing collaboration among branches and units. Weak responsiveness to local demand on some occasions as well as the normative nature of some planning instruments were a factor.

Planning Instruments

188. The normative framework piloted under ASUD includes originally the tools of NUP, PCE/I, land readjustment including PiLaR and later the tool of Urban Lab, the approach of the 3PA, and the generic guidelines that are listed in table 2.5 of this document were added. The evaluation argues that a clear implementation methodology is missing⁴⁴. Capacity building and advocacy are mainstreamed throughout the interventions under ASUD. The evaluation looked into implementation orientation, efficiency into reaching the project goal and other factors as follows:

189. *Three-Pronged Approach to Planned Urbanisation.* UN-Habitat indicates that "the three prongs should be considered simultaneously and work together into achieving the project objective". But no further guidance is given to the projects of ASUD on how the 3PA should be implemented. The evaluation could neither establish a clear justification for the 3PA nor a clear methodology, and concludes that the 3PA remains a learning project⁴⁵ as follows:

- The 3PA proclaims a 'trickle-down-effect' whereby its application would lead to sustainable urbanisation and the generation of wealth and prosperity for all. However, no clear mechanisms are put forward on how these development effects will come about. The evaluation comments that 'trickle down effects' are notoriously challenged in development in general.

⁴⁴ ENOF was not operational under ASUD; the evaluation argues that the AFINUA lists dimensions to be addressed but doesn't clarify how they should be integrated and implemented.

⁴⁵ UN-Habitat (07.2016), Working paper: The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable urban development.

⁴² Refer to interviews during the evaluations.

⁴³ Result from a (too) strong belief in the power of planning.

- While ASUD did not claim a three-prong exclusiveness per se, some ASUD projects side-lined other areas of interventions that were pertinent to the local context and imperative for successful implementation of the intervention. These include access, social dynamics, cross-cutting issues and other.⁴⁶
 - The 3PA proclaims that the combination of a spatial plan, a legal plan and a financial plan will lead to implementation⁴⁷. However the evaluation concludes that, while plans were drawn up, legal, financial and economic solutions lagged behind. UN-Habitat in 2016 concludes that still greater efficiency need to be explored into the 3PA's aspects of collaboration, diagnosis, design, management, implementation⁴⁸. This conclusion supports the findings of this evaluation.
190. UN-Habitat in 2016 proposes the following measures to improve implementation, namely: (i) the use of the CPI (2012) RPS (2011) and; (ii) technical assistance based on PCE/I, PSUP, PILaR and other tools. But CPI and RPS are diagnostic tools, and not implementation tools and they were not applied under ASUD. Technical assistance included interventions of the Urban Lab, which were well received. This pro-active instrument appealed to the stakeholders and improved plans. The Lab mainly supported PCE/I and city plans only.
191. *Planned City Extensions and Infill*. In the Philippines, private investors are supporting the implementation of PCE, and the implementation prospects are strongest there. In Egypt, a middle class is eager to invest in real estate and this will assist the implementation of PCE. Historical examples of PCE show a strong participation of the private sector and
- the middle class and the evaluation concludes that participation with the private sector in PCE/I was insufficiently explored in most projects under ASUD.
192. In PCE/I's, local government inevitably intervenes in real estate (property in the form of land or buildings) as a remedy to slum formation (renovation or provision of infrastructure, expropriation, land readjustment, management, etc). But these slum intervention initiatives threaten the social aspect and emancipatory aspect that the NUA now pursues. The PCE's under ASUD struggled with public-judicial measures, which turned out especially difficult for municipalities. Outside ASUD, it is common for municipalities to set up real estate companies and/or participate in PPPs for PCE/I.
193. *National Urban Policy*. ASUD supports NUP for national governments to control urbanization and capitalize on the opportunities that urbanization offers. It should be noted that not all governments want a NUP. Federated countries might be reluctant to develop an urban policy at national level; and authoritarian governments might not be keen on empowering local governments. The national consultations on NUP under ASUD were well received by all stakeholders and changed the national perception of urbanisation. UN-Habitat is now undertaken feasibility studies prior to starting the NUP process to examine the context first.

Programme Goal

194. *ASUD has a dual goal*⁴⁹. Not all projects captured the goal of enhancing UN-Habitat's framework' in the project document and all EAs are defined at country level only⁵⁰. Most projects formulated lessons learnt on their achievements but these were not compiled for the benefit of ASUD. The goal of pursuing 'sustainable urbanization' turned out to be too difficult to achieve, as it is (too) broad-based. Some, but not all projects, mitigate this risk by defining

46 UN-Habitat argues that the 3PA doesn't relate to all the thematic areas of UN-Habitat's Strategic Plan, weakening the pertinence and the feasibility the 3PA approach. In line with the NUA, the same document states that sustainable urban development should be grounded in the integrated and indivisible dimensions of sustainable development: social, economic and environmental. Source: UN-Habitat (07.2016), Working paper: The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable urban development.

47 UN-Habitat (07.2016), Working paper: The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable urban development.

48 UN-Habitat (07.2016), Working paper: The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable urban development.

49 Dual goal: (i) sustainable urbanization principles drive policy and practice in countries and (ii) increasing UN-Habitat's capacity to effectively support member states in achieving sustainable urbanization. Source: UN-Habitat (2011.07.07), ASUD Founding Document.

50 Some projects argue that feedback to the Branches is a requirement in all UN-Habitat projects. But the evaluation found that the ASUD founding document especially targets this goal and indicated this in the Inception Report.

their own specific objectives. Governments much appreciated ASUD developing legal frameworks, guidelines and plans, but ultimately they want tangible results on the ground to display policy implementation, to resolve urgent problems and to show their good work to the public – rather than see their project benefit UN-Habitat. As the dual goal was not explicitly communicated to the respective governments, it created tension on some occasions.

195. 'Sustainable urbanization'. ASUD pursues the goal of achieving 'sustainable urbanization'. 'Sustainable urbanisation' remains a 'container' notion. Container notions in general are often used to support generic rules, but they do not guarantee sustainability as such. They cannot be clearly defined which makes it difficult to employ them in practice and to evaluate them⁵¹. Ongoing research argues that 'sustainability and quality' are the result of a complex search, deliberation and negotiation process between actors trying to specify and define what both notions mean for them in a certain place at a certain moment and within a specific context. Spatial design, seen as a process, is designated as a potential medium to help stakeholders to define and to share the exact content of these notions⁵².

51 Jef Van den Broeck (44th ISOCARP Congress 2008), Planning: a transformative activity, Strategic Spatial Planning and Strategic Projects.

52 Jef Van den Broeck (44th ISOCARP Congress 2008), Planning: a transformative activity, Strategic Spatial Planning and Strategic Projects.

6. LESSONS LEARNED

196. Lesson 1: The evaluation learned that the interplay between theory and practice worked well under ASUD as both the country and regional offices on the one hand, and the Branches on the other hand benefitted from the learning process. But the cooperation was on an ad hoc basis and the expected synergies were not always realised. Transfer of the ASUD funds to the regions and a change in cost recovery between HQ and the regional offices affected collaboration. Towards the end, some projects started focusing somehow on supporting the countries and feedback to the Branches watered down. ASUD showed lacked rigour in RBM that impaired the method of iteration between theory and practice.
197. Lesson 2: The evaluation learned that the planning approach introduced by the 3PA in working integrated, changed the way projects are being conceived and implemented to the benefit of UN-Habitat's transition to the SDG agenda. The evaluation also learned that some projects adhered to a strategic planning approach by maintaining a clear objective and by working in coproduction with stakeholders including government and direct beneficiaries; they achieved tangible results on the ground and derived clear lessons; and they are now working on follow-up interventions to deepen knowledge on the subject. Other projects didn't adhere to a clear planning methodology, and somehow lost focus, didn't work with enough stakeholders and did not have clear beneficiaries.
198. Lesson 3: The evaluation learned that ASUD reduced the reality as a means to cope with an increasing complexity in urban planning by applying the 3PA. The 3PA, although it doesn't demand a three-prong exclusiveness, made some projects side-line areas of interventions that were pertinent to the local context and imperative for successful implementation. This turned out especially detrimental to social aspects of the interventions. For instance dimensions missing in PCEs were (i) identification of the people willing to move the PCE, (ii) incentives to settle down in the PCE, (iii) mechanisms to effect the social mix, (iv) local work assured and, (v) safe, reliable and quality transport implemented to centres of economic and social activity, etc.
199. Lesson 4: The evaluation observes a contradiction in the 3PA, as the approach argues on the one hand for a 'back-to-basics' by focusing on three areas of interventions only, but on the other hand argues for an inclusive planning framework addressing spatial quality, democracy and environmental sustainability. Guidelines on how the approach and the framework should be integrated are not given, let alone an implementation methodology for the 3PA. Implementation is left solely to the projects. The evaluation further argues that 'back-to-basics' is a setback to the required transition from the MDG to the SDG agenda.
200. Lesson 5: The evaluation learned that planning concepts such as PCE and spatial corridors (in ASUD in Rwanda) appeal to stakeholders and that they are easily accepted because they present a strong image. However they simplify reality reducing the full scope of 'sustainable urbanisation'. In general even "many strategic plans and long term visions are utopias in reality... The traditional plans mostly are not any more the answer to the spatial and social transformations and context"⁵³.
201. Lesson 6: The evaluation learned that ASUD made the transition towards 'sustainable urbanisation', by balancing its spatial planning interventions with 'state-building' interventions. But this considerably enhanced the complexity in ASUD projects as both types of interventions do not easily integrate. 'State-building' interventions under ASUD included institutional capacity building, adhering to the rule of law, engaging in land reform, promoting public

53 Jef Van den Broeck (39th ISOCaRP Congress 2003), *Networking and Urban Networks : a challenge for spatial planning The case of the Flemish Diamond/ Belgium*.

goods, supporting democratic processes, fostering market-led development, NUP, empowering civil society, etc. The evaluation also learned that these are key state functions that are normally led by the government and ASUD's supply-driven approach, created tension in a number of cases.

202. Lesson 7: The evaluation learned that ASUD pursues the goal of achieving 'sustainable urbanisation', aiming at the realisation of a 'better space' to assist socio-economic development, requiring development oriented' planning, but that most of the planning instruments applied, belong to the practice of 'traditional planning' such as legal land use plans, rules, prescriptions and bylaws. These instruments are mainly control-based and they are insufficiently development oriented.
203. Lesson 8: The evaluation learned, that while ASUD successfully undertook capacity building and advocacy in all countries some of its 'planning' interventions have weak implementation prospects because ASUD applied mainly a 'means-end rationality' with a focus on plan-making instead of on implementation. The nation-wide consultations for NUP and SDF, and the Urban Lab and other interventions that took a strategic and inclusive approach to planning (Banha pilot), achieved better implementation prospects. They were also well received in the countries because they are 'pro-active and action oriented'.
204. Lesson 9: The evaluation also learned that crosscutting issues are weakly addressed, e.g. gender, youth and human rights in particular and a factor was that some of the planning instruments that were used are insufficiently 'emancipatory'. The evaluation also learned that some projects were redirected during implementation to adapt to changing challenges and opportunities, accommodating flexibility and embracing learning.
205. Lesson 10: The evaluation learned that the current concept of PCEI has a more physical and more real estate focus and that it diminishes the socio-territorial innovation capacity of the transformation process.
206. Lesson 11: The themes addressed by ASUD focus on the urban themes of urban growth, the prevention of slums and informal areas and the concept of cities as centres of economic growth and these were relevant in 2010s, but less relevant in current-day urbanisation as other themes emerge. These themes include environmental sustainability and climate change, resources constraints, access and mobility and the SDG agenda.

7. RECOMMENDATIONS

207. Recommendation 1: UN-Habitat should continue strengthening synergies between its normative and operational work by (i) creating coordinating mechanisms and clear lines of collaboration between the regions and HQ, and among the various stakeholders and (ii) align cost structures to these collaboration mechanisms. The ultimate goal is that the normative framework is developed along full co-productive lines whereby the normative framework is enhanced, while the projects benefit from full coproduction with the Branches.
208. Recommendation 2: UN-Habitat should compile the lessons learnt from ASUD, and should keep RBM in focus to accommodate the learning process: apply clear indicators and targets; regular review and feedback moments need to support the RBM practice; a clear terminology should be applied; enhanced review and quality control of programme and project documents; develop concise and informative progress report formats that include lessons learnt; design log frames and report against the log frame; reflect the cost of the individual interventions in the project budget; incorporate flexibility in project implementation procedures to accommodate project changes; etc.
209. Recommendation 3: UN-Habitat should focus on (i) aligning its project goals to the local context and needs, (ii) adapt goals to emerging themes in urbanisation, and (iii) projects under programmes should develop their own localized and specific project goal(s). All interventions in projects need to be clearly aligned to the goal and keep track of it along the planning process. Programmes and projects should target clear beneficiaries to keep focus and delivering results.
210. Recommendation 4: UN-Habitat-ASUD should, in order to cope with a rising complexity in urban planning, apply an implementation methodology that is oriented towards managing complexity instead of reducing its key areas of interventions and as such reducing its bearing on reality. It should opt for 'strategic spatial planning' to implement programmes and projects with an integrated approach and that pursues the goal of 'sustainable urbanisation' and the NUA. Strategic spatial planning is the preferred approach to manage complexity, as it is a selective and pro-active and it works simultaneous along the following four tracks⁵⁴:
211. *A working track leading to a long-term framework* with a vision of the intended development of the area, spatial concepts, a long-term programme, and a short-term action plan. The sustainable visions express spatial values within the social-ethical value system. These visions are the result of joint agreements among stakeholders including weak groups, and within the specific context. They sensitize and mobilize and they are able to align the actions of the different stakeholders and sectors. They are directly related to clear interventions, means and budgets. They constitute a plan and a decision making process. Visions are aligned with the programme/project goal. *A second track to 'manage' everyday life*, resolve conflicts, score 'goals' and create trust by solving problems, making use of opportunities through the implementation of actions and projects of an urgent and strategic nature in the short-term. The actions pilot tools and approaches and can be implemented within the timeframe of the project. *A third track for engaging different actors* in the co-production, planning and decision-making. *A fourth track to ensure an intrinsic emancipatory character* of the process and instruments applied by building capacity and empowering stakeholders including weak groups.
212. Recommendation 5: UN-Habitat-ASUD should expand working on 'strategic interventions' that can 'turn the tide' because they intervene in a concrete way in the spatial as well as in the social context. They need to be instrumental into achieving programme and project goals. They should be visible,

⁵⁴ Based on: UN-Habitat and PGCHS (2005), Urban Dialogues: Localising Agenda 21, Strategic Structure Planning.

and their scope limited in time and space and they can be implemented within the time frame of the project. Planning instruments and their local context (regional, country, city and neighbourhood) need to be matched in a single development process in search for constant optimization.

213. Recommendation 6: UN-Habitat-ASUD should deepen its notion on integration beyond the three prongs and its integration between the Branches and, the regional and country offices by: (i) equally addressing the integrated and indivisible dimensions of sustainable urban development namely: social, economic and environmental, with crosscutting issues rigorously mainstreamed throughout these dimensions, (iii) integrating not only legal and economic with spatial interventions but also other themes depending on local needs and themes that are becoming prominent in urbanisation and that include resources constraints, access and mobility, climate change and (iv) strengthen the integration of the different interventions within a project, enhancing project coherence and maximising synergies between interventions within the project to enhance effectiveness and impact in projects.
214. Recommendation 7: UN-Habitat-ASUD should use concepts such as PCE, approaches, plans and tools as a hypothesis to start communication and discussion amongst stakeholders, rather than promoting them as a straight pathway to sustainability and quality. These should be 'localized' by embedding these in concrete social, economic and spatial context. Sustainable urbanisation and "the tasks of public planning organizations will be more and more (i) on the one hand the design and management of specific processes and (ii) the realization of projects on the other hand"⁵⁵.
215. Recommendation 8: UN-Habitat-ASUD should carefully study and adapt to local dynamics when they engage in state-building activities when piloting its tools and approaches in countries. At project appraisal phase, it should jointly study the

objectives and agree on implementation strategies of the proposed activities. Because the supply-driven approach taken by ASUD and its strategy of aiming at 'government buy-in' had only varying degrees of success. "Indeed, determinations of the success or failure of interventions are partial unless they take seriously ... the power relations between interveners (UN-Habitat) and those intervened upon (the countries)"⁵⁶.

216. Recommendation 9: When piloting its own tools, UN-Habitat-ASUD should also (i) carefully select countries on the basis of a set of agreed criteria and (ii) design interventions based on feasibility studies to take into account the local context and dynamics; these studies should establish the institutional, financial and economic feasibility of PCEs for which the Urban Economy and Finance Branch for example now developed tools such as the 'Feasibility Analysis to Planned City Extension and Planned City Infill'.
217. Recommendation 10: UN-Habitat-ASUD should geared to the practice of 'development planning', which is much more aligned to the programme goal and to the NUA as it aims at the realisation of a 'better space' to assist socio-economic development. 'Traditional planning' activities should complement development planning. Traditional planning is a 'precondition' for urban development, and it focuses on spatial legal certainty and the equal treatment of people. But to achieving 'sustainable urbanisation', a shift in focus is needed "from regulation towards an active sustainable development based upon visioning, action and coproduction and based upon ethical principles equity and social justice"⁵⁷. Therefore UN-Habitat-ASUD should integrate 'open' as well as 'closed' planning instruments in its projects. On the one hand 'open' instruments are flexible; give space for learning, conflict resolution, and civil initiative. On the other hand 'closed' instruments are geared towards implementing concrete actions; these involve professional plan-making, preparing action-plans, implement short-term actions they are directly linked to achieving the EAs and are aligned

55 Jef Van den Broeck (39th ISoCaRP Congress 2003), Networking and Urban Networks : a challenge for spatial planning The case of the Flemish Diamond/ Belgium.

56 Jef Van den Broeck (44th ISOCARP Congress 2008), Planning: a transformative activity, Strategic Spatial Planning and Strategic Projects.
57 UN-Habitat (2016), Urban Planning and Design Labs: Tools for integrated and participatory urban planning.

to project budgets. In this regard, UN-Habitat-ASUD should keep employing design and research by design as a creative and an integrating instrument. Design can trigger new ideas, and create visions and concepts. 'Spatial' design can energize discussion among stakeholders and work as an instrument for integration.

218. Recommendation 11: UN-Habitat-ASUD should expand its Urban Lab as an 'open' instrument, a tool for integrated and participatory urban planning, using design as an emancipatory method. The Lab should support project teams throughout the planning process from design to implementation and M&E instead of the single interventions undertaken under ASUD. It should create regional antennas situated in the regions or in HQ to improve regional and country knowledge. The Lab should keep experimenting and researching interventions that work; develop methodologies and; develop new and innovative planning instruments to accompany the transition to a focus on achieving 'sustainable development' and; strengthen strategic spatial planning.
219. The Lab should strengthen gender-focus. Therefore UN-Habitat-ASUD should expand its 'area focused' policies⁵⁸. Some areas face specific spatial problems and resolving these problems can impact the socio-economic transformation of the region. It concerns port areas, areas where considerable investments are planned, fragmented peripheries, specific problematic neighbourhoods and cities struggling with poverty, deterioration of the environment, etc. These areas are too complex and too specific to be resolved by generic policies and they need a specific policy that should be negotiated within the generic policy (such as in the case of the Nacala Corridor in Mozambique).
220. Recommendation 12: UN-Habitat should keep a territorial focus, as the provision of a qualitative space remains its core practice. Space has a 'relative' autonomy and it is a medium to integrate human activities and artefacts to create new social fabrics and trigger a process of socio-economic transformation or development. In this regard, UN-Habitat should reinforce participation with

partners (with development banks and IFIs on financing mechanisms such as sub-sovereign financing and on economic and social development; with the private sector for implementation of spatial interventions; with NGO's and specialised agencies on social development, environment and climate change etc; with civil society for knowledge on the local context and for implementation; with UN agencies on all accounts and; with academia and the press). UN-Habitat should work towards becoming a 'convenor' in UNDAF and take the lead by coordination development interventions focusing a 'specific area'. UN-Habitat should promote its 'integrated approach with focus on a region'⁵⁹ with development partners to assist them in implementing their 'integrated' development programmes and projects.

221. Recommendation 13: UN-Habitat-ASUD should strengthen PCE/I with a range of measures including measures directed towards developers, the middle classes and, weak groups. A balance and compromise should be sought between public and private stakeholders in the PCE/I. In addition to integrating legal, economic and financial aspects, PCE/I should include suitable measures including social measures such as social housing, the provision of social infrastructure, subsidies, community contracting, etc. to accommodate the needs of the poor. PCE/I should have a mobilising character, stand out by high quality designs and be innovative, able to attract citizens and financiers. No matter how high the level of stakeholder participation and co-production, the evaluation argues that design should not be a public activity but that making the final design is a discipline in itself and that designers have their specific and unalienable role in this.
222. Recommendation 14: UN-Habitat should strengthen the regional offices' and the country offices' staff, in order to ensure continuity and stability and retain local and international consultants knowledge and expertise acquired through the programme. UN-Habitat should build internal capacity throughout in strategic planning and in entrepreneurship (for PCE/I).

58 UN-Habitat (2015), UG-UTP, Towards a Compendium of Inspiring Practices.

59 UN-Habitat (2015), International Guidelines on Urban and Territorial Planning. Towards a Compendium of Inspiring Practices.

ANNEX 1: TERMS OF REFERENCE

Evaluation of UN-Habitat Programme for Achieving Sustainable Urban Development, Phase 1.

December 2016

1. BACKGROUND AND CONTEXT

The United Nations Human Settlements Programme, UN-Habitat, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities. It is the focal point for all urbanization and human settlement matters within the UN system. The agency is to support national and local governments in laying the foundation for sustainable urban development.

UN-Habitat envisions well-planned, well-governed, and efficient cities and other human settlements, with adequate housing, infrastructure, and universal access to employment and basic services such as water, energy and sanitation. To achieve these goals, derived from the Habitat Agenda of 1996, UNHabitat has set itself a medium-term strategy approach for each successive six-year period; Medium-Term Strategic and Institutional Plan (MTSIP) 2008-2013 and Strategic Plan 2014-2019.

The programme for Achieving Sustainable Urban Development (ASUD) links to five strategic entry points of the MTSIP: Focus area 1: Effective advocacy, monitoring, partnerships, focus area 2: Promotion of participatory planning, management and governance, Focus Area 4: Environmentally sound basic urban infrastructure and services, and Focus Area 5: Strengthened human settlements finance systems. The programme's focus is also relevant to the strategic plan's priority focus areas of urban legislation, land and governance; urban planning and design; and urban economy.

The overarching goal of the ASUD programme is to increase UN-Habitat's capacity to effectively support member states in achieving sustainable urbanization. The support focuses on areas of planning, mobility, energy, governance and legislation, and economy and finance at the urban level. These are areas with visible demand and

are strategic entry points identified in UN-Habitat's field projects and results from global research on sustainable urban development. The five areas combine both normative and operational expertise of UN-Habitat.

ASUD addresses the gaps and deficiencies in current urban planning processes and policies at the national and local levels to be able to effectively respond to the complex demands of rapid population and economic growth. It supports cities in developing strategic sustainable urban development plans and implementing demonstration projects, particularly planned city extensions. Planned city extension, as opposed to fringe development, represents an alternative to unplanned urban expansion characterized by sprawling, segregated, and poorly connected developments. ASUD also supports countries developing and implementing national urban policies that will promote more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

The ASUD implementation strategy is to build on the Enhanced Normative and Operational Framework (ENOF) of the Medium-Term Strategic and Institutional Plan (MTSIP). Projects implemented by the ASUD programme during phase 1 were selected through a stocktaking exercise of tools and lessons, assessment of present needs and priorities for policy change and improvement among key constituencies of UN-Habitat at the country level and identification of pilot countries in which to implement programme components making of geographical balance. The five priority countries selected for the global programme phase were Colombia, Egypt, Mozambique, Philippines, and Rwanda.

The design of the interventions especially considered urban poor, women, and youth. The programme design was made to include specific mechanisms such as quality assurance and communication to strengthen synergies and integration between the normative and operational components of the programme. It is expected that country specific experiences from the integrated approach would be built back into global methodologies.

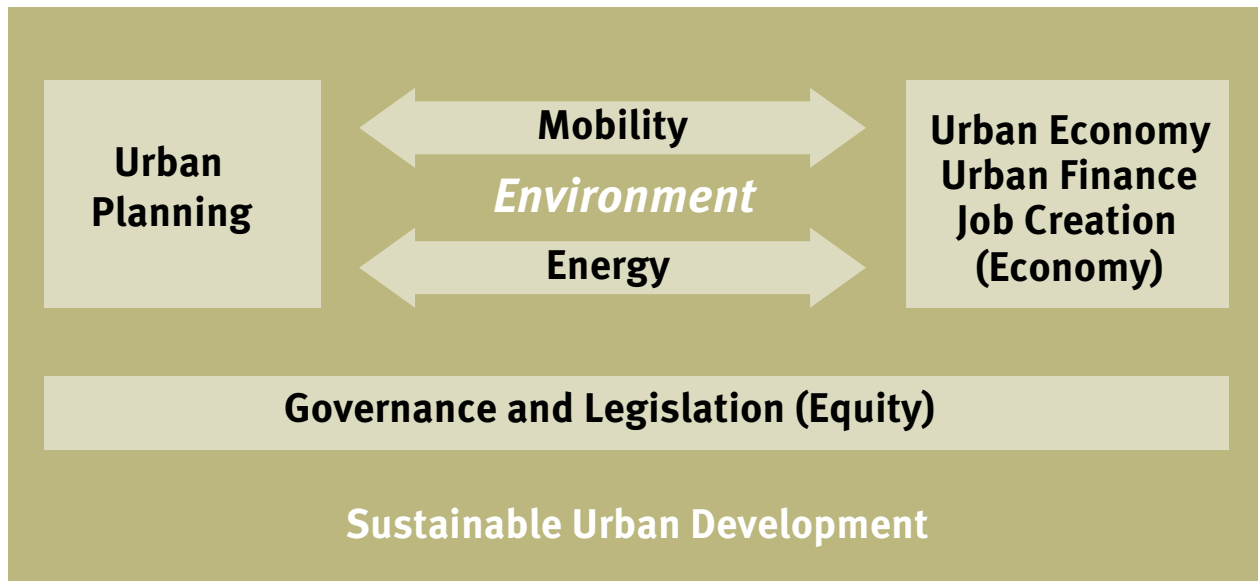
Figure 1. Integration of UN-Habitat focus areas in the ASUD programme

Figure 1 shows the programme logic; that if the growth of cities is planned at scale, in advance, and in phases to address projected growth over the next 20 to 30 years, fast growing cities in developing countries will succeed in assuming their role as engine of the national economy and in the process prevent new slums from being formed. Urban planning is bolstered by solid urban economic interventions and urban financing mechanisms to help the urban growth process, thus fulfilling the 'economy' aspect of sustainability. Urban mobility and energy issues link with the planning and economy aspects of development by supporting the 'environment' aspect of sustainability, including building resilience to climate change. Fair governance and legislative frameworks serve to ensure that the 'equity' dimension of sustainability and the change happens in an organized and guided manner. A participatory and inclusive approach to national urban policies is used.

Given the scale of the ASUD programme with nine projects in five regions, in addition to its innovative nature of combining normative and operational expertise of UN-Habitat and potential role in demonstrating and shaping interventions to support the 'New Urban Agenda' as well as its emphasis on collaboration between Regional Offices and Branches during implementation has meant that

implementation has been a learning process of 'learning by doing'.

The duration of the programme's phase 1 was initially planned for a period of 48 months starting June 2011 for an amount of USD8.9 million by the donor, Spanish Ministry of Foreign Affairs, which has been supplemented with additional tranches and/or contributions to total of USD10.8million.

1.2 Project Management

The Office of the Executive Director was designated with the responsibility for programme coordination, while programme planning and implementation are the responsibility of the regional offices, in coordination with substantive units. The responsibility for programme coordination for transparent and efficient coordination and management of the overall programme, ensuring programmatic quality and effectiveness, technical coordination, internal and external communication, accountability, and sound administration was initially located in the Programme Division and responsibility for coordination and development of normative outputs was moved in 2014 to the Urban Legislation, Land and Governance Branch.

2. PURPOSE OF THE EVALUATION

UN-Habitat is undertaking this forward-looking evaluation of the ASUD projects in order to assess to what extent the overall support and technical assistance of UN-Habitat has been relevant, efficient and effective, and sustainable, and to inform the next phase of the ASUD programme.

The 2015 evaluation of UN-Habitat by the Office of Internal Oversight Services (OIOS) recommended carrying out an evaluation of ASUD as part of improving evaluation coverage of its global initiatives and country programmes. This evaluation complies with UN-Habitat's efforts to perform systematic and timely evaluations of its various programmes and to ensure that UN-Habitat evaluations provide full representation of its mandate and activities, including evaluation of global initiatives supporting the

New Urban Agenda adopted at the Habitat III conference held in Quito, Ecuador in October 2016 and the implementation of the 'three legged approach' of urban legislation, planning and economy and part of the guiding principles of ASUD (Figure 2).

The evaluation is included in the revised 2016 UN-Habitat Evaluation Plan and will synthesize achievements, results and lessons learned from the programme. The sharing of findings from this evaluation will inform UN-Habitat and key stakeholders, including governing bodies, donors, partners, and Member States, on what was achieved and learned from the programme.

3. OBJECTIVES OF EVALUATION

The evaluation of the ASUD programme is to provide the agency, its governing bodies and donors with an independent and forward-looking appraisal of the agency's operational experience, achievements, opportunities and challenges. What will be learned from the evaluation findings are expected to play an instrumental role in informing decisions of UN-Habitat in the implementation of the New Urban Agenda; in planning and programming projects, influencing strategies, adjusting and correcting as appropriate, exploiting opportunities, replicating and up-scaling the implementation approach used, and generating credible value for targeted beneficiaries and addressing national priorities. Evaluation results will also contribute to UN-Habitat's planning, reporting and accountability.

The period of the evaluation will cover the start of the ASUD programme in July 2011 up to July 2016 and at a time when the projects of the first phase of the programme are completed.

Key objectives of evaluation are:

- To assess progress made towards the achievement of results at the outcome and outputs level of the programme and its projects;
- To assess how ASUD countries have benefited or not from the projects;
- To assess the relevance of UN-Habitat in supporting member States towards the achievement sustainable urbanization by focusing on global methodologies and an integrated approach;

Figure 2: ASUD guiding principles



Source: ASUD project brief, the Philippines

- d) To assess the efficiency and effectiveness of the projects in achieving their expected results. This will entail analysis of delivery of actual outcomes against expected outcomes, in terms of delivery of outputs, achievement of outcomes and long term effects;
- e) To assess the extent to which the implementation approach of ASUD has worked well or not, enabled UN-Habitat to define the results to be achieved and effectively deliver projects and report on the performance of UN-Habitat;
- f) To assess how well management of the ASUD programme, given its innovative nature, has learned from and adjusted to changes during implementation;
- g) To assess the extent to which cross-cutting issues of gender, youth, climate change, and human rights were integrated in the design, planning and implementation, reporting and monitoring of the project;
- h) To bring forward programming opportunities that indicate potential for long-term partnership between UN-Habitat and national and local governments, and partners;
- i) To make recommendations on what needs to be done to effectively promote, develop and monitor UN-Habitat's support to promote sustainable urbanization;
- j) To propose design model(s) for phase 2 of the ASUD programme that would enable meaningful measurement of impact in the medium to long-term period.

4 EVALUATION SCOPE AND FOCUS

The evaluation is expected to assess achievements, challenges and opportunities of the ASUD programme through an in-depth evaluation of results achieved. The focus should be on the completed and ongoing activities of nine ASUD projects listed in table 1, and to advise on the next phase of the programme.

Table 1: ASUD phase 1 projects to be covered by the evaluation

No.	Project No.	Title	Focus	Country	Budget
1	C337	Achieving Sustainable Urban Development in Rwanda	-National Urban Policy reviewed so as to leverage economic transformation of the country; -Intermediate Towns development supported by adequate planning and implementation tools; -Increased impact and outcome of the Kigali Master Plan (Nyarugenge. Gasabo and Kicukiro District Master Plans).	Rwanda	1.186.500
2	A118i	Achieving Sustainable Urban Development Priorities	-Strengthened strategic spatial planning toward sustainable and equitable regional and urban development. by introducing improved methodologies and tools with a longer term development horizon and with an integrated focus in the Nacala Corridor targeting critical area bearing the major impact of investment; -Strengthened policy frameworks and governance systems to promote a gradual urban sector reform. by introducing mechanisms to allow for an incremental analysis and dialogue on the critical issues affecting urban development and management in Mozambique. starting from the experiences and lessons drawn from interventions in the Nacala Corridor and extending it to the national level with a view to promoting	Mozambi-que	1.903.750 *)
3	F114	Popular Economy of the Agglomeration Areas of Bogota	-Improved the conditions of competitiveness of the city of Bogota. based on a model of inclusive economic development with territorial approach and as a learning platform.	Colombia	1.452.000

No.	Project No.	Title	Focus	Country	Budget
4	F115	Capacity Building in the City of Santa Marta for Sustainable Urban Development	-The city of Santa Marta has developed new urban planning and management models and tools. which enhanced its institutional capacities and local governance; -The citizens of Santa Marta participate actively as change agents.	Colombia	1.051.327
5	F116/ F120	Piloting an Inclusive and Participatory Land Readjustment in Colombia for Sustainable Urban Development at Scale (Pilar)	-Initiated discussions by Medellin and other relevant levels of government in Colombia for improved land-use planning for city extensions/densification in pilot site in Medellin; -Adoption of policy instruments and land-use plan for improved land readjustment for city extension/densification in pilot site. -Initiation of implementation of new inclusive and sustainable policies and plans by Medellin and other relevant levels of government in pilot site.	Colombia	1.565.000 **)
6	F117	Support and Assistance of the enhancement of the Mayor's Office of Medellin in the Municipal Development Plan of 'Construyamos unido un hogar para la vida' (Let's build a Home for Life)	-The city of Medellin has improved its institutional capacities in order to address the rapidly growing urban challenges ahead using a comprehensive and participatory approach strengthening its position as an urban reference at national, regional and global levels.	Colombia	339.000
7	F118	Formulating the National Policy for the System of Cities and institutional strengthening for the Association of Colombian Capital Cities	-Colombia will have a formulated National Urban Strategy that complements and strengthens the national urban development policy.	Colombia	401.060
8	C364	Achieving Sustainable Urban Development Priorities (ASUD)	-Improved national awareness on urban planning issues; -Improved planning, implementation and monitoring practices for urban development (especially city extensions and new city developments) in Egypt; -Systematized knowledge for enhanced management of urban growth in Egypt; -National and regional institutions in close partnership with local government better manage urban growth in Egypt.	Egypt	1.130.000
9	D373	Achieving Sustainable Urban Development in the Philippines	-Improved capacities of at least two major government agencies to enhance policies promoting sustainable and resilient urban development; -Enhanced technical and institutional capacities of selected cities on sustainable urban development planning, governance and implementation.	Philippines	1.756.850
Total					10.785.487

Note: *) A118i budget was originally USD1,210,000. A second tranche increased the budget to USD1,597,001.72 with PAAS records showing total IMIS value USD1,903,750. **) F116/F120 Budgets for F116 and F120 were USD565,000 and USD1,000,00 respectively. In addition, there was support in cash and kind from Headquarters that was incorporated into the contribution agreement to make it about USD2million.

The evaluation analysis will be based on the Theory of Change of the ASUD programme i.e., outlining the results chain and integrated with the projects' Log Frame.

5. EVALUATION QUESTIONS BASED ON EVALUATION CRITERIA

The evaluation will base its assessments and ratings (Annex 3) on the criteria of relevance, efficiency, effectiveness, impact and sustainability in line with standards and norms of evaluation in the United Nations system:

Relevance

- To what extent objectives and implementation strategies of the projects are consistent with UN-Habitat's strategies and requirements of the beneficiaries (city managers, communities, and mayors)?
- To what extent is the implementation strategy responsive to UN-Habitat's MTSIP and strategic plan and human development priorities such as urban poor, women and youth?
- To what extent are the projects' intended outputs and outcomes consistent with national policies and priorities, and the needs of target beneficiaries?

Efficiency

- To what extent did the Programme Division, thematic branches, Regional Offices, country offices and national partners have the capacity to design and implement the project? What have been the most efficient types of activities implemented?
- To what extent were the institutional arrangements of UN-Habitat (at country, regional and headquarters levels) adequate for the projects? What type of (administrative, financial and managerial) obstacles did the ASUD programme face and to what extent has this affected the projects?
- To what extent did actual results contribute to the expected results at output and outcome levels?
- To what extent have delays and other changes during implementation affected cost-effectiveness?

Effectiveness

- To what extent have the programme's objectives and projects' intended results (outputs and outcomes) been achieved or how likely they are to be achieved in line with the Theory of Change (i.e., causal pathways) of the programme? In this context cost-effectiveness assesses whether or not the costs of the projects can be justified by the outcomes, and how learning (from experience) during implementation was taken into account.
- To what extent have partners at country level contributed (financially or in-kind) and been involved in the implementation of ASUD projects, or extent national partners are aware of ASUD?
- What types of products and services did UN-Habitat provide to beneficiaries through these projects? What kind of positive and negative changes to beneficiaries have resulted from products and services delivered?
To what extent have the projects proven to be successful or not in terms of ownership in relation to the local context and the needs of beneficiaries? To what extent and in what ways has ownership, or lack of it, impacted on the effectiveness of the programme?
- To what extent monitoring and reporting on the implementation of ASUD projects has been timely, meaningful and adequate?

Impact Outlook

- To what extent have the projects attained or not (or is expected to attain) development results (short, medium and long-term) to the targeted population, beneficiaries, participants, whether individuals, communities, institutions, etc. and ASUD's overall programme expected accomplishments?

Sustainability

- To what extent did the projects engage the participation of beneficiaries in design, implementation, monitoring and reporting?
- To what extent were the themes of the projects aligned with national development priorities and contributed to increased national investments to accelerate the achievement of priorities at national, provincial and city/local level?
- To what extent will the projects be replicable or

scaled up at national or local levels or encourage south-south and north-south collaboration, and collaboration between city managers, communities, and mayors?

- To what extent did the projects foster innovative partnerships with national institutions, local governments and other development partners?

The evaluation team may expound on the following issues, as necessary, in order to carry out the overall objectives of the evaluation.

- a) Responsiveness to local governments specific priority areas;
- b) Programme coherence with UN-Habitat's mandate, the New Urban Agenda and added value;
- c) Performance issues: effectiveness of monitoring and reporting of delivery and results of the project;
- d) Gender equality and empowerment as well as youth, human rights and climate change: Integration of gender equality, youth, human rights and climate change in the design, planning, implementation of the projects and the results achieved;
- e) Adequacy of institutional arrangements for the project and relevance of structures to achieve the planned results;
- f) Identification of contribution to success or failure of certain performances (responses to these issues should be categorized by design, management and external factors, particularly context).

6. STAKEHOLDER INVOLVEMENT

It is expected that this evaluation will be participatory, involving key stakeholders. Stakeholders will be kept informed of the evaluation processes including design, information collection, and evaluation reporting and results dissemination to create a positive attitude for the evaluation and enhance its utilization. Relevant UN-Habitat entities, United Nations agencies, national governments/local authorities, national partners, beneficiaries of the projects, donors, and other civil society organizations may

participate through a questionnaire, interviews or focus group discussions.

7. EVALUATION METHODS

The evaluation shall be independent and be carried out following the evaluation norms and standards of the United Nations System. A variety of methodologies will be applied to collect information during evaluation. These methodologies include the following elements:

- a) Review of documents relevant to the project. Documents to be provided by the project management staff at Headquarters and Regional Offices, and documentation available with the donor and partner organizations (such documentation shall be identified and obtained by the evaluation team).

Documentation to be reviewed will include:

- Original project documents and implementation plans;
- Annual Workplan;
- Monitoring Reports;
- Publications;
- Reviews;
- Previous evaluation documents;
- Donor reports and evaluations;
- Strategic plans, as deemed relevant, such as Medium-Term Strategic and Institutional Plan (MTSIP) and strategic plan 2014-2019, United Nations Development Framework (UNDAF), National Development Plans, and other relevant UN-Habitat policy documents, in particular on the New Urban Agenda and Regional Strategic Plans;
- Outreach and communication material on ASUD.

- b) Key informant interviews and consultations, including focus group discussions will be conducted with key stakeholders, including each of the implementing partners and UN-Habitat staff. The principles for selection of stakeholders to be interviewed as well as evaluation of their performance shall be clarified in advance (or at the beginning of the evaluation). The informant interviews will be conducted to obtain qualitative information on the evaluation issues, allowing the evaluator to assess project relevance, efficiency and effectiveness.

- c) Field visits, if deemed feasible with resource available to the evaluation, to assess selected activities of the projects.

The evaluators will describe expected data analysis and instruments to be used in the inception report. Presentation of the evaluation findings should follow the standard format of UN-Habitat Evaluation Reports (evaluation purpose and objectives, approach, findings [achievements and assessments], conclusions, lessons learned, recommendations).

8 ACCOUNTABILITY AND RESPONSIBILITIES

The Evaluation Unit of UN-Habitat will commission a centralized evaluation of the project and it will manage the evaluation, supported by the Urban Legislation, Land and Governance Branch on day to day basis in consultation with other relevant branches and offices. The Evaluation Unit will guide and ensure that the evaluation is contracted to suitable candidates. The Evaluation Unit will advise on the code of conduct of evaluation and provide technical support as required. The Evaluation Unit will have overall responsibility of ensure that contractual requirements are met and approve all deliverables (Inception Report/ Workplan, Draft and Final Evaluation Reports).

A Joint advisory group with members from the Evaluation Unit, ASUD programme management of the Urban Legislation, Land and Governance Branch, project focal points/four regional offices will be responsible for providing comments on the inception report and drafts of the evaluation report.

The evaluation will be conducted by two consultants, both international consultants. The evaluators are responsible for meeting professional and ethical standards in planning and conducting the evaluation, and producing the expected deliverables in accordance with UN-Habitat evaluation policy and norms and standards for evaluation.

The evaluation team will receive technical support from the Evaluation Unit, and the responsible Units and ASUD programme manager and focal points/ projects managers at Regional Offices will provide logistical support.

9 QUALIFICATIONS AND EXPERIENCE OF THE EVALUATION TEAM

The evaluation shall be carried out by two consultants with the senior consultant assigned as the lead evaluator. To ensure complementarity within the evaluation team, at least one consultant should be an evaluation expert and the other consultant an urban policy development expert. The two International Consultants are expected to have:

- a) Extensive evaluation experience. The consultant should have ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings.
- b) Specific knowledge and understanding of UN-Habitat and its mandate.
- c) 10-15 years of programme management experience in results-based management working with projects/ programmes in the field of urban legislation and governance, planning and design, and finance and economy.
- d) Advanced academic degree in political sciences, social economy, governance, local public administration, or similar relevant fields.
- e) Recent and relevant experience in working in developing countries.
- f) It is envisaged that the consultants would have a useful mix of experience and familiarity with public administration in various parts of the world.
- g) Fluent in English (understanding, reading and writing) is a requirement. Knowledge of Spanish and Portuguese are desirable.

10. WORK SCHEDULE

The evaluation will be conducted over the period of 8 weeks, including the desk review, from February to April 2017. The evaluation team is expected to prepare an inception work with a work plan that will operationalize the evaluation. In the inception report, theory of change, understanding of the evaluation questions, methods to be used, limitations or constraints to the evaluation as well as schedules and delivery dates to guide the execution of the evaluation, should be detailed. A provisional timetable is as follows in section 13.

11. DELIVERABLES

The three primary deliverables for this evaluation are:

- a) Inception Report with evaluation work plan. 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 evaluation report draft(s) to be reviewed by UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports.
- c) Final Evaluation Report (including Executive Summary and Appendices) will be prepared in English and follow the UN-Habitat's standard format of an evaluation report. The report should not exceed 40 pages (excluding Executive Summary and Appendices). The Spanish translation of the Evaluation Report should also be presented. In general, the report should be technically easy to comprehend for non-specialists.

12. RESOURCES

The funds for the evaluation of the project are available from projects' budgets.

The remuneration rate of the consultant will be determined by functions performed, qualifications, and experience of the consultant. There are set remuneration rates for consultancies. The consultants to conduct this evaluation should preferably be equivalent to P-5 and P-4. Payments will be based on deliverables over the consultancy period. The fees will be paid upon satisfactory delivery of outputs as per agreement.

Where applicable, travel costs of the consultant (airplane ticket economy class), transfers, and daily allowance as per the UN rate is payable in addition to the daily fee. Daily subsistence allowance will be paid only when working outside the official duty station (home-based) of consultant.

13. PROVISIONAL TIME FRAME

No.	Task description	December 2016				January 2017				February 17				March 2017				April 2017			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Development of TOR Evaluation Team (2 consultants)	x	x																		
2	Call for consultancy proposals an recruitment of consultant			x	x	x	x	x	x												
3	Review of background documents									x	x										
4	Preparation and approval of inception report with work plan and methodology of work									x	x	x	x								
5	Data collection including document reviews, interviews, consultations and group meetings											x	x	x	x						
6	Analysts draft of evaluation findings, commence draft report writing and briefings to UN-Habitat													x	x	x					
7	Presentation of preliinary findings to UN-Habitat (by skype)															x					
8	Draft Evaluation Report																x	x			
9	Review of Evaluation Report																	x	x	x	
10	Production delivery of Fiinal Evaluation Report (includinf editinfrm translation into Spanish, layout, printing)																			x	x

ANNEX 2: LIST OF PERSONS INTERVIEWED

	Name. Organisation. Position.
0	UN-HABITAT HEAD OFFICE
	BARUGAHARE Martin PhD, Office of the Executive Director Evaluation Unit, Chief
	BHATTACHARJEE Debashish, Urban Basic Services Branch, Urban Mobility Lead
	CLOS Joan Dr, Office of the Executive Director, Executive Director
	KACYIRA Aisa, Office of the Executive Director, Deputy Executive Director
	KAMIYA Marco, Urban Economy and Finance Branch, Coordinator a.i.
	LEWIS-LETTINGTON Robert, Legislation, Land and Governance Branch, Coordinator a.i.
	MWAI Angela, Gender Coordination and Support Unit, Unit Leader
	PADROS Albert, Urban Legislation Land and Governance Branch, former Human Settlements Officer
	PATERSON GAUNTNER Liz, Urban Economy and Finance Branch, Consultant
	PERMEZEL Global Land Tool Network, Partnership Coordinator
	PETRELLA Laura, Urban Planning and Design Branch, Coordinator, a.i.
	RAGAN Douglas, Youth and Livelihoods of Urban Economy Branch, Chief
	BECH Susanne, Office of the Executive Director Evaluation Unit, Evaluation Officer
	SIETCHIPING Remy PhD, Regional and Metropolitan Planning Unit, Leader
	SOMMER Kerstin, Housing and Slum Upgrading Branch, OIC Coordinator, Slum Upgrading Unit Leader
	TUTS Raf, Programme Division, Director
	VAN DEN BERG Rogier, Urban Planning and Design Branch, Program Manager Urban LAB
1	A1181: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN MOZAMBIQUE
	AMURANE Mahamudo, Municipality of Nampula, Mayor President and technical team
	BONZO Francisco, Government of the Province of Nampula, Provincial Director Transport and Communication
	DE LA CAL Javier, Agencia Española de Cooperación Internacional para el Desarrollo (AECID)
	DINIS Dinis Zacarias, UN-Habitat Mozambique, Project Coordinator
	DODA Fernando, Nacala Porto, Administrator and team
	ENGUIX Maria, Urban Development Specialist, former consultant for UN-Habitat Mozambique, currently project officer at MUVA (DFID funded programme on women empowerment)
	FERREIRA José, APIEX Mozambique (Agência para a Promoção de Investimento e Exportações)
	MARCELINO Arlindo, Nacala-À-Velha District, Administrator
	VIAGEM Francisco Selemene, Nacala-À-Velha District, Director of Distrital Services of Planning and Infrastructure
	MENDES José Luis, Nacala-À-Velha District, Technician Topographer
	BOTÃO Esmerado Arlindo, Nacala-À-Velha District, Technician Geographer
	MOHLMANN Joost, UN-Habitat Mozambique, Head of Programme
	MUIOCHA Felicidade A., UCODIN (Unidade de Coordenação do Desenvolvimento Integrado de Nampula, Nampula Development Coordination Unit), , Head of Technical Secretariat
	MABOTE Nilza J., UCODIN, M&E Specialist
	ROCHA Pedrito, Provincial Department of Public Service, Housing and Hydro Resources, Provincial Director
	SAIDE Rosalina, ACOREL Nampula (Women's Association for Waste Recycling)
	SANO Akihira, JICA, Project Formulation Advisor of the Nacala Development Corridor

	SIMOCO Evaristo, City of Nacala Porto, Councilman and Vice Mayor AMADE Momade, City of Nacala Porto, Assistant of Mayor PAULO Crisanto, City of Nacala Porto, Head of Planning and Infrastructure Unit MOZICA Rachide, City of Nacala Porto, Head of Cadastre Unit MUCAVELE Luis, City of Nacala Porto, Director Department of Infrastructure and Cadastre
	SPALIVIERO Mathias, UN-Habitat ROAF, Task Manager for Mozambique
	VINHO Victor Alberto and ADELINO Diamantino, Provincial Directorate of Land, Environment and Rural Development (DPTADER), Architect Planners
2	C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA
	BIRYABANZI Onesphore, Gender and Family Promotion Officer Rubavu District
	DIEYE Fatou Fatou, City of Kigali, former International Consultant in the office of planning
	HABONIMANA Herve Villard, MININFRA, U-SWAp Coordinator
	KABENGA Innocent, GGGI, Country Representative
	KALISA Catherine, UN-Habitat Rwanda Office, National Technical Advisor since 2016
	KYAZZE Edward, MININFRA, Head of Urbanization, Human Settlement and Housing Planning Division
	MARIDADI Eugene, MININFRA, GIS Specialist
	MOHLMANN Joost, UN-Habitat Rwanda Office, field officer 2013-2015
	MUMUHIRE Abias, architect previously at City of Kigali One Stop Centre
	MUTANGANA Theophile, RHA, GIS Specialist
	RURANGIRWA Eric, Youth Sports and Culture Officer Rubavu District
	RWIGAMBA Vincent, Rwanda Housing Authority (RHA), Ag. Urban Settlements Division Manager
	SEVUMBA Monique, UN-Habitat Rwanda Office, Programme Manager
	SPALIVIERO Mathias, UN-Habitat ROAF, ASUD project coordinator
	UMUHOZA Esperance, Construction Permit Officer, One Stop Center of Rubavu District
3	C364: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT
	ABDELNAIM Mohamed and six other beneficiaries, Landowner Beneficiaries
	ABDELWAHAB Salwa, Government of Egypt, National Project Manager at GOPP
	ALADDIN Anas, UN-Habitat Egypt Office, Assistant Project Manager
	ATTIA Sahar, Consultant Architect Urban Planner, Associated Consultants Cairo
	AYAAD Hany M., Consultant Urban and Regional Planner Alexandria
	EL ABDEEN Manal Zein, Government of Egypt Local Government, Deputy of Urban Planning Department Qalyoubia Governorate
	FAHMY Bassem, UN-Habitat Egypt Office, Programme Manager ASUD and Principal Technical Advisor
	HEDEYA Rania, UN-Habitat Egypt Office, Head of Programme
	NADA Mohamed, UN-Habitat Egypt Office, Project Manager of Banha Pilot
	SCHAEFER Katja, UN-Habitat ROAS, Project Coordinator
	TIEMEIER Victoria, UN-Habitat Egypt Office, Human Settlements Officer Urban Legislation Land and Governance Branch
	YOUSRY Ahmed M., Consultant Planner Architect, Mahmoud Yousry & Associates Cairo
	ZAHRAN Magd, UN-Habitat Egypt Office, project officer for Banha Pilot
4	D373: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES
	AGILA Angel, Housing and Urban Development Coordinating Council, Director for Policy Development
	BARTH Berhard, UN-Habitat ROAP, Human Settlements Officer
	BUYCO Stanley, Silay, City Assessor's Office, Officer
	CAMENA Keith, Iloilo City Planning & Development Office, Urban Planner
	CHAVES Carmeli, University of the Philippines, School of Urban and Regional Planning, Professor and former Urban Planning Consultant ASUD

	CORRAL Mel John, Iloilo City Planning & Development Office, GIS Specialist
	DEL ROSARIO Eduardo, Housing and Urban Development Coordinating Council, Chairman
	DELA CRUZ Olivia, Silay, City Assessor's Office, Chief
	EMPIO Eulogio, Silay, City Planning & Development Office, Statistician
	FLORES Reiner, UN-Habitat, former Country Programme Manager, and ASUD Project Coordinator
	GALLEGO Carlos, AECID, Program Manager
	GATANELA Ela, UN-Habitat, former ASUD Legal Consultant and Private Sector (Real Estate)
	GEROAH Imelda, Iloilo City Planning & Development Office, Research Officer
	GOLEZ Alore, Silay City Housing Authority, City Housing Officer
	GOLEZ Mark, Silay, City Mayor's Office, City Mayor
	GREGORIO Regina, Iloilo City Engineer Office, City Engineer Officer
	GUANZON Anabelle, Housing & Land Use Regulatory Board, Policy Development Officer
	GUZON Giovanni, Silay, City Planning & Development Office, Coordinator
	LEGASPI Stella, UN-Habitat, former ASUD City Coordinator
	MUNOZ Alexandre, Silay, City DRRM Office, DRRM Officer
	PENALOSA Jose Roni, Iloilo City Planning & Development Office, Coordinator
	PEROCHO Noel, Silay, City Mayor's Office, City Administrator
	ROLLO Cris, UN-Habitat, Country Programme Manager
	SULMACA Gerle, Silay, City Tourism Office, Tourism Officer
	BENITEZ Tessie, Silay, City Urban Poor Federation, Community Leader
	TINGZON Manuel, United Architects of the Philippines, Officer
	TOGONON Lara, Philippine Institute of Environmental Planners, Board Member
	TOLENTINO Avelino, Housing and Urban Development Coordinating Council, Assistant Secretary General
	VISTAL John Titus, Housing and Urban Development Coordinating Council, Secretary General
	ZOLUAGA Dolly, Iloilo City Planning & Development Office, City Zoning Administrator
	ALL PROJECTS IN COLOMBIA
	VELASQUEZ Elkin, UN-Habitat ROLAC, Director
	LIPPI Roberto, UN-Habitat Country Office Colombia, Coordinator for Colombia and Ecuador
	LIZARAZO Patricia, UN-Habitat Country Office Colombia
	FORERO Rafael, UN-Habitat Country Office Colombia
	MANRIQUE Alfredo, UN-Habitat Country Office Colombia
	VALVERDE Monica, UN-Habitat Country Office Colombia
5	F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA
	BATEMAN Alfredo, Department for Economic Development, Former under Secretary
	BUSTOS Jorge, Department for Economic Development Direction of Competitiveness
	BEHAR Erik, Department for Economic Development, Under Secretary
	MARTINEZ Edison, Department for Economic Development, Deputy Director Science and Innovation
6	F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA
	SAUMET Liane, Santa Marta, Former Secretary of Planning
	DIAZ Fabian, Santa Marta, Coordinator POT Secretariat of Planning
	GARCÍA, Francisco, Santa Marta, Secretary of Planning
	GARCÍA Carolina, Santa Marta, Secretary of Economic Development, Former Director of FENALCO
	TORO Nirith, ECOPETROL, CSR Director
	RIASCOS Cesar, Chamber of Commerce, President

	MAESTRE Matilde, Santa Marta, Secretary of Culture of the Department of Magdalena (Leader African Community)
	PENARANA Perine, Community leader
	RODRÍGUEZ Francisco, Geografía Urbana, Director and former national consultant for ASUD
7	F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA
	Idem as F117/F123 below
8	F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA
	OSPINA Gustavo Lopez, UNESCO, former Regional Director and former Coordinator of ASUD Medellin
	YEPES Marcela, ISVIMED (Social Institute for Housing and Habitat Medellin), Project Liaison Officers
	MEJIA Claudia, ISVIMED, Project Liaison Officers
	ALZATE Leon Felipe, Former Project Specialist
	GOMEZ Hernando, Director of Strategic Projects in ARGOS
	PEREZ Jorge, Former Director of Planning
9	F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA
	GUZMAN Fernando, ASOCAPITALES, Executive Director
	CASTRO Sirly, Urban Development of National Planning Department, Director
	PINTO Augusto, Urban Development of National Planning Department, former Director

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ASUD COUNTRIES' INFORMATION

- Country Programme Documents, where applicable.
- ASUD Original Nine Project Documents.
- Nations Development Plans, Economic Development and Poverty Reduction Strategies.

ANNEX 4: ASUD ORIGINAL PROGRAMME RESULTS FRAMEWORK

ASUD PROGRAMME RESULTS FRAMEWORK			
Goal	1. Increased UN-Habitat capacity to effectively support member states in achieving sustainable urbanization		
	2. Achieving the MTSIP overarching goal “sustainable urbanization principles drive policy and practice in counties”		
Strategic Result	1. Country specific experiences from an integrated approach between normative frameworks and operations built back into UN-Habitat’s global methodologies		
	2. Clients and partners cope more effectively with the rapid pace of urbanisation and maximize the benefits that come with it		
	Indicators ¹ :		
	(a) Number of UN-Habitat tools, guidelines and policies supported by lessons learnt from the ASUD field experience		
	(b) Number of improved policies, frameworks, plans and designs adopted and implemented by national governments and HAP		
	(c) Increased capacity of national governments and HAP on sustainable urbanization demonstrated		
	(d) Number of long-lasting partnerships amongst stakeholders including UN-Habitat, member states, cities and HAP		
	(e) Increased number of targeted communities and/or households benefitting from improved access in key areas of the programme		
COMPONENT 1: URBAN PLANNING			
Strategic Result	Growth of cities managed and cities planned at different scales improving their equity and efficiency		
	Indicators: -		
Expected Accomplishments	EA 1 Improved policies and legislation regarding urban planning and sustainability	EA 2 Increased capacities of institutions and stakeholders to undertake and effectively implement urban planning processes at the adequate scale	EA 3 New urban planning initiatives implemented in four to ten cities
	Indicators:		
	a) Number of stakeholders at city, country and global levels with increased knowledge	a) Number of tools and guidelines on sustainable urban development planning available and number of access points for tools	a) Number of cities engaged in developing action plans or with action plans adopted
	b) Number of good practices documented and available to stakeholders	b) Number of training and capacity building opportunities for a variety of stakeholders	b) Number of action plans developed in pilot locations
	c) Number of countries that have embarked on urban planning policy analysis, institution building and reform	c) Number of people and stakeholders trained	c) Number of partnerships established for the implementation of action plans
COMPONENT 2: URBAN MOBILITY			
Strategic Result	Increased institutional efficiency and effectiveness in providing access to sustainable urban mobility		
	Indicators:		
	(a) Development of tools, methodologies and guidelines by UN-Habitat supported		

Expected Accomplishments	EA 1. Global advocacy and partnerships established for sustainable urban mobility	EA 2. Best practices documentation and knowledge dissemination on sustainable urban mobility models implemented	EA 3. Research and policy networks expanded
	Indicators:		
	a) Number of partnerships established with globally relevant organisations	a) Number of urban mobility publications and knowledge management products produced and disseminated	a) Number of countries covered by urban mobility networks
	EA 4. Training and capacity building events implemented for models of better public transport and non-motorized transport provision and linkages to urban planning	EA 5. Technical assistance to national governments extended to develop financially and socially feasible urban mobility policies and investment strategies	EA 6. Local governments strengthened to design and implement infrastructure and service improvements for urban mobility
	Indicators:		
	a) Number of training and capacity building events implemented per year	a) Number of national governments supported	a) Number of local authorities advised
	EA 7. Comprehensive demonstration projects initiated to mobilize investments for and demonstrate the viability of sustainable urban transport solutions	8. Effective project management and support achieved	
	Indicators:		
	a) Number of demonstration projects initiated	a) Percentage of administrative processes implemented within the time corridors specified by the substantive units	
COMPONENT 3: URBAN ENERGY			
Strategic Result	Approaches, methods and instruments promoted for improved energy efficiency, increased use of clean renewable energy technologies, and improved access to clean, reliable, and sustainable energy services in urban areas		
	Indicators:		
	(a) Increase in the numbers of people in target communities with access to energy efficient measures		
	(b) Number of stakeholders demonstrating awareness in energy efficiency in cities		
	(c) Increase in norms and legislation adopting energy efficient measures in cities		
Expected Accomplishments	EA 1. Increased access to energy	EA 2. Increased energy efficiency	EA 3. Renewable energy promoted
	Indicators:		
	a) Number of poor households with access to modern energy	a) Number of cities adopting energy efficient measures	a) Number of cities implementing renewable energy projects as a result of the programme
	b) Number of cities with pro-poor energy access programmes	b) Number of countries adopting energy efficient measures in building codes	b) Number of renewable energy demonstration projects undertaken
	c) Number of thematic papers published, casebooks produced, tools and guidelines produced, training tools developed	c) Number of energy-efficient buildings implemented as a result of the programme	

COMPONENT 4: URBAN GOVERNANCE AND LEGISLATION			
Strategic Result	Systems established for improved land management, adopted enabling legislation, and effective decentralized governance put in place that fosters equitable sustainable urban development		
	Indicators: -		
Expected Accomplishments	EA 1. Enhanced knowledge and capacity on land management, governance, and sustainable urban development	EA 2. Improved collaboration amongst stakeholders including UN-Habitat, member states and HAP and partnerships created on tools development and law	EA 3. Member states and HAP better supported towards urban governance and legislation for sustainable urban development
	Indicators:		
	(a) Communications and marketing programmes developed and implemented	(a) New network secretariat operational	(a) Urban legal facility established and maintained
	(b) Case studies and good practices documented and disseminated	(b) Network of urban legal partners established	(b) Technical support delivered by UN-Habitat to partners
	(c) Urban legal knowledge promoted and disseminated	(c) Joint activities undertaken	(c)
	(d) Capacity needs assessment tool developed and used	(d)	(d)
	e) Training packages developed and applied		
COMPONENT 5: URBAN ECONOMY AND MUNICIPAL FINANCE			
Strategic Result	Enhanced knowledge on urban growth and improved municipal finance systems for improved policies on effective urban economic development		
	Indicators: -		
Expected Accomplishments	EA 1. Increased knowledge on urban economic development and municipal finance by governments and HAP	EA 2. Enhanced capacity on partnership development and private sector involvement for policies and strategies promoting sustainable urban economic development and solid municipal finance	
	Indicators:		
	(a) Number of reports on the dynamics of urban centres produced	(a) Number of capacity needs assessment conducted	
	(b) Number of strategies, policies, tools and plans developed on urban economic development and municipal finance	(b) Number of capacity development programmes and materials produced	
	(c) Number of case studies undertaken and best practices documented and disseminated through urban economic forums and publications	(c) Number of technical assistance intervention undertaken	
		(d) Number of trainings conducted	
		(e) Number of strategies and policies developed and demonstrated in projects	
		(f) Number of strategies and policies demonstrated in projects	

ANNEX 5: BUDGET OF THE NINE PROJECTS

	Object Class	Description	Initial Budget in USD	Final Budget in USD
1	A118I: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN MOZAMBIQUE			
	441	PROJECT PERSONNEL	406.600	879.017
	442	SUBCONTRACTS	350.000	324.835
	443	TRAINING	85.000	69.817
	444	EQUIPMENT	95.000	58.101
	445	MISCELLANEOUS	63.400	100.464
		GRANTS		
		TOTAL EXPENDITURE - IMIS	1.000.000	1.432.234
		PSC-IMIS	100.000	194.524
		PSC-EXP-UN		
		TOTAL EXPENDITURE WITH PSC	1.100.000	1.626.757
		Funding source: SPAIN 1.000.000 USD AECID 213.000 USD EU 576.000 USD BOOYOUNG 177.000 USD TOTAL BUDGET 1.966.000 USD		
2	C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA			
		EXPENDITURE AND COMMITMENTS - UMOJA		
	AS1	AS1-CONTRACT-SERVICE		1
	AS2	AS1-IP-DIRECT		80.036
	AS3	AS1-OPER-OTHER-COSTS		1.022
	AS4	AS1-STAFF-PERSONNEL		130.510
	AS5	AS1-TRAVEL		5.920
		TOTAL EXPENDITURE - UMOJA		217.489
		EXPENDITURE - IMIS		
	441	PROJECT PERSONNEL	677.000	824.050
	442	SUBCONTRACTS	207.500	4.197
	443	TRAINING	82.500	0
	444	EQUIPMENT	23.000	1.109
	445	MISCELLANEOUS	60.000	9.112
		GRANTS		
		TOTAL EXPENDITURE - IMIS	1.050.000	838.469
		PSC-IMIS		116.929
		PSC-EXP-UN		17.740
		PROJECT SUPPORT COST (13%)	136.500	
		TOTAL EXPENDITURE WITH PSC	1.186.500	1.190.627
		Funding source: SPAIN 1.186.500 USD RWANDA 199.763 USD TOTAL BUDGET 1.386.263 USD		

	Object Class	Description	Initial Budget in USD	Final Budget in USD
3	C364: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT			
		EXPENDITURE AND COMMITMENTS - UMOJA:		
	AS1	AS1-CONTRACT-SERVICE		151.822
	AS1	AS1-EQUIP-VEH-FURNIT		5.916
	AS1	AS1-OPER-OTHER-COSTS		23.953
	AS1	AS1-STAFF-PERSONNEL		282.491
	AS1	AS1-TRAVEL		59.704
		TOTAL EXPENDITURE - UMOJA		523.886
		EXPENDITURE - IMIS:		
	441	441: OTHER FUND SOURCE - PROJECT PERSONNEL	633.700	361.789
	442	442: OTHER FUND SOURCE - SUBCONTRACTS	167.000	-4.846
	443	443: OTHER FUND SOURCE - TRAINING	120.500	73.275
	444	444: OTHER FUND SOURCE - EQUIPMENT	17.300	2.000
	445	445: OTHER FUND SOURCE - MISCELLANEOUS	61.500	3.138
		TOTAL EXPENDITURE - IMIS	1.000.000	435.356
		PRIOR YEAR ADJUSTMENTS		56
		PSC-IMIS		74.872
		PSC-EXP-UN		43.865
		PROGRAMME SUPPORT COST (13%)	130.000	
		ADMINISTRATIVE AND OVERHEAD COST (AOS)		
		TOTAL EXPENDITURE WITH PSC	1.130.000	1.078.034
		Funding source: SPAIN 1.130.000 USD TOTAL BUDGET 1.130.000 USD		
4	D373: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES			
	441	PROJECT PERSONNEL	557.122	980.443
	442	TRAINING	189.500	317.692
	443	EQUIPMENT	20.000	89.236
	444	MISCELLANEOUS	68.019	71.344
	445	GRANTS	167.620	124.618
		Research and assessment national government	100.000	
		City-level demonstration project	67.620	
		Grants to institutions		124.618
		PROGRAMME SUPPORT COSTS -TOTAL	127.739	205.832
		ADMINISTRATIVE COSTS (7%)		
		TOTAL PROJECT COST	1.130.000	1.789.165
		Funding source: SPAIN 1.130.000 USD SPAIN 626.850 USD ADJUSTMENT A118 & D373 32.315 USD TOTAL BUDGET 1.789.165 USD USD		
5	F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA			
		Funded by Spain		
	442	SUB-CONTRACTS	40.000	108.929
	443	TRAINING	25.000	58.008

	Object Class	Description	Initial Budget in USD	Final Budget in USD
	444	EQUIPMENT	20.000	16.127
	445	MISCELLANEOUS	113.585	41.724
		GRANTS		
		PROGRAMME SUPPORT COSTS	52.000	49.844
		TOTAL PROJECT COST	452.000	433.262
		FUNDING SOURCE: Spain 452.000 USD		
		Other funding source		
	441	PROJECT PERSONNEL	574.533	547.912
	442	SUB-CONTRACTS	414.312	154.365
	443	TRAINING	87.000	49.771
	444	EQUIPMENT	38.000	81.539
	445	MISCELLANEOUS	19.294	19.856
		GRANTS		284.711
		PROGRAMME SUPPORT COSTS	79.320	52.296
		TOTAL PROJECT COST	1.212.459	1.190.450
		Funding source: SDDE 1.212.459 USD		
6	F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA			
		Funded by Spain		
	441	PROJECT PERSONNEL	96.847	82.943
	442	SUB-CONTRACTS	149.082	151.265
	443	TRAINING		
	444	EQUIPMENT	45.491	43.276
	445	MISCELLANEOUS	8.580	13.164
		GRANTS		
		PROGRAMME SUPPORT COSTS	39.000	44.288
		TOTAL PROJECT COST	339.000	334.937
		Funding source: SPAIN 339.000 USD		
		Other funding source:		
	441	PROJECT PERSONNEL	391.123	389.103
	442	SUB-CONTRACTS	204.293	171.370
	443	TRAINING	8.799	8.799
	444	EQUIPMENT	30.023	30.023
	445	MISCELLANEOUS	76.250	106.713
		GRANTS		483
		PROGRAMME SUPPORT COSTS	3.472	7.466
		TOTAL PROJECT COST	713.960	713.957

	Object Class	Description	Initial Budget in USD	Final Budget in USD
		Funding source: ECOPETROL 660.881 USD ANSPE 53.079 USD		
7	F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA			
		F116		
	441	PROJECT PERSONNEL	314.732	312.703
	442	SUB-CONTRACTS		191.349
	443	TRAINING	84.250	212
	444	EQUIPMENT	10.000	4.000
	445	MISCELLANEOUS	91.018	12.549
		GRANTS		
		PROGRAMME SUPPORT COSTS	65.000	33.688
		TOTAL PROJECT COST	565.000	554.077
		Funding source: SPAIN: 565.000 USD		
		F120		
	441	PROJECT PERSONNEL	771.748	750.108
	442	SUB-CONTRACTS	4.998	3.979
	443	TRAINING	13.113	13.113
	444	EQUIPMENT	39.615	39.530
	445	MISCELLANEOUS	107.972	105.744
		GRANTS		
		PROGRAMME SUPPORT COSTS	65.621	63.864
		TOTAL PROJECT COST	1.003.067	976.337
		Funding source: ISVIMED: 1.003.067 USD		
8	F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA			
		F117		
	441	PROJECT PERSONNEL	147.416	153.886
	442	SUB-CONTRACTS	50.000	127.897
	443	TRAINING	31.000	0
	444	EQUIPMENT	45.000	2.686
	445	MISCELLANEOUS	26.584	6.670
		GRANTS		
		PROGRAMME SUPPORT COSTS	39.000	37.848
		TOTAL PROJECT COST	339.000	328.987
		Funding source: SPAIN: 339.000 USD		
		F123		
	441	PROJECT PERSONNEL	149.669	141.498
	442	SUB-CONTRACTS	390.200	
	443	TRAINING	-	-

	Object Class	Description	Initial Budget in USD	Final Budget in USD
	444	EQUIPMENT	10.212	10.666
	445	MISCELLANEOUS	10.212	15.526
		GRANTS		
		PROGRAMME SUPPORT COSTS	39.252	8.792
		TOTAL PROJECT COST	599.545	176.483
		Funding source: ISVIMED: 600.000 USD		
9	F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA			
	441	PROJECT PERSONNEL	597.316	533.221
	442	SUB-CONTRACTS	437.145	107.513
	443	TRAINING	70.573	70.215
	444	EQUIPMENT	18.438	18.355
	445	MISCELLANEOUS	61.998	52.177
		(GRANTS)		183.344
		PROGRAMME SUPPORT COSTS	75.555	82.865
		TOTAL PROJECT COST	1.261.025	1.047.690
		Funding source: DNP 149.660 ALCALDIA DE TUNJA 76.282 FOPAE 234.031 IDIGER 414.768 SECRETARIA DE AMBIENTE 86.837 SECRETARIA DE VIVIENDA CALI 110.831 MINISTERIO DE AMBIENTE 188.616 1.261.025		

ANNEX 6: REPOSITORY OF DOCUMENTS PRODUCED BY THE PROJECTS

REPOSITORY OF DOCUMENTS PRODUCED UNDER ASUD	
1	A118I: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN MOZAMBIQUE
	UN-Habitat by consultants Ottolenghi and Stellmach (03. 2013), ASUD Mozambique Preliminary Planning Methodology and Work Plan (for Nampula and Nacala territorial plans)
	UN-Habitat by consultant Siegel (2013), LED in Nampula – Nacala Development Corridor Mozambique
	UN-Habitat by consultant Jefferies Basic and Urban Services Branch (2014.01), Addressing Erosion in Nacala Town, Mozambique
	UN-Habitat by consultants Serra and Chiziane (2014.03), Legal and institutional analysis: sustainable urban planning and development in Mozambique, Concept Note
	UN-Habitat by consultant Murambire UEFB (2015.11), ASUD Mozambique Urban Economy and Finance
	UN-Habitat and Government of Mozambique (2015), Planned City Extension
	Republic of Mozambique Province de Nampula (2016), Inter-district Land Use Plan (PIDUT) for the Special Economic Area of Nacala (Nacala-À-Velha and Nacala Porto)
	UN-Habitat and Republic of Mozambique Province de Nampula (2016), Inter-District Land Use Plan (PIDUT) and Plans and Normative Guidelines
	UN-Habitat (2016), Strategic Plan of Greater Nampula
	UN-Habitat (08.2016), Proposed Human Settlements Act
	UN-Habitat (08.2016), Synthesis Report of the First Workshop on Sharing Experiences on Informal Settlement Interventions including PSUP
	UN-Habitat (), Legal and Institutional Analysis: Urban Planning and Sustainable Development in Mozambique
	UN-Habitat (), Document to Strengthen Model Planning in the Nacala Special Zone
	UN-Habitat (2017), ASUD Mozambique Final Project Report
2	C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA
	UN-Habitat (), Legislative Review with an Emphasis on PCE/I in Rwanda
	UN-Habitat (), Note on Spatial Development Framework in Rwanda
	UN-Habitat (), Secondary Cities: Choosing a Pilot City in Rwanda
	UN-Habitat GZPI and RHA (04.2015), Strategic and Structure Plan Rubavu
	UN-Habitat GZPI and RHA (05.2015), Strategic and Structure Plan Nyagatare
	UN-Habitat (06.2015), Improving Masterplan Rubavu
	UN-Habitat (07.2015), Planning Framework for Urban Areas in Rwanda
	UN-Habitat by UEFB and J.Möhlmann (2015), Rubavu District Planned City Extension, Phase I (2015 -2025) Financial Plan
	UN-Habitat (), NUP Component Exit and Handover Report, Rwanda
	UN-Habitat (), Diagnostic for Preparing the National Urbanization Policy, Rwanda
	UN-Habitat (), National Consultative Meetings for the NUP Report, Rwanda
	UN-Habitat (12.2015), Rwanda NUP
	UN-Habitat (2016), Spatial Development Framework of Rwanda and Summary
	UN-Habitat (2014), Draft, Integrated HCPD for Rwanda 2013-2018
	UN-Habitat (02.2015), Brochure on Rubavu
	UN-Habitat (04.2015), Planning Guide for Urban Areas in Rwanda, a Manual for District Leaders, Executives and Urban Professionals; and his Summary

3	C364: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT
3a	Reports Banha Pilot:
	UN-Habitat (2015.04), Paper: The usage of Eminent Domain in Egypt in unplanned, re-planning and urban extension areas, by Victoria Tiemeier
	UN-Habitat ROAS (2015), Paper: Legislative analysis to support sustainable approaches to city planning and extension in Egypt, by consultant Hazem Abdelfattah
	UN-Habitat (), Stakeholder map for infill project
	UN-Habitat (), Paper: Planning City Extension in Egypt: The Case of the Northern Infill Area of Banha City
	UN-Habitat (), Black Letter Law analysis building law Egypt
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ANNEX 7: INDIVIDUAL PROJECT EVALUATIONS

Project 1 - A118i: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN MOZAMBIQUE

LIST OF ACRONYMS AND ABBREVIATIONS

AECID:	Spanish Agency for International Development Cooperation
ANAMM:	National Association of Mozambican Municipalities
Booyoung:	South Korean construction company
CDS:	City Development Strategy
IG-UTP:	International Guidelines on Urban and Territorial Planning
JICA:	Japan International Cooperation Agency
LED:	Local Economic Development
NUF:	National Urban Forum
PDA:	Municipal Development Program
PIDUT:	Inter-District Land Use Plan
PSF:	Planning Support Facility
PSUP:	Participatory Slum Upgrading Programme
RSU:	Urban Land Regulation
UCODIN:	Integrated Development Coordination Unit in Nampula
UEM:	Eduardo Mondlane University
UPO:	Urban Provincial Observatory
ZEE:	Special Economic Zone
ZEEN:	Nacala Special Economic Zone

OVERVIEW, DEVELOPMENT, ACHIEVEMENTS

Refer the main document above.

Relevance

- ASUD is consistent with needs of partner country: General need for improved planning in former underserved region's with high economic potential such as the Nacala Corridor.

ASUD is consistent with requirements of target beneficiaries: Designated beneficiaries are local urban communities, with special focus on women, youth and disabled and they will eventually benefit from improved living conditions; they benefit directly from slum upgrading interventions; in PCE they will receive secure tenure; capacity of local government staff enhanced.

ASUD is consistent with the UNDAF 2012-2015: The overall goal of this UNDAF was 'reduced poverty and disparities to improve the lives of the most vulnerable people in Mozambique by 2015'. UNDAF assigns a role for UN-Habitat in shelter, basic services and urban planning, creating employment opportunities, slum prevention, housing and urban agriculture. The 2014 midterm review of the UNDAF advocates a prominent role for urbanisation, especially to work integrated, to develop synergies and to tackle a number of urgent problems.

ASUD is consistent with UN-Habitat's mandate, goals and strategies: The HCPD 2008-2009 consolidates a comprehensive programme for slum upgrading and vulnerability reduction, working on (i) urban governance and vulnerability reduction (ii) land and housing and (3) slum upgrading, water and sanitation.

- The interventions were rather supply- than demand-driven:

Regarding PCE: The government welcomes all initiatives to resolve the growth of slums; however the general assumptions to implement PCEs turned out difficult to meet.

Regarding NUF: Three NUFs at provincial level were envisaged, only one NUF was organised at the central level on the request of the central government; NUFs at provincial level were not demand-driven.

Regarding NUP: The envisaged NUP could not be developed under ASUD, raising the question whether this intended intervention is demand driven.

Effectiveness

- Effectiveness into achieving 'sustainable development':
Guiding principles of sustainable urbanization applied: study performed on environmental sustainability of Nacala; inclusive economic development studied in LED but not applied yet; equitable urban development applied in PCE plan but how to obtain the social mix remains unresolved. Key areas of intervention addressed:
Planning and design: PIDUT and PCE elaborated.
Legal: studies undertaken and proposal Human Settlements Act formulated.
Economy and municipal finance: studies undertaken but not yet applied; financing of infrastructure for PCE unresolved to date.
Normative framework used:
PCE
IG-UTP
Urban Planning for City Leaders
Risk Reduction Strategies
NUP
Cross-cutting issues overview:
Climate change addressed.
HRBA addressed in plans.
Gender, youth merit enhanced attention.
- Effectiveness into enhancing UN-Habitat's normative framework:
Especially capacity of local staff enhanced in planning and design.
Lessons learnt formulated in final report on challenges of urban development in the Northern part of Mozambique.
- Effectiveness of PCE into achieving 'sustainable development':
Sustainable principles promoted but not yet demonstrated.
- Effectiveness of NUF and NUP into achieving 'sustainable development':
Sustainable principles promoted. NUP process not started.

Efficiency

- Implementation strategy:
Integrated approach: Integration of sectors, scale levels (spatial plans at regional, city and neighbourhood level) and stakeholders; demonstrates holistic approach to urban development.
- Strategic planning approach (vision, action-oriented, working with stakeholders):
Vision of future of Nacala developed.
Action-orientation merits to be enhanced.
Private sector and community participation merits enhanced
PCE did not have direct beneficiaries.
Stakeholder participation with municipal and district planning departments successful.
Regional planning departments felt insufficiently involved.
Focus on high-level buy-in; was compromised by change in government.
- Application of strategic projects:
Slum upgrading component implemented strategic interventions, especially bridges connecting neighbourhoods; slum upgrading interventions in Nacala instead of in Nampula would have better supported the project.
Strategic interventions in PCE and PIDUT are required to create trust for the project with stakeholders.
- Adequacy of the institutional arrangements
Planning Support Facility (PSF) in Nampula and Programme Steering Committee (PSC) contributed to efficiency in project delivery.
UN-Habitat staff with support from University Lurio designed and drafted PIDUT and PCE.
For PCE, design by professional could have been considered.
For PIDUT drafting the plan by government planning unit with support by ASUD could have been considered.
Change of project manager affected the project.
- Support from HQ
City Planning, Extension and Design Unit advised on planning methodology in initial stage of project only.
No specific activities by Urban Lab recorded.

- Legislation Unit assessed and advised on legal and institutional issues.
Urban Economy Branch conducted a feasibility study to identify economic opportunities, tax potential, PPPs.
Urban Basic Services Branch involved in design of coastal erosion control for Nacala.
- Adaptation to the local context
Environmental issues documented.
Needs of the different target income classes merit enhanced attention.
 - Partnerships, resource mobilisation, communication
ASUD worked in synergy with other UN-Habitat projects in the region; but the evaluator couldn't clearly determine which interventions resorted under ASUD and which under other projects.
No resource mobilisation or communication strategy drawn up.
Collaboration with EU on slum upgrading.
PIDUT and PCE were advocated with government, with GIZ, JICA and CA through workshops.
MoU between the Coordination Unit for Integrated Development of Nampula Province.
 - Quality
Advocacy and working with different government levels successful.
Bridge, water points and drainage well implemented, yet not all water points connected.
PIDUT merits enhanced strategic approach and; the recommendation on planning methodology from the Urban Design Branch not completely followed.
PCE design missed out on a number of opportunities such as introduction of sustainable technologies (energy supply in Nacala is challenging), community construction methods, etc.
 - Monitoring and reporting, advocacy
ASUD Final Report completed and includes lessons learnt.
No mid-term evaluation.
No reporting against the log-frame in PAAS.
Justification of changes in project design: not recorded.
Progress reports until February 2014.
 - Most effective measures into reaching project goal
PIDUT and PCE important steps towards sustainable urbanisation taken, especially well advocated as other municipalities request similar interventions.
 - Innovation
Approaches introduced by ASUD: (i) working across administrative borders in Nacala, improving horizontal coordination in government; (ii) demonstrated how urban planning can work as an integrative tool and how it could also be used to coordinate actions in the Special Economic Zone.
 - Financial responsibility taken
Project financing affected by transition from IMIS to UMOJA.
HQ support diminished towards the end because of budget constraints.
Evaluators have little information on budget development.
Budget for project personnel has doubled at the detriment of subcontracts, the elaborated PIDUT and PCE have been done in-house by UN-Habitat staff (with support from University Lurio).

Impact Outlook

- Development effects to partner country and target beneficiaries (including weak groups):
Sustainable urbanisation advocated at local, regional and national, yet NUP process not started.
PIDUT advocates sustainable urbanisation and studied environment.
Medium-term term impact of PIDUT not proven since no funds/ implementation yet.
Slum upgrading interventions positively impact communities especially the bridge between two neighbourhoods.
The evaluation established that the members of the waste management project ACORAL did not generate revenues from the project yet and this was a setback. LED rapport under ASUD explains how economic return from recycling is (still) a public expenditure and that significant public funds are needed for such a programme. This is left to the municipality to resolve. Also a Community-Managed Funds was set-up to assist, but ACORAL was not aware of this fund, and they are also not aware of the ASUD project that they are part of.:

- Contribution to UN-Habitat's normative framework: Lessons learnt formulated with potential to improve normative framework. Feedback in normative framework merits follow-up. Especially local UN-Habitat staff strengthened in planning.

Sustainability

- Projects being replicable or scaled up: Other municipalities and districts are interested in PIDUT and PCE but there are no funds. Capacitated government staff should be able to perform PIDUT and PCE themselves now. Government is now building more bridges linking neighbourhoods.
- Beneficiaries' engagement secured: Government planning units interviewed during this evaluation are empowered. Waste management interventions not sustainable yet.
- National investments increased: N/A.
- Regarding UN-Habitat: Knowledge built and studies undertaken under ASUD support other UN-Habitat initiatives in Mozambique such as 'Future Cities for Africa (FCA)'⁶⁰ in Tete, Nampula and Nacala. FCA builds upon ASUD, such as it uses the support unit (PSF) and the PCE work for Nacala Velha. The FCA targeted three cities in the Nacala corridor: Tete, Nampula and Nacala.

Cross-Cutting Issues

- Gender
Gender parity in project staff: gender imbalance with 24% women staff and 76% men.
Gender disaggregated data in workshops: not recorded.
Overall project: women will eventually benefit from an improved living environment; however women living in PCE in Nacala Velha will have to commute to Nacala Porto for work at extra cost and time (30km with private minibus) as no public transport is provided by the project, and no job opportunities in Nacala-Velha yet.
Waste management project ACORAL is a specific initiative targeting women.
- Urban Youth
Youth employment studied in LED study.
No specific measures taken.
- Climate change
Study on Erosion in Nacala Porto undertaken.
Measures against climate change listed in PIDUT such as preservation of mangroves.
Drainage, waste management and sanitation addressed in under slum upgrading in Nampula.
Awareness on environment enhanced in communities under slum upgrading in Nampula.
- Human rights
Right to adequate housing, improved services and secure tenure promoted in PIDUT and PCE.

CONCLUSIONS

Strengths

- PIDUT and PCE well received by government. PIDUT advocates the merits of urban planning in the region.
- Capacity building interventions well received.
- Innovative approaches introduced by ASUD: (i) working across administrative borders in Nacala, improving horizontal coordination in government; (ii) demonstrated how urban planning works as integrative tool and could also be used to coordinate actions in the Special Economic Zone.

⁶⁰ Cities Alliance and DFID have launched a new partnership initiative to support African cities as they transform themselves into resilient, inclusive centres of economic growth. The Future Cities Africa team is creating a proven knowledge-sharing platform, developed by the company Gaiasoftware, that will connect stakeholders and track progress within and across cities. Gaiasoftware develops change templates and software products that empower people to work easily and collaboratively toward change that is positive, meaningful and enduring. Source: <http://www.citiesalliance.org>

- Lessons learnt formulated and future projects listed, including on: land tenure security and land rights (DUAT), resettlement/ displacement, tax, etc.
- 'Future Cities Africa' of CA is a spin off of ASUD. ASUD advanced the national debate on NUP.
- UN-Habitat works well with the government at different levels and advocates sustainable urbanisation with development partners.

Challenges

- Mozambique is a challenging environment to implement development projects due to: the political situation and change of local government affecting government buy-in for ASUD interventions, the deterioration of the economy following the revelation of previous undisclosed borrowing affected government spending.
- Many issues to be resolved by government/ municipality after the project is finished; no exit strategies drafted.
- Continued effort is needed to demonstrate UN-Habitat's comparative advantage towards development partners.
- The project undertook studies. Enhanced focus on implementation is recommended.
- Enhanced focus on tying normative work (and good practices) to operations on the ground is recommended. Normative framework in guidelines merits enhanced adaption to local context. In general in development, the merits of advocating good practices becomes less prominent and addressing local context becomes more relevant.
- HCPD 2008-2009 addressed the need for vulnerability reduction (including livelihoods) and basic services; and these themes remain valid in the Northern part of Mozambique.

Focus on achieving the double programme goal

- ASUD Mozambique especially focused on the goal of 'sustainable development' for the country and less on

the goal of enhancing 'the capacity of UN-Habitat'. It strengthened local UN-Habitat staff in planning admittedly, this was not the goal of ASUD.

- ASUD in Mozambique focused on plan-making; public transport, incentives for relocation (social factor), basic services merit more attention.

Challenges in implementation of the Inter-District Plan (PIDUT) and the PCE plan⁶¹

- Institutional Challenges. Weak capacity of the municipality in planning and management and into generating revenue (tax). Since the decentralization process is not effective in Mozambique, local authorities lack financial autonomy and therefore, the financial capacity to implement urban plans is limited. The institutional setting in Nacala is fragmented and administrative functions between the municipalities and the districts overlapping, resorting in the difficulty to implement urban plans.
- Other Financial Challenges. Limited capital funding was made available through in district and national-level infrastructure funds (in 2016) for PIDUT. For the PCE matching the cost of implementation with the available funding demonstrates a severe funding gap. Furthermore, social housing plans are intended to be implemented outside the PCE (in 2016) and could affect implementation of the PCE. So far, no contributions from the private sector to PCE implementation have been identified yet. There are other challenges such as, Nacala-Velha is not classified as a municipality and therefore, it has no authority to collect taxes, absence of a fiscal cadastre, amongst other factors.
- Legal Challenges. Even though Land Laws exist the land tenure (DUAT) remains unresolved, absence of a coordination mechanism, amongst other factors. According to the law, people have the right to affordable housing (even informal) which makes the promise of secure tenure in the PCE a less strong incentive.

⁶¹ Based on evaluation findings and on document: UN-Habitat (2016), Achieving Sustainable Development in Mozambique - A Summary of the ASUD Approach.

- UN-Habitat Internal and Mozambique Government Interface Challenges. City wide zoning plans have been developed under ASUD as per request of the government. However UN-Habitat promotes citywide strategies instead of zoning plans. ASUD also lacked capacity/resources to develop zoning plans that require an in-depth knowledge of the situation on the ground. Since PIDUT was financed by UN-Habitat as a learning process, the applicable format in country didn't need to be followed. However, the project wanted to produce a PIDUT that is approved by the government and this is understandable. The PIDUT approval process is ongoing.
- Social challenges. Currently 80% of the population lives on larger informal plots where they can grow food. Higher-class residents such as expatriates working for private companies, live on large plots with view on the bay. The PCE is situated away from the economic centre with decent public transport remaining unresolved and no economic opportunities in/ around the PCE yet. Mechanisms to effect a social mix have not been specified. These issues are left to the government to resolve.

The prospects of starting a NUP process

- The project team explained how a NUF and preparatory work on UPO promote a gradual urban sector reform and they expect a formal request to start a NUP process. However, the evaluation team was not able to verify this with national government since the planned meetings could not take place. Also the report on ASUD of November 2016⁶², explains how the Central Government does not explicitly acknowledge the challenges of urbanization yet. As the decentralization process in Mozambique is not yet advanced, central government might not be keen on developing a NUP?

The three-legged approach

- The above analysis indicates challenges with regard to the three-legged approach. The three-legged approach has been found to be simplified as important aspects of PCE are left unresolved. Legal and

institutional challenges are substantive and could not be resolved within the scope of ASUD alone.

- Based on the discussions and the reports, synergies between the three-legs and between the different interventions under the project merit to be enhanced.
- PCE process should be more integrated as currently (too) many challenges are left to the government to be resolved afterwards such as financial, social mix, legal, institutional, transport, local economy). The current PCE process is too simplified.

A focus on plan-making

- The project team concentrated on plan-making. The municipality is asking for action plans. Shift in focus on action/ implementation is needed; using methodologies based on strategic planning; processes in full coproduction with stakeholders; collaboration with professional contractors for complex designs; coproduction with the private sector partners.
- ASUD drew up PCE and city plans. The government now expects UN-Habitat to develop more detailed plans and plans for other cities. But is the drawing up of plans the comparative advantage of UN-Habitat?

Other suggestions to improve the delivery of ASUD

- Enhanced focus on dual programme goal as deviation is recorded: (i) in case no city plans are available the ASUD programme advised to use simplified methodologies such as CDS, or Rapid Urban Sector Profiling; instead much project time went into developing city wide zoning plans. Collaboration with HQ diminished towards the end.
- Institutional, legal, and financial challenges were substantive and they could not be resolved under ASUD only. A feasibility study on PCE could have demonstrated challenges in advance.
- PCE and PIDUT rely on a strong capacity of the municipality to generate taxes, and backed-up by a solid legal framework. Assumptions mentioned in the project document could not be fulfilled as they were too substantive.

62 UN-Habitat (2016), Achieving Sustainable Development in Mozambique - A Summary of the ASUD Approach.

- Opt for interventions that can be implemented under the ASUD project and within its timeframe; clear directions to be formulated for follow-up activities after the project is completed, identifying roles, finance, etc.
- Enhanced collaboration with development partners, other UN-bodies, private sector, professional contractors, academia etc on specific issues (such as exploring innovative approaches for infrastructure development; community contracting; self-help, etc); as the urban themes addressed by ASUD are complex and merit specific knowledge that goes beyond the mandate of UN-Habitat alone. Complex designs (PCE) to be elaborated by professionals applying a co-productive approach.
- Further address the capacity of the municipalities based on capacity building strategies.
- Clearly define the role of UN-Habitat in ASUD: technical assistance, producer of plans, etc?
- Physical planning of Nacala corridor as a whole is recommended as currently JICA is planning a road through the corridor and APIEX Mozambique is responsible for overall planning of the corridor but urbanisation is not studied and capacity of APIEX is weak. Urban planning can work as integrative tool, and can coordinate development in the corridor as a whole. Urban planning should be shaped into an 'integrative tool'; as is also suggested in the 2014 Midterm Review of UNDAF.
- Undertake a feasibility study on NUP, which UN-Habitat is working on.
- The project team commented that limited budget affected interventions and therefore less interventions should have been considered.
- Specific city planning methods to be developed as zoning plans nor strategic plans suit the context.

RATING OF PERFORMANCE BY EVALUATION CRITERIA

HIGHLY SATISFACTORY (5); SATISFACTORY (4); PARTIALLY SATISFACTORY (3); UNSATISFACTORY (2); HIGHLY UNSATISFACTORY (1)

EVALUATION CRITERIA	RATING	ASSESSMENT
Relevance	4	All themes are relevant to addressing growth in Nampula province. PCE, NUF an NUP seem more supply than demand driven weakening implementation prospects.
Effectiveness	4	Lessons learnt formulated in final report enhancing UNH normative framework. Sustainable urbanisation advocated and capacity enhanced. City plans drafted but they were not the focus of ASUD. NUP could not start. Effectiveness into enhancing UN-Habitat's normative framework:
Efficiency	4	Innovative approaches demonstrated in working across administrative boundaries. Weak action-orientation. Support by HQ diminished towards the end of the project.
Impact Outlook	3	Sustainable urbanisation advocated and municipalities strengthened. Impact of PCE not demonstrated because no implementation prospects yet. Institutional, legal, financial and social constraints affected the project.
Sustainability	3	Other municipalities and districts also want PIDUT and PCE, but no funds. Government planning units are empowered. Many issues left to the government to resolve after completion of ASUD.
Cross-Cutting Issues	4	HRBA addressed in PIDUT and PCE plans. Environmental study undertaken in relation with PIDUT. Gender and youth merits enhanced attention.

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REPORTS REVIEWED

DOCUMENT TYPE	DOCUMENT
Project Document	UN-Habitat (2011), 2/F118i Mozambique Project Document
	Nampula Municipal Council supported by UN-Habitat (2015.11), Detailed Project Document Participatory Slum Upgrading Programme Phase 3
Work plans	UN-Habitat (2013.03), ASUD Mozambique Work Plan
Progress reports	UN-Habitat (2012.10-2013.03), ASUD Programme Progress Report
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	UN-Habitat (2013.02), ASUD Mozambique ED Briefing
	UN-Habitat (2015.13), ASUD Mozambique ED Briefing
	UN-Habitat (2016.07), ASUD/ PSUP Progress Report
Workshop reports	UN-Habitat (2016.08), Workshop Report on Informal Settlements in General
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Final report	UN-Habitat (2017), ASUD Mozambique Final Project Report
Outputs	UN-Habitat (03. 2013), ASUD Mozambique Preliminary Planning Methodology and Work Plan (for Nampula and Nacala territorial plans), by consultants Ottolenghi and Stellmach
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	UN-Habitat and Government of Mozambique (2015), PCE

	Republic of Mozambique Province de Nampula (2016), Inter-district Land Use Plan for the Special Economic Area of Nacala (Nacala-À-Velha and Nacala Porto)	
	UN-Habitat and Republic of Mozambique Province de Nampula (2016), Inter-District Land Use Plan (PIDUT) and plans and normative guidelines	
	UN-Habitat and Government of Mozambique (2016), PIDUT	
	UN-Habitat (2016), Strategic Plan of Greater Nampula	
	UN-Habitat (08.2016), Proposed Human Settlements Act	
	UN-Habitat (08.2016), Synthesis Report of the First Workshop on Sharing Experiences on Informal Settlement Interventions including PSUP	
	UN-Habitat (), Legal and Institutional Analysis: Urban Planning and Sustainable Development in Mozambique	
	UN-Habitat (), Document to Strengthen Model Planning in the Nacala Special Zone	
A118: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN MOZAMBIQUE		
CAPACITY BUILDING		
DATE	SUBJECT	AUDIENCE
	Discussion of the Territorial Model Proposal	Technicians from Government, Local partners, private and public sector, local community
28.02.2014	Discussion of the proposal for Territorial Model Proposal and launching PCE Nacala-à-Velha	Technicians from Government, Local partners, private and public sector, local community
17.09.2014	Presentation of Territorial Model and discussion of first draft of PCE Nacala-à-Velha	Technicians from Government, Local partners, private and public sector, local community
23-24.04.2015	Presentation of final version of Territorial Model and PCE Nacala-à-Velha and Economic Seminary	Technicians from Government, Local partners, private and public sector, local community
19.04.2016	Economic seminary to discuss how to finance PCE Nacala-à-Velha	Technicians from Municipalities and other public institutions
16-18.02.2016	Workshop on Rapid Planning Studio for local technicians	Technicians from Municipalities, local community, leaders and public institutions
06-17.04.2016	Workshop on Urban Resilience for local technicians and local community in Tete	Technicians from Municipalities, local community, leaders and public institutions
04.05.2016	Workshop on Urban Resilience for local technicians and local community in Nampula	Technicians from Municipalities, local community, leaders and public institutions
06-07.06.2016	Workshop on Urban Development and Structure Plan in Tete	Technicians from Municipalities, local community, leaders and public institutions
09-10.06.2016	Workshop on Urban Development and Structure Plan in Nampula	Mayors and technicians
11.10.2016	Meeting to discuss way forward of ASUD and Cities developments strategies in Nacala Corridor	Technicians from Government, Local partners, private and public sector, local community

PROJECT 2 – C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA

LIST OF ACRONYMS AND ABBREVIATIONS

EDPRS:	Rwanda's Economic Development and Poverty Reduction Strategy
GGGI:	Global Green Growth Institute
MININFRA:	Ministry of Infrastructure
RHA:	Rwanda Housing Authority

OVERVIEW, DEVELOPMENT, ACHIEVEMENTS

Refer the main document above.

Relevance

- For the government: the project is consistent with Rwanda's EDPRS 2 in 'promoting rapid urbanization as a way to increase the economic growth and reduce the pressure on the rural area, securing the arable land and paving the way for improving yields'. Especially SDF assists the EDPRS into 'transforming the economic geography'; NUP and PCE were not specifically requested in EDPRS.
- For the target beneficiaries: All beneficiaries have been empowered in 'sustainable urbanisation', especially through the nationwide NUP consultations and the Urban Lab. The capacity of technical staff in the local authorities has been enhanced. Eventually, local city residents will benefit from an improved living environment, as will the target land owners and business community.
- With regard to UN-Habitat and UN in general: The project is aligned with the UNDAP. ASUD applied the normative frameworks on NUP, PCE, IG-UTP. Knowledge on planning, PCE and NUP are enhanced. Integration of normative frameworks with operations merits enhanced focus as: urban planning frameworks and NUP especially expand on generic rules and less on adaptation to the local context.
- Demand-driven or supply-driven: SDF and (NUP) are demand driven to transform the economic geography. PCE is rather supply-driven.

Effectiveness

Evaluated according to the following performance areas:

- Guiding principles applied: Local economy, inclusion and environment addressed in NUP and SPF and in strategic plans. Principles of sustainable development proposed in PCE. Pro-poor measures, the environment, and implementation of pilots merit enhanced attention.
- Key areas of intervention: All ASUD key areas addressed. Project focus is on plan-making. The following merit enhanced attention: risk reduction and mitigation, studies on population growth, low cost housing, tangible measures to improve legal and financial aspects of PCE where possible.
- Normative framework applied: PCE, IG-UTP and NUP. Land issues are proposed to be addressed in next phase of ASUD.
- Implementation strategy: Integrated approach: scale levels integrated, sectors integrated with reserve, stakeholders participated. Good integration HQ and project in country.
- Strategic and participatory planning approach: long term vision developed and coproduction with stakeholders; short-term actions merit more attention. Co-productive opportunities to work with non-conventional partners could be further researched (communities, private sector, others)
- Application of strategic projects: not demonstrated; Kigali boulevard had potential was not implemented.
- Adaptation to the local context: addressed but room for improvement.

- Accountability, transparency and risk management:
Risk management: room for improvement (risk of border conflict, risk of fluctuation in population growth, financial risks for private sector participation, etc)
Reporting: room for improvement.

Enhancing the capacity of UN-Habitat:

- Lessons learnt for Rwanda in particular, are compiled in the project proposal for ASUD phase 2.
Lessons learnt on NUP compiled in NUP Exit and Handover Report.
No lessons learnt on Kigali component 3.
Lessons learnt on planning formulated, but no comprehensive report.
Lessons learnt on the method for SDF merit to be elaborated and the project coordinator states that this is being done.

Quality of the outputs:

- Merits of SDF lays in analysis; weak in visioning which is the purpose of planning.
Proposed corridor concepts merit to be elaborated.
- Kigali boulevard design:
Merits: the interventions opened the discourse on public space, which was new in Rwanda; design elements are now being used on other boulevards, admittedly still showing some flaws: drainage and climate change issues incorporated, traffic studies undertaken; car free streets in Kigali; 'car free day' every month since June 2016; promoting of cycling
Problems: funding problem, government was not ready and first advocacy needed, legal issues could not be addressed, legal status of road was not clear. Lack of participation resulted in opposition by business owners along the boulevard, top-down approach to planning applied.
- Strategic Structure Plans and PCE:
Solid Structure Plans of two cities; PCE is rather ambitious.

Efficiency

- Efficiency of three-legged approach into achieving 'sustainable urbanisation':
PCE explored tying urban planning to finance but encountered substantive problems for implementation such as (i) financing infrastructure in Rwanda context relies of government transfers and funds are not available and (ii) risks regarding unstable growth. Legal aspects didn't need review according to the government despite the fact that some legal issues remain unresolved.
- Implementation strategy: Two TAs were hired at the start of ASUD; should have been three because the project has three components.
- Finance: The project was affected by budget constraints: because the original project estimate was based for 80% on unsecured (not committed) funds and on the assumption that additional resources would be mobilized to sustain the programme beyond the first year; government counterpart funding was secured later and government also contributed in kind; budget issues created tension with the government; and the project suffered from shortage of funds.
Two TA's were costly; in retrospect UN-Habitat thinks better one TA + local counterparts.
The project budget is added below. The evaluation has could not draw conclusions based on the available information.
- Project staff:
See constraints above by hiring two TAs.
Interviewees felt that project could have benefitted from some staff's more specific expertise on the subject at hand.
Retirement of project coordinator in the Regional office for Africa in 2013 affected the project. He was only replaced in early 2014. Resulting in lack of coordination between components; and management failures and weak overall monitoring and reporting such as no reporting on component 3. UN-Habitat country programme manager's involvement in ASUD was restricted.

TAs were not allowed to sit in government strategic meetings; in 2015 a local staff sitting in the ministry was recruited with good results.

- Support by HQ:
Legislation, Land and Governance Branch
Urban Economy and Finance Branch
Regional and Metropolitan Planning Unit
Urban Planning and Design Branch, Urban Planning Lab
- Participation approaches applied:
Mix of buy-in, consultations, coproduction in Urban Lab.
Community participation through National Youth Council, a voluntary organisation at national level.
Participation failure in component 3's urban design as indicated above.

Impact Outlook

- Sustainable urbanisation in country: Nationwide perception on 'sustainable urbanisation' changed. Improved public space in Kigali.
- Enhancing the capacity of UN-Habitat: Enhanced knowledge on PCE and its financing and on NUP implementation, for UEFB and UPDB; and on impact of three-legged approach on project implementation.

Sustainability

- Synergies formed:
ASUD forged synergy between UN-Habitat and GGGI as they collaborated on various interventions; especially on Green City; MoU will be signed.
- Resource Mobilisation Strategy, Communication Strategy, Partnerships Strategy not developed.
- Resource mobilised, follow-up interventions:
Government plans to invest approx. 200.000 USD for action-plan to implement SDF.
Government of Rwanda is interested in an ASUD phase 2 for which a project proposal was prepared; and donor funded are being researched (possibly through UNDAP)
As a result of component 3, Kigali municipality now

hired a landscape architect for public space and according to the project coordinator a city-wide informal settlement strategy is being developed.

- Capacity building of government technicians:
Challenge because every 5 years civil service is 'restructured' and civil servants are assigned other jobs; also professionals are leaving for better paid work and especially in secondary cities.

Cross-Cutting Issues

- Gender parity in recruitment of staff and consultants: satisfactory; 40% women and 60% man
- Gender parity in workshop participation: not satisfactory
Gender disaggregated data for workshop not always recorded
SDF workshop: approx 15% women only.
Planning Lab: 5% women only.
PCE includes: affordable housing for youth and zone for industry and handicraft; crèches for children for women working in cross-border trade; provisions for access for handicapped.
- HRBA in planning applied: right on housing, security of tenure, safe drinking water and sanitation.
Participation in decision-making advocated by ASUD; this was new for in Rwanda.
- Climate change addressed in policies and plan.
Urban resilience and preparedness merit more attention.

CONCLUSION

Strengths

- ASUD raised awareness in government as well as with the public on 'sustainable urbanisation', especially through the nationwide NUP consultations and interventions of the Urban Planning Lab.
Awareness raised on public space through design of boulevard in Kigali: the interventions opened the discourse on public space, which is new in Rwanda; design elements are now applied in other boulevards

in Kigali including landscaping and car free zones.

- Knowledge enhanced on the planning context in Rwanda and on the national territory by SDF; this will support future UN-Habitat projects and investment in the country.
- Participation in decision-making advocated by ASUD and this is new in Rwanda.
- All interventions highly appreciated by government including Urban Lab: clear urban plans attract investors, work towards secure tenure, can unleash economic potential such as improve touristic attraction at Lake Kivu area, enhance cross-border business, facilitate inspections and the delivery of buildings permits, enhance income generation by taxes, etc.

Challenges

- The government aims at practical implementable measures in urban planning. But some frameworks and policies produced under ASUD especially elaborate on generic rules and less on practical application in the local context. Implementation of city planning interventions is left to the government without clear guidelines.
- Capacity building was well received but most capacitated staff had left their position at the time of this evaluation: because every 5 years civil service is 'restructured'; and professionals are leaving for better paid opportunities. The government is currently considering mitigating measures.

Focus on the programme goal maintained

- Sustainable urbanisation enhanced: awareness raised and knowledge on the planning context in Rwanda enhanced; will support future projects.
- UN-Habitat's capacity enhanced: knowledge enhanced especially with respect to challenges in Urban Finance, PCE and NUP in Rwanda. Knowledge on the planning context on Rwanda enhanced.

Three-legged approach

- Design

ASUD studied the planning of secondary cities, by undertaking a limited legislative review, and a financial study for the Rubavu PCE with assistance of the Urban Economy and Finance Branch. A planning framework for urban areas in Rwanda was developed. Two instead of one Strategic Structure Plans were developed, for Nyagatare and Rubavu with the assistance of the Guangzhou Planning Institute, as well as a zoning plan (called master-plan) and PCE for Rubavu. The zoning plan was approved on 29.08.2016. City-wide zoning plans are not in line with IG-UTP and an interview with the One Stop Center of Rubavu District revealed how the zoning plan is obstructing development as some building permits could not be issued due to the plan. A number of workshops with the Urban Lab and with consultants strengthened a wide range of stakeholders in 'sustainable urbanisation'.
- Legal

The legal review under the project lists a number of challenges that include lack of planning capacity in the councils and the Rwanda Housing Authority's that is overseeing the local land use development plans, lack of coordination and overlapping mandates, insufficiently linking planning proposal to budget, plans being frequently developed by consultants that might prioritise the interests of their private sector clients over those of the district councils, and other. ASUD couldn't address legal issues as this was not found relevant/ advisable by the government.
- Finance.

ASUD estimated the cost of the Rubavu PCE Phase I implementation and proposed cost saving measures to finance capital works (not all advised), but concludes the funding for implementation of the PCE will come primarily from central transfers. Recommendation such as private sector participation amongst others are pertinent but were not followed-up.

NUP and SDF

- The method for the SDF used (MCA) is strong in analysis, but it especially consolidates the existing situation, which is different from planning. The SDF document indicates that government consultations on the findings are still required. Some aspects merit attention before the action plan (prioritisation of investments) should be developed: regional and global context, growth prospects, verification of secondary data, the concept of gateways and corridors applied in this case merit elaboration. The MCA method used here is highly specialised. NUP and SDF are complementary exercises. Some aspects merit to be aligned such as target cities to be developed in SDF are different from target cities of NUP.

Implementation

- The project document requires implementation of pilots in secondary cities as well as in Kigali. No pilots were implemented due to (i) shortage of project funds and (ii) legal and financial aspects that could not be resolved under ASUD. Implementation is mainly left to the government.

Other

- The ASUD project in Rwanda was ambitious (for example NUP/ SDF and large scale PCEs). Project could have benefitted from limited number of interventions with proven strategic impact.
- A project proposal for ASUD 2 is being prepared. It is recommended to fit the proposal into an overall programme ASUD 2 with a renewed vision and adapted priorities; adapted to a new context; also taking into account lessons learnt from ASUD 1, (ii) ASUD 2 could consider enhanced focus on the green cities concept of the government (enhanced focus on environment) (iii) enhanced pro-poor focus to accommodate government policy, (iv) strategic projects tying space planning with economy, and other.
- Policies are needed but government wants more detailed plans to implement its policies and for municipalities to take decisions on building permits. ASUD 2 should reconcile political and technical issues.

- PCE focused on plan-making. Social and environmental components merit attention: how is social mix realised; who are the target beneficiaries (study revealed that target beneficiaries are existing middle class, but the real needs lay with the poor); public transport need to be implemented at project start. For example environment: the to use Lake Kivu to generate electricity; ASUD proposes latrines and septic tanks to save cost but this is not sustainable in higher density neighbourhoods; etc.
- It is recommended to cost the government contribution 'in kind'.

C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA

RATING OF PERFORMANCE BY EVALUATION CRITERIA

Highly satisfactory (5); satisfactory (4); partially satisfactory (3); unsatisfactory (2); highly unsatisfactory (1)

EVALUATION CRITERIA	RATING	ASSESSMENT
Relevance	5	The theme of tying rapid urbanization to economic growth is highly relevant to Rwanda and it is aligned to UN-Habitat's strategies and policies. NUP and PCE are not specifically mentioned in Rwanda's EDPRS.
Effectiveness	4	All interventions contributed to achieving the project goal(s). Participative approaches applied. Strategic plans are effective but zoning plans, PCE and SDF merit attention. Implementation prospects of plans is not strong.
Efficiency	4	Good support from HQ. Project affected by shortage of funds because project estimate was based for 80% on uncommitted funds.
Impact Outlook	4	ASUD changed perception on sustainable urbanisation through NUP, SDF, guidelines and capacity building. Because of lack of implementation, impact of urban plans could not be demonstrated yet.
Sustainability	5	Synergy formed with GGGI; government plans action plan for SDF; ASUD phase two project proposed; Kigali is implementing measures to improve urban environment.
Cross-Cutting Issues	4	Gender in staff and consultants satisfactory but not in capacity building. Cross-cutting issues especially addressed in guidelines but no specific measures applied.

C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA

REPORTING AND ADVOCACY

DOCUMENT TYPE	DOCUMENT
Project document	UN-Habitat (11.2012), ASUD Rwanda Project Document
Work-plan	UN-Habitat (2014), Work Plan July-December 2014
	UN-Habitat (2014), Work Plan October 2014 - October 2015
Progress report	UN-Habitat (01.2014), Minutes of the ASUD Rwanda briefing with the ED
	UN-Habitat (06.2014), Update on ASUD implementation in Rwanda
	UN-Habitat (15.07.2014), Update on ASUD implementation in Rwanda
	UN-Habitat (23.07.2014), Update on ASUD implementation in Rwanda
	UN-Habitat (09.2014), Progress report ASUD Rwanda
	UN-Habitat (12.2014), Minutes of the ASUD Rwanda briefing with the ED
	UN-Habitat (04.2015), Minutes of the ASUD Rwanda briefing with the ED
Mission report/ briefing	UN-Habitat (2014), Briefing note for the DED's mission on 22 August 2014
	UN-Habitat (2014), Mission report of DED 22-23 August 2014
	UN-Habitat (2014), Mission report ASUD Rwanda 23-24 January 2014
	UN-Habitat (04.2014), ASUD Mozambique/Rwanda ED briefing – 12/04/2014
	UN-Habitat (05.2015), Mission report of DED ASUD Rwanda 10-12 May 2015
Outputs	UN-Habitat (), Legislative review with an emphasis on PCE/I
	UN-Habitat (), Note on Spatial Development Framework
	UN-Habitat (), Secondary cities: choosing a pilot city in Rwanda
	UN-Habitat GZPI and RHA (04.2015), Strategic and Structure Plan Rubavu
	UN-Habitat GZPI and RHA (05.2015), Strategic and Structure Plan Nyagatare
	UN-Habitat (06.2015), Improving masterplan Rubavu
	UN-Habitat (07.2015), Planning framework for urban areas in Rwanda
	UN-Habitat (2015), Rubavu District Planned City Extension, Phase I (2015 -2025) Financial Plan, by Urban Economy and Finance Branch, Möhlmann And Consultants

	UN-Habitat (), NUP Component, exit and handover report
	UN-Habitat (), Diagnostic for preparing the National Urbanization Policy
	UN-Habitat (), National consultative meetings for the NUP report
	UN-Habitat (12.2015), Rwanda NUP
	UN-Habitat (2016), Spatial Development Framework of Rwanda and Summary
	UN-Habitat (2014), Draft, Integrated HCPD for Rwanda 2013-2018
Outreach	UN-Habitat (02.2015), Brochure on Rubavu
	UN-Habitat (04.2015), Planning Guide for Urban Areas In Rwanda, a Manual for District Leaders, Executives and Urban Professionals; and his Summary
Agreements	UN-Habitat and Republic of Rwanda (06.2015), Consultancy Service Contract
	UN-Habitat and Republic of Rwanda (06.09.2012), MoU

C337: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN RWANDA

CAPACITY BUILDING

Venue	Subject	Audience
Kigali	Urban Planning Lab Kick-off, Learn basics of urbanisation, familiarize with main challenges secondary cities, build team	RHA, District technicians, Local decision makers, Students, Other
Musanze	City wide strategy, Familiarize technicians with context of their city, estimate the expected growth and determine opportunities and challenges	RHA, District technicians, Other
Rusizi	Urban Patterns, Block and plot development, street plans	RHA, MININFRA, District technicians
Muhanga	Building in complex areas, Understanding and building with the landscape	RHA, District technicians, Local decision makers, Students, Other
Nyagatare	Public Space and street development, Understanding the importance of public space, develop street(sections) that are sustainable	RHA, MININFRA, District technicians
Rubavu, Nyagatare	PCE, Focus on extension areas for two selected cities	RHA, MININFRA, District technicians,
Rubavu	Municipal Finance and Revenues, Municipal Finance and Revenues	RHA, District technicians, Local decision makers

PROJECT 3 - C364: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT

LIST OF ACRONYMS AND ABBREVIATIONS

EGM:	Expert Group Meeting
GOPP:	General Organisation for Physical Planning
MoF:	Ministry of Finance
MoHUC:	Ministry of Housing, Utilities and Urban Communities
MoLD:	Ministry of Local Development
MoP:	Ministry of Planning, Monitoring and Administrative Reform
NUCA:	New Urban Communities Authority

OVERVIEW, DEVELOPMENT, ACHIEVEMENTS

Refer the main document above.

Relevance

- Consistency with needs of partner country:
The Banha pilot project on planning of urban expansion areas is highly relevant to the country as it tackles (i) the challenge of land use issues, (ii) weaknesses in legal frameworks, (iii) weak government capacity; (iv) the formation of slums and wasteland and; (v) the lack of implementation of plans in Egypt.
The Al Alamein pilot is part of the Egypt 2052 vision and is framed in the country's strategy of building new cities on desert land to save valuable agricultural land and as a remedy against informal developments. The pilot is developed together with GOPP and in collaboration with New Urban Communities Authority (NUCA). NUCA prepares development plans for the new cities, through setting a vision for the urban development in the city and ensuring the provision of all services and facilities necessary for sustainable development.
- Consistency with requirements of target beneficiaries:
The direct target beneficiaries of this projects are the communities. Government also benefits.-
On Banha, the evaluation interviewed seven landowners and the deputy of the municipal planning unit (female), all beneficiaries. The landowners directly benefitted as (i) they can now build on the land and (ii) they will receive official land deeds. The value of their land increased. Central government (GOPP) as well as the municipality urban planning unit benefitted (i) from enhanced knowledge through the planning process and through workshops on Planning and Land Readjustment and (ii) by the prospect of improved laws on land earmarked for urban expansion. The Al Alamein pilot responds to the needs of the target population as citizens will eventually benefit from better access to services, mixed use, safer public spaces, and employment opportunities, etc. However since there are no beneficiaries yet, these needs are not yet fully defined.
- Responsiveness to the UNDAF:
The theme of the UNDAF 2013 – 2017 is “Achieving MDGs with Inclusive Growth, Freedom, Social Justice and Dignity”; contribute to inclusive development and a more equitable society that translates into positive impacts on people’s lives. ASUD in Egypt is aligned to the UNDAF 2013 – 2017 in general as it is not clear how it contributes to a more equitable society directly.
- Consistency with UN-Habitat’s mandate:
The Banha pilot contributes by (i) halting encroachment over agricultural land and saving scarce agricultural land, an environmental priority in Egypt, (ii) landowners planning to build small scale flats on their plots to let to income classes preferring these flats above high rise in new cities. Managing urban expansion is one of the main themes of the New Urban Agenda.
The Al Amalein pilot is in line with UN-Habitat’s mandate by promoting socially and environmentally sustainable towns and cities.

- Consistency with UN-Habitat's goals and strategies: ASUD in Egypt builds on relevant experience from previous UN-Habitat projects in Egypt⁶³. ASUD in Egypt is generally aligned to four of MTSIP's focus areas⁶⁴. During project implementation, it rerouted to the 3-pronged approach to urbanization.
- The Banha pilot applied the 3-pronged approach by focusing on (i) plan making of the urban extension area, (ii) legal work on land readjustment and (iii) exploring financing of public infrastructure and services. One of the MTSIP's focus areas of 'promotion of pro-poor land and housing and environmentally sound basic urban infrastructure and services' received less attention than originally planned, hence the weakness of pro-poor focus and the provision of public infrastructure and services remaining unresolved. The Al Amalein pilot is fully in line with UN-Habitat's MTSIP, the Strategic plan and the New Urban Agenda; it applies the 3-pronged approach.
- Responsiveness of project to ASUD programme design: The pilots are aligned with the ASUD programme design in addressing the twin goal of (i) 'sustainable urbanisation' and (ii) enhancing UN-Habitat's capacity. It (i) undertook sustainable urban design and implementation, and (ii) generated key lessons learnt to UN-Habitat supervision teams.
- Guiding principles applied (equitable, inclusive economic development, environmental sustainability): The Banha pilot halts encroachment over agricultural land, saving scarce agricultural land improving environmental sustainability. The Al Alamein pilot: promotes sustained and inclusive economic development but focus lies on 'anticipated' labour and investments, supports environmental sustainability and its support to 'equitable urban development' in the planning but this could not yet be demonstrated.
- Key areas of intervention addressed – 3-pronged approach impacting change on the ground: The Banha pilot successfully achieved outcomes with regard to the 3-pronged approach. The Al Amalein pilot equally applied the 3-pronged approach. (i) It formulated urban design based on scenarios and sustainable development criteria, (ii) studied urban economy, and (iii) proposed alternative measures for infrastructure financing such as PPP. However, it remains a challenge to capture the full complexity of a new city by three-legs only. Other UN-Habitat focus areas could have contributed including: policy and institutional frameworks, housing policies, environmentally sound urban infrastructure and services, stakeholder participation including weak groups, etc, admittedly they reached beyond the project scope. The Al Amalein pilot undertook a large effort by extensively researching the economic base for the new city. Building a new city however is a very ambitious project and it remains to be seen whether Al Amalein will eventually play its role as engine of national economy and to prevent new slums from being formed.
- Normative framework used: Policies and strategies applied: Land Readjustment (PiLar Egypt version) Strategy of sustainable neighbourhood planning: Five Principles Guidelines of PCE Guidelines on Urban Patterns for Sustainable Development: Towards a Green Economy

Effectiveness

- The project document indicates that outcomes will be achieved through implementation of the following key strategies: (1) improving policies on urban development through policy review and advocacy reform; (2) strengthening the technical and institutional capacities of cities and the respective local and national authorities in urban development and planning; (3) demonstrating innovative sustainable urban development approaches and tools in the context of UN-Habitat's strategic directions and urban paradigm shift; (4) increasing awareness on urban issues through knowledge management; (5) developing partnerships and linking cities to additional financial resources.

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- Local authorities planning and managing socially inclusive and eco-efficient neighbourhoods:
The Banha pilot enhanced municipal and GOPP capacity in planning of urban expansion projects and land readjustment.
The Al Alamein pilot enhanced GOPP and NUCA's capacity in 'green' cities.
- National Policy Papers and Spatial Development Frameworks promoting sustainable urbanization:
ASUD in Egypt was actively involved in the process of updating NUP, an activity that UN-Habitat is now undertaking. Both the Banha and the Al Alamein pilots enhanced knowledge on sustainable urbanization that will serve NUP. Banha and NUP are using the same planning consultant. The project aimed at enhancing linking SUP to the national strategy.
- Most efficient types of interventions:
The Banha pilot effectively applied land readjustment to assist the implementation of urban plans; but infrastructure development has proven a challenge. The Al Alamein pilot is very ambitious but recommendations on actual planning remain rather theoretical. The economic studies target the challenge of job opportunities in new cities. The capacity building on managing urban growth especially empowered government.
- UN-Habitat:
Lessons Learnt from the land readjustment are communicated to HQ. It needs to be confirmed to what extent these have improved UN-Habitat's legal framework such as "a social tenure model" for Global Land Network GLTN. The same applies to the Al Alamein pilot.

Efficiency

Implementation strategy

- Integrated approach (integrating sectors, scale levels and stakeholders):
- The Banha pilot (i) framed the neighbourhood plan into an approved SUP, (ii) integrated the sectors of the 3-pronged approach, (iii) worked adequately with different stakeholders.

- The Al Alamein pilot (i) framed the city plan into the national spatial strategy and developed solutions for neighbourhoods which is innovative in city planning in Egypt, (ii) integrated the sectors, (iii) worked with different stakeholders.
- Strategic planning approach (vision, action-oriented, working with stakeholders):
- The Banha pilot: (i) developed a framework on the conversion of valuable agricultural land into urban land, (ii) in the short term the plan will be implemented and (iii) stakeholders at different levels participated. The Banha pilot qualifies as a strategic project because it is visible and the scope is limited; working as catalyst to resolve the problem of land readjustment in urban extension areas in Egypt.
- The Al Alamein pilot (i) is framed into a long-term vision of the government on new cities addressing its deficiencies, (ii) short term interventions as per TOR were not proposed/ implemented under ASUD and (iii) stakeholder participation throughout the planning process was restricted because of government policy.

The use of human and financial resources

- The Banha pilot opted for an intervention of limited scope in view of the complexity of the problem. The team acknowledges that time and resources spent on the pilot are relatively extensive. However lessons learnt, and the prospect of an improved legal basis, will allow for more efficient follow-up interventions.

Adequacy of the institutional arrangements

- Banha and Al Alamein pilots: a mix of national and international consultants was employed. The institutional arrangements are adequate. For the concept development of Al Alamein an international competition could have been considered instead of request for proposal.

Support by HQ

- Banha pilot: there were no specific backstopping missions from HQ on the Banha pilot instead (i) the project manager went on missions to HQ where he exchanged with the Branches and (ii) the project exchanged extensively with Urban Legislation,

Land and Governance Branch and international consultants were hired through HQ.

- Al Alamein pilot: Urban Design Branch; Urban Economy Branch and mission to Egypt (Inter-Office Agreement, 100.000 USD); Input from The Urban Legislation, Land and Governance Branch and mission by ED (2014).
- During project implementation, internal practices changed and for support from HQ cost recovery had to be calculated and paid. The project signed an inter-office agreement with the Urban Economy Branch and revised the project budget accordingly to continue support by HQ.

Efficiency of participation approach

- Banha pilot: plan elaborated in full co-production with all stakeholders including the direct beneficiaries and the municipality.
- Al Alamein pilot: EGM at the start of the project including high level stakeholders as well as adjacent Bedouin community and NGOs, defining the context and to ensuring buy-in; participation during the planning process was restricted.

Adaptation to the local context

- Banha pilot: fully adapted to the local context.
- Al Alamein pilot: local context addressed but focus on international practises as the context of a new city cannot be fully defined yet.

Accountability, transparency and risk management

- Al Alamein pilot: Risks were analysed and general measures proposed. The TOR only asked for the development of a general vision and no technical details were required.
- The anticipated Resource Mobilisation Strategy, Communication Strategy, Partnerships Strategy for the overall project were not developed.
- Administrative, financial and managerial obstacles, delays, start and closure

- Project implementation was expected to be completed in 24 months but took actually more than double the time to be finalised, being allowed time extension without cost implication. No reasons are stated. Project start and closing dates are not clearly stated.

Adequate monitoring and reporting, advocacy

- Annual reports and final report elaborated.
- Project well documented.
- Reporting against the log-frame implemented but difficult to access because of high complexity of log-frame. For outputs and activities no indicators or targets were set.
- Advocacy: Several articles in the local press. Article in City Quest of KAEC Forum (2015). Article on the The Urban Thinkers Campus (UN-Habitat's World Urban Campaign 2016). The Industrial Promotions Report for Al Alamein (2017.05).
- Reporting on lessons learnt: In the various study reports and in final report
- Coherence between UN-Habitat's normative and operational work: The project collaborated with the Urban Legislation, Land and Governance Branch and the Urban Planning and Design Branch, but especially with the Urban Economy Branch on Al Alamein. Land readjustment benefitted from PiLAR and GLTN.

Impact Outlook

- Banha pilot: The evaluation interviewed seven landowners and the deputy of the municipal planning unit (female), all beneficiaries. The landowners directly benefit as (i) they can now build on the land and (ii) they will receive official land deeds. The value of their land increases (ca 50%). GOPP as well as the municipality benefitted (i) from enhanced knowledge through the planning process and through workshops on Planning and Land

Readjustment and (ii) by the prospect of improved laws. Duty bearers as well as beneficiaries were empowered through full participation in the process. The concept of co-production with communities is an innovative concept in Egypt.

- Al Alamein pilot: The project advocated the concept of 'Green Cities', empowering government institutions and local consultants. At this stage, there are no tangible indications that the new concept of Al Alamein will be followed/ implemented. Government continues to build tourist resorts and houses along the coast as they do in other new cities. Lessons learnt will guide the UN-Habitat's Future Saudi Cities Program in the Kingdom of Saudi Arabia.

Impact on UN-Habitat's normative framework

SUSTAINABILITY

- Banha pilot: (1) Beneficiaries' engagement secured: two working groups were formed through a ministerial decree (i) on reform of building law and to draft a new law and (ii) to assess legal and institutional challenges hindering planning in Egypt and to draft a new law. A committee for the review of the ownership documents and deeds that was not operational, is now working again. (2) The Swiss State Secretariat for Economic Affairs SECO Economic Cooperation and Development is developing the project "Hayenna Integrated Urban Development Project" (estimated at 12,5 million USD). The project will assist the Egyptian government to reform its legal and institutional framework enabling sustainable urban development in city extension and inner city areas. Un-Habitat is implementing agency and already undertook the feasibility study (05.2017). The Swiss project is based on the Banha project but the scale is larger, and it will be implemented taking into consideration more aspects of urban development such as public investment management, refining the methods used in Banha. Another pilot project on applying land readjustment in urban extension areas was launched in March 2017 funded by the Egyptian government tackling a slightly larger area and speeding up the process to finalize it in only 6 months.

- Al Alamein pilot: (1) The government is financing a Strategic plan for old Al Alamein, home to Bedouin communities to incorporate it in the planning of the new city. (2) In 2014 the government established the Central Unit for Sustainable Cities and Renewable Energy operation under NUCA, possibly an outcome of ASUD.

CROSS-CUTTING ISSUES

Gender

- Banha pilot: In Banha female landowners were few and they were represented by men. To ensure that female landowners were involved nevertheless, the project conducted a review of existing ownership deeds and contacted all legal owners both women and men. Approx 7% of the landowners are women in Egypt. Traditionally men dominate discussions and they are more present in higher positions. But the majority of the government employees are women. The main counterpart in Banha was a female employee in municipal urban planning unit; she benefitted from capacity building and was later appointed head of urban planning unit.
- Al Alamein pilot: In the Al Alamein pilot, women will eventually benefit from a safer environment and improved access to services in the new city. The economic studies acknowledge barriers for weak groups, such as those with disabilities, women, children and elderly participation in daily life. However only the tourism sector is identified as the appropriate sector for women and young people's employment and handicrafts for the Bedouins. These are all low-paid jobs and leave opportunities for youth and women insufficiently addressed.
- Gender balance in staff (not consultants) stands at 43% women and 57% men. 38% Women benefitted from capacity building and 62% men.

Urban Youth

- Banha pilot: Actively supported by youth through the elderly.
- Al Alamein pilot: A focus on education in Al Alamein would attract young people from both Egypt

and abroad, who once graduated, should have opportunities to find employment or engage in entrepreneurship.

Climate change

- Banha pilot: no climate change aspects needed specifically addressed.
- Al Alamein pilot: climate change studied.

Human rights

- Banha pilot: Landowners were identified as the rights holders. They were empowered through coproduction throughout the planning process. Relevant duty bearers were local and national government entities like the GOPP, NUCA, the Ministry of Housing, the Ministry of Planning and the Ministry of Local Development. The capacity of duty bearers was enhanced. The pilot addressed the right to adequate housing and secure tenure.
- Al Alamein pilot: Inequalities could not be strongly addressed with regard to women and other weak groups. NGOs were able to participate in the EGM (Coptic Evangelical Organization – CEOSS and Al-Alamein Tribes May). A Human Rights Expert participated in EGM. The Al Amalein pilot is in line with UN-Habitat's mandate by promoting socially and environmentally sustainable towns and cities; however the plans remain vague on pro-poor objectives.

CONCLUSION

Strengths: Focus on the programme goal

- The ASUD project in Egypt studied well the overall programme document and its goals. The project design is well documented, based on previous experience in the country. It addresses the double goals of 'achieving sustainable urbanisation' and 'enhancing UN-Habitat's capacity'. Measures taken to deliver the double goal include:
 - (i) Since the programme goal of 'sustainable urbanisation' is (too) broad-based to achieve, the project narrows it down to the specific project goal of 'introducing innovative concepts and tools to explore processes and methodologies for enhanced

and more sustainable urban practices'.

(ii) To accommodate the double goals including enhancing UN-Habitat's knowledge and capacity, project implementation focuses on analysis more than on the implementation of the pilots.

- To conclude whether the project's interventions kept focus on achieving goals, it is assessed by whom, for whom, and for what purpose they are undertaken?
- The Banha pilot: (i) is undertaken in full co-production with the municipality, the landowners and a local planning expert and guided by UN-Habitat; supported by HQ; (ii) is undertaken for national and local government to enhance their capacity and to improve legal and regulatory frameworks; for the landowners to be able to build on their land; for UN-Habitat to gain knowledge on land readjustment; (iii) the purpose was to introduce innovative tools on land management and improve legal and institutional frameworks.
- Al Alamein pilot: (i) is undertaken mainly by consultants and central government and guided by UN-Habitat; (ii) is undertaken for central government to gain knowledge on 'green cities', for UN-Habitat to gain knowledge on urban growth, but direct beneficiaries didn't substantively participate (they are not known); (iii) ambiguity in the TOR for the new city and the national government's ambition to actually 'build' the new city led the project to reroute, from preparing a model for all new cities to developing a plan for the implementation of Al Alamein city. Extensive effort is undertaken to create a local economy.

- The project team explained during the evaluation how ASUD marked a turning point for the Egypt office; the approach shifted from sectoral to programme approach, enhancing impact of interventions. The projects produced a large amount of studies that support further portfolio development.

Challenges

- The Banha pilot successfully unravelled the challenges of urban extension areas in Egypt. But public

infrastructures and services were not implemented as its financing will still be done according to the current law without using land value sharing. Infrastructure and service delivery could have been taken up at the start of the project with the landowners integrating service provision and land value sharing. Community contracting could have been further explored.

- The Al Alamein pilot was complex and became (over-) ambitious. Rerouting focus on implementation enhanced complexity even more. Building new cities is highly political, hence guidance by UN-Habitat was restricted such as restriction of participation. The choice of the Al Alamein new city as a pilot for ASUD could be disputed. The project implementation team however kept advocating with senior officials for a brand new planning methodology.

Innovative concepts

- The project introduced innovative concepts and tools such as: (i) demonstrating the merits of multi-stakeholder participation in Egypt in general, (ii) methods on land readjustment, (iii) the need to decentralise and not only focus on the Greater Cairo Region; enhanced coordination amongst government entities, (iv) advocating a more holistic view on urban development such as: sustainable urban patterns; urban projects should not only be financed by government; government not only finances projects but also interventions such as NUF; more donor funds are secured, (v) new approaches such as BRT discussed with government, etc.
- For UN-Habitat: improved coordination between regional office, country office and HQ.

Three-pronged approach

- 3-Pronged approach improved the implementation prospects of plans.
- The implementation of a new city is complex and cannot be implemented with the three-pronged approach only; as it includes all aspects of urbanisation including society.

Implementation and reporting

- Discussions during implementation revealed that for future projects high level consultant support might be preferred against HQ-support since the higher cost of the latter.
- No reporting in PAAS?
- Complex log frame.

Crosscutting issues

Gender disaggregated data were well recorded for capacity building initiatives (38% women). Gender balance in project staff was satisfactory (43% women). The feasibility to engage with female stakeholders directly is limited in Egypt. The Banha project exploited all opportunities. The Al Alamein project somehow reflects a male-oriented viewpoint with regard to economic opportunities.

- Youth substantively impacted the Banha pilot, albeit indirectly. Youth in Al Alamein would be attracted by a focus on education.
- As new cities in Egypt have notorious adverse consequences for poor and working class people, the Al Alamein pilot could have benefitted from a stronger focus on socio-economic aspects of employment of the poor, questioning the three-pronged approach for complex projects.

C364: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT

RATING OF PERFORMANCE BY EVALUATION CRITERIA

Highly satisfactory (5); satisfactory (4); partially satisfactory (3); unsatisfactory (2); highly unsatisfactory (1)

Evaluation Criteria	Rating	Assessment
Relevance	5	The themes of urban expansion areas and more sustainable new cities are highly relevant to the country; in line with government policies and responsive to the needs of the target beneficiaries. The growth themes are consistent with Habitat's mandate, goals and strategies.
Effectiveness	4	All interventions were effective into achieving both project goals. This project maintained focus on knowledge management, which was somehow diverted towards the end because of government's ambitions for the new city. The involvement in high-level political projects represents a risk.
Efficiency	4	Banha used relatively extensive time and resources, which are justified because of innovative approach being developed; Al Alamein became too ambitious in terms of implementation of the new city and developing a local economic base.
Impact Outlook	5	Impact of Banha on conversion of agricultural land and of Al Alamein into advocating more sustainable new cities.
Sustainability	5	Both the Banha and the Alamein pilots generated follow-up activities by the government and donors; the projects were well disseminated.
Cross-Cutting Issues	4	Adequately addressed within the limits of the country context. Limited pro-poor focus.

C364: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT PRIORITIES IN EGYPT

REPORTING AND ADVOCACY

DOCUMENT TYPE	DOCUMENT
Project document	UN-Habitat (2013.10.01), Achieving Sustainable Urban Development Priorities in Egypt
Work plans	Workplan 2013-2015
Progress Reports	ASUD Egypt Progress Report 06-11.2013 on Banha
	ASUD EGYPT Report 2013 07-11 on Banha
	ASUD Egypt Progress Report 2014
	ASUD Egypt Progress Report 2014 on Banha
	ASUD Egypt Progress Report 2015
	ASUD Egypt Progress Report 2015 on Banha
	ASUD Egypt Progress Report 2016
	ASUD Egypt Progress Report 02. 2016 - 06.2017 on Banha.docx
Training/workshop reports	ASUD Egypt (2013.08.01), Al-Alamein, Concept Note Expert Workshops
Final Report (operational)	ASUD Egypt (2016.10.26), Final project report
Reports Banha	OUTPUT 1.1 - UN-Habitat (2015.04), Paper: The usage of Eminent Domain in Egypt in unplanned, re-planning and urban extension areas, by Victoria Tiemeier
	OUTPUT 1.1-3.1 UN-Habitat ROAS (2015), Paper: Legislative analysis to support sustainable approaches to city planning and extension in Egypt, by consultant Hazem Abdelfattah
	OUTPUT 2.3 UN-Habitat (), Stakeholder map for infill project.
	OUTPUT 2.3 UN-Habitat (), Paper: Planning City Extension in Egypt: The Case of the Northern Infill Area of Banha City
	OUTPUT 3.1 - Black Letter Law analysis building law Egypt
	OUTPUT 3.1-4.1. Un-Habitat Egypt Office (2014.10), Paper: Mapping the Legal Framework Governing Urban Development in Egypt, by Magd Zahran
	OUTPUT 3.2 Un-Habitat ROAF (2015), Paper: Financing Infrastructure Projects in new Urban Extension Areas, by consultant Mohamed El Shawi
	OUTPUT 3.2 - The system of financing infrastructure projects in Egypt, in Arabic

	OUTPUT 3.2-4.4 UN-Habitat ROAF (2015.04), Paper: The Budget of Banha City: A Local Administration Unit in Practice, by consultant
	OUTPUT 4.2 - Brief on Situation Analysis of Land Extending up to 2km Outside Zimam
	OUTPUT 4.2 - UN-Habitat and Institute for Housing and Urban Development Studies of the Erasmus Universiteit Rotterdam (IHS) Carlos Morales-Schechinger (2015), Paper: Land Management and Informal Settlements Regularisation.
	OUTPUT 4.2 - Institutional Strengthening Actions Plan (Capacity building plan)
	OUTPUT 4.2 - UN-Habitat ROAS and GLTN (2015.12), Paper: Leveraging Land in the Arab Republic of Egypt: The Potential for Increasing Land-based Financing for Urban Development, by consultant. Mission Report
	OUTPUT 4.2 UN-Habitat (), Paper: The legal and institutional framework governing planning in Egypt. Lessons learned from the international experience. Power Point
	OUTPUT 4.3 - UN-Habitat ROAS (2013.08), Paper: White Paper on Territorial Governance in Egypt.
	OUTPUT 4.4 - Ministry of Housing, Utilities and Urban Communities, UN-Habitat ROAS and GIZ (2015.04), Paper: Economic Housing and Urban Development Projects Fund: Legislative Framework and Development Themes.
	OUTPUT 4.4 - UN-Habitat ROAS (2016.01) ,Paper: The Financial Management System for Local Governments: Overview of the process of budget preparation, approval, implementation and monitoring in Egypt, by consultant.
	OUTPUT 4.4 - UN-Habitat ROAS (2015.11), Paper: Leveraging Land in the Arab Republic of Egypt: The Potential for Increasing Land-based Financing for Urban Development, by consultant Lawrence Walters
	OUTPUT 4.4 – UN-Habitat ROAS (2014.11), Paper: Resources and Expenditures of Local Administrative Units in Egypt, by consultants
	OUTPUT 4.5 - UN-Habitat ROAS (2013.08), Paper: White Paper on Territorial Governance in Egypt.
Reports Al Alamein	UN-Habitat (2014.05), Expert Workshop Report New City of Alamein - a Model for Economic and Environmental Sustainable City in Egypt
	UN-Habitat (), Baseline Study for a Model for an Economic and Environmental Sustainable City in Egypt
	UN-Habitat (2015.03), Conceptual City Plan, by local consultant
	UN-Habitat (2016.10), Economic Assessment of New Alamein City - Egypt, by Bearing
	UN-Habitat (2017.05), The Economic Framework for the Sustainable Development of New Alamein City - Egypt, by Hany Ayad
	ASUD Egypt (2017.05), The Economic Framework for the Sustainable Development of New Alamein City, Final Report

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CAPACITY BUILDING

DATE	SUBJECT	AUDIENCE
2-3.06.2013	OUTPUT 1.1 Workshop and events around management of state land	Local government staff Banha, GOPP staff, Ministry of Housing staff, survey authority and real estate registry staff
22.10.2013	OUTPUT 1.1 Training session on land tenure and detailed planning in Banha	Local government staff, survey authority and real estate registry staff
06.11.2013	Training session on design in detailed plans and land use in Qalyoubia	Local government staff
04.2015	EGM on revenues of the economic housing fund in Qalyoubia governorate (official invitation)	Local government staff, economic housing fund staff
04.2015	OUTPUT 1.1 Training on revenue generation of economic housing fund in Qalyoubia governorate (official invitation)	Local government staff, economic housing fund staff

20.05.2015	Workshop on land tenure and continuum of land rights (part of mission of Jean du Plessis, GLTN)	UN Habitat staff and ROAS, survey authority, real estate registry, GOPP, Ministry of local development, university professors, civil society (Takween, 10 Tooba, Habitat international), local government representatives
12.07.2015	Training session on functions of the committee verifying landownership and working procedures in Qalyoubia	Different entities of local government
02.08.2015	Workshop/Expert group meeting on legal and institutional framework of Economic Housing Fund and possible reform by Mohamed El Shawi	Ministry of finance, Ministry of planning, ministry of local development, survey authority, GOPP, Ministry of Housing, private sector (Orascom)
09.2015	Series of trainings on usage of GIS & Autocad (official invitation)	Local government
11-13.10.2015	OUTPUT 3.2 Training on municipal finance and possibilities to raise revenues from state land by Prof Larry Walters	Local government representatives, ministry of finance, ministry of planning, GOPP
22.11.2015	Training by IHS on land management and informal settlements by Prof Carlos Morales	ISFD, Takween is an urban development company, Ain Shams University, Cairo University, GIZ, GOPP, Egyptian Survey Authority
31.05.2016	Workshop on building codes, street width and land value in Qalyoubia governorate	Local government

PROJECT 4 - D373: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES

LIST OF ACRONYMS AND ABBREVIATIONS

WFP: World Food Programme

OVERVIEW, DEVELOPMENT, ACHIEVEMENTS

Refer the main document above.

RELEVANCE

- Relevance to National policies and strategies and UNDAF:

The project aligns well to the general principles of UNDAF 2012-2018 aiming at supporting inclusive, sustainable and resilient development, which is responding directly to national policies and strategies particularly the National Development Plan 2011-2016. The project is particularly contributing to sub-outcome 3.3. aiming at strengthening local capacity for planning and management through local capacity building activities, and to sub-outcome 3.5 aiming at developing national and local policies for implementing people program, through the support to the design of the new National Urban Framework and Planned Cities Extensions in four cities. The project responds also partially to the sub-outcome 3.1 aiming at increasing participation in governance by poor and disadvantaged, through the partially participatory processes established for the development of the PCEs and the principles established in the updated Local Shelter Planning manual.

- Relevance for targeted national beneficiaries:
The key target beneficiaries at national level is the Housing and Urban Development Coordinating Council.
The project was highly relevant for national beneficiaries, both responding to the need of enhancing the capacities of the Housing and Urban Development Coordinating Council, specifically on urban planning, and to the need of developing the

new National Urban Development and Housing Framework 2017/2022 NUDHF, which will be approved by the end of the year, and that respond directly to the need of aligning it with both the Sustainable Development Goals and the New Urban Agenda. The national beneficiaries expressed their appreciation for the stakeholder's involvement in the preparation of the NUDHF and for the possibility to possibility to establish an international feedback loop with the preparation of the NUA and a local feedback loop in relation to the development of the PCE pilots.

- Relevance for targeted local beneficiaries:
The key target beneficiaries at local level are the local governments, particularly the planning offices, the private sector and other stakeholders as architect and planning associations. The key target beneficiaries should have included also local communities and civil society organization, that were only marginally involved, which is a shortcoming, only partially justified by the local administration intention to limit possible land speculation. The project was relevant for local beneficiary responding both to the need of enhancing the capacity of the local governments, and particularly the planning offices, and to the need of responding to urban growth and urban sprawl through the development of Planned cities extension in Zamboanga, Cagayan de Oro, Iloilo and Silay. The PCEs focused primarily on planning and design, including a generic outlook of economic benefit and financial strategies, and a brief outline for the legal framework and institutional plan, but lacking in-depth consideration on governance.
- Consistency with MTSIP 2008-2013 and the Strategic Plan 2014-2019:
MTSIP. The project is well aligned with the MTSIP, focusing principally on increasing institutional efficiency and effectiveness in the provision of basic urban infrastructure services (FA4-EA2), particularly through the work of capacitation at local level and

the development of the PCEs. Moreover, contributing to strength institutions to promote UPMG (FA2 EA2), through the involvement of stakeholders, including quite substantially private sector, both on the local capacitation on sustainable urban development activities in Cagayan de Oro, Zamboanga, Iloilo, Silay and Butuan and the development of PCEs, although the limited participation of local population and civil society is a shortcoming.

The project is strongly aligned with the focus areas on urban planning and design, urban economy and urban legislation, land use and governance, through the development of the PCEs in the four cities, which are having a strong focus on planning and design, containing also elements of economy/finance and also legislation/land use. The project positively fosters the integration with other focus areas, beyond the three-pronged approach, including significant activities related to housing and slum upgrading, through the Local Shelter Planning, that includes elements of risk reduction, and the capacity development through the capacitation activities both at national and local level.

EFFECTIVENESS

- Contribution to sustainable urbanization at national level:

The new NUDHF was successfully finalized well including sustainable urban development principles, its approval is due by the end of the year. The Philippines National Report for HIII was successfully finalized, well including sustainable urban development principles, and presented at HIII. The project also delivered a revision of the Local Shelter Planning Manual, also including integrated sustainable urban development principles.

- Contribution to sustainable urbanization at local level:
Four PCE plans were successfully finalized for the cities of Iloilo, Cagayan de Oro, Zamboanga and Silay, based on the three-pronged approach and the ad-hoc development of six principles, although the integration of the three-pronged approach with other key areas, as housing and basic services, was rather limited. The PCEs were considered in the updating

of the CLUPs of the four cities (from 2015-2017). A PCE guidebook was also realized. Two LED strategies were successfully finalized for the cities of Butuan and Zamboanga, to contributing to the development of the Comprehensive Land Use Plan (CLUP) and Comprehensive Development Plan (CDP), and of the PCE itself in the case of Zamboanga.

- UN-Habitat capacity at HQ:
The capacity at HQ level was sufficiently enhanced, due to the close collaboration between design and planning, legislation and governance, and economy and finance branches, the three branches outlined the importance of the project in enhancing their work and their integration-collaboration among them, specifically with reference to the PCE. This mainly due to the explicit request of the Regional and Country Offices to jointly plan and arrange of the expert from the different branches simultaneously. Further collaboration and integration of the mentioned three branches with other ones from UN-Habitat HQ was very limited, this is a shortcoming, despite the partial justification given outlying the limited resources available for HQ. One representative for each of the branch was involved through the project, specifically for the development of the PCEs and LEDs, with major contribution given by the planning and design branch.
- UN-Habitat Capacity regional:
The UN-Habitat capacity at regional level was partially strengthened through the work of the focal point, whom had clearly defined responsibilities. Although, the involvement of other staff members during the implementation of the project was limited due to administrative issues. No sufficiently conclusive evidences of the enhancement of the capacity of the regional office were given.
- UN-Habitat Capacity national:
The UN-Habitat's capacity at national level was strongly enhanced through the development of the project, including the support for local sustainable urbanization through the PCE and LED, and support to national sustainable urbanization particularly through the NUDHF and the Local Shelter Planning Manual. A national project coordinator and four

city coordinators (local consultants) were employed through the process, all with clear role and responsibility, and with the continuous involvement of other staff members of the national office. This capacity enhancement was possible despite the limited administrative and financial autonomy of the national office, including the impossibility of receiving match funds from national and local public authorities.

EFFICIENCY

- Conceptual issues including the three-pronged approach:
The national policies as NUDHF and the Local Shelter Planning, were efficiently portraying an integrated approach to sustainable urbanization, including but not limited to urban design/planning, economy/finance and legislation/governance, including key consideration on cross cutting issue as gender, youth, and climate change. The PCE included well the three-pronged approach elements, but lacking the necessary integration with other key aspects as basic services and a stronger inclusion of thematic issues (e.g. energy and transport) and cross cutting issues (e.g. youth and gender. The PCE principles are able to address some of key urbanization issues, as provision of green spaces, mix spatial use and mix social occupancy. A too limited acknowledgement of local culture, and the use of too westernized urban standards and practices, were outlined as shortcomings by the local beneficiaries.
- Administrative, financial and managerial efficiency:
Administrative, financial and administrative issues were not affecting negatively the project, no major issue was found during the implementation for the project, a part some foreseeable administrative delays given the current configuration of national, regional and central offices. Although must be noticed a very relevant structural administrative limitation that does not allow the national office to sign directly general collaboration agreements, this reducing the perceived legitimacy of the office, and more importantly the inability to accept funds and match funds from public organization in the country. The management of the project was excellent also due to the early appraisal

system put in place to select the pilots and the establishment of a steering committee including all key partners and stakeholders of the project.

- UN-Habitat internal other parties' collaboration and institutional arrangements:
The collaboration between national, regional and central offices was efficient, particularly due to the steering role of the national and the regional office, facilitating and coordinating joint and integrated undertakings; although must be noted that the collaboration with the central office was limited to the design and planning, economy and finance, legislation and governance branches, not including needed input from other branches as housing and most importantly basic services. Some issue of competency and or experience were raised regarding the central office experts, issue that could have been mitigated by an even stronger collaboration between central and national offices. The decision to integrate in a solid manner the work of central office experts with the local experts was very positive and helped significantly the efficient harmonization of the interventions. The institutional arrangements with national and local administration were well and clearly defined.

IMPACT OUTLOOK

- Development effects for city managers, mayors, local and national institutions:
The development effect for city managers and mayors, in the five cities was clear and highly appreciated by the target beneficiaries, that considered both the relevant and strong capacity building activities on sustainable urbanization realized. The impact of the capacity building was very positive giving effects already in the short term, and showing potential systemic effects for the medium and long term. Positive impact was also appreciated in relation to the technical support for the development of the PCEs and LEDs. That in the short term was showing impact in practically demonstrating the application of sustainable urbanization principles, particularly for design and planning, and also, although in a more limited manner, for legislation and economy-finance. The

impact of the training and technical assistance for the NUDHF, the Local Shelter Planning and the Habitat III National document are showing both short term and potential medium-long term strategic impact, particularly strengthening the capacity of HUDCC, and establishing stronger relation between national and local governments, facilitating a more integrated approach on sustainable urbanization through vertical integration. Highly satisfactory 5

- Development effects for communities including weak groups as women and youth:
The short-term development effects for the communities at local level, particularly weak groups, is limited due to the minor participation of local communities and civil society in the development of PCEs and LEDs. Although the provision for weak groups, particularly young peoples, in the NUDHF and in the Local Shelter Planning manual are consistent a may create the frame condition for their sustained participation in the development of urban policies, plans and tier implementation, thereby showing sufficient potential for a medium and long-term impact. Partially satisfactory 3
- Contribution to UN/Habitat normative framework:
The contribution to UN/Habitat normative framework is very clear for the development and implementation of PCE, through the development of a PCE manual, and the piloting of the three-pronged approach, which should be further integrated also with other systemic and sectorial aspects in order to fully meet. The three benches directly involved in the project outlined significant improvement of their normative frameworks. The project successfully delivered also an update of the Local Shelter Planning that was useful to strength the normative framework in relation to basic services and housing.
- Contribution to the New Urban Agenda:
The contribution to the new urban agenda was excellent, including more strategic contribution as the Philippines National Contribution to Habitat III, which was instrumental to both the development of the NUA and the NUDHF. Moreover, the contribution to the NUA was also related to the preliminary lessons learned from the pilot cities, which further

substituted the contribution given by Philippines National Contribution to Habitat III.

SUSTAINABILITY

- Synergies and engagement with international, national and local stakeholders and beneficiaries:
The project was based on a strong engagement with national and local stakeholders and beneficiaries, which were taking also part in the projects steering committee, all the interviewed stakeholders clearly recognized the value of the collaboration with un/habitat, specifically for supporting policy and plans development, for capacity building and also for communication and knowledge transfer, moreover they expressed strongly the importance to continue and extend the collaboration in the general frame of sustainable urbanization.
- Implementation, replicability and scaling/up, including administrative and financial viability:
The sustainability of the implementation for the NUDHFis very high as it will be completely approved by the end of the year, and the dialogue established during its development, with other departments of the national administration and with regional, provincial and local administrations, will guarantee its swift implementation, further strengthened by administrative and financial provisions supporting the framework. The sustainability for the implementation of the LSP is also very high, following the interest of both national and local governments. The LSP manual and its roll out to more than 1,000 local governments has been the cornerstone of the HUDCC ISO certification in 2016. The sustainability of the implementation of the PCEs differs from city to city, both in terms of administrative agreements and financial resources availability. In Silay , in Zamboanga , in Iloilo, in Cagayan de Oro. The local administration requested further support for both the complete administrative approval of the PCEs and for the support in facilitating necessary investments and bankability. The PCE manual, as well the support of the HUDCC, will strongly support the possibility of replicability and up/scaling of PCEs in the pilot cities and beyond. Beyond the replication and upscaling of the PCE, the ASUD project resulted in the

development of a successor 3-year project “Building Climate Resiliency Through Urban Plans and Designs” which takes the ASUD principles forward by strengthening the urban design guidelines to be demonstrated in 5 pilot cities. This project will enhance the existing CLUP guidelines by integrating climate-resilient urban design in supplemental guidelines to be developed.

COHERENCE

- Project alignment and coherence with ASUD goals: Overall the project was highly coherent and well aligned with the overall ASUD goals, including the increased capacity of UN/Habitat, both at normative and operational level, and the actual support given at national level to develop national urban policies on sustainable urbanization, through NUDHF and LSP, as well as at local level through the development of four PCEs and two LEDs.
- Coherence of the different project interventions: The different project interventions were clearly and well aligned, establishing good and sustained feedback loops between the national and the local component of the project. Furthermore, the development of the LSP revised manual allow the project to further integrate the three-pronged approach used for the PCEs with other key aspects more directly linked to housing and basic services.

CROSS-CUTTING ISSUES

- Gender: The gender consideration in the NUDHF are strong, being at the core of the first framework principles calling for urbanization as catalyst for inclusive growth. Gender consideration within the PCE are only minor and insufficient, as the involvement of women from local communities and civil society. Gender consideration are well included in the LSP, being gender equity part of the funding principles for the LSP and its implementation. Gender balance was appropriate within the local administrations participants to the workshops and capacity building activities realized at national and local level.

Youth:

- The youth consideration in the NUDHF are strong, being at the core of the first framework principles calling for urbanization as catalyst for inclusive growth. Youth consideration within the PCE are only minor and insufficient, as the involvement of women from local communities and civil society. youth consideration is only minor and insufficient in the LSP.

Human Rights:

- The human right consideration in the NUDHF are very weak and limited to recalling human rights as guiding principle of the NUA. Human rights consideration within the PCE are insufficient. Human right considerations are part of the funding principles for the LSP and its implementation.

Climate Change:

- Climate change considerations in the NUDHF are strong, and cross/cutting the principles and the implementation strategies, particularly in relation to disaster risk reduction and management. Climate change actual considerations within the PCE are limited and mainly related to disaster risk reduction and management, although resilience is included in the key principles for PCE. Climate change considerations are well included as cross/cutting for the whole LSP.

CONCLUSIONS

Strengths

- The project is overall well integrated and aligned with the ASUD vision and goals and contributed to enhancing the capacity of UN-Habitat at central, regional/local level to support sustainable development for national and local governments, also improving the UN-Habitat’s normative framework; particularly through the contribution to the New Urban Agenda process and the manual for Planned City Extension.
- The operational capacity has also been improved significantly, achieving well recognized results in increasing the capacity of both local and national administrations, supporting the development of

the National Urban Development and Housing Framework well integrated with NUA and SDGs principles, the update of Local Shelter Planning and supporting the development of planned cities extension in four cities (Cagayan de Oro, Iloilo, Silay and Zamboanga) and Local Economic Development Plans in two cities (Zamboanga and Butuan) .

Challenges

- The participation of local communities was rather limited in all the local interventions, which was only partially justifiable due to the concerns for possible land speculations; the involvement of local population, particularly of vulnerable sectors of the population as women, young and elder people is at the very core of any sustainable urban development intervention. The participation of civil society organization was partially limited within local and national level interventions, although the participation of the private sector and of professional union as to be regarded as quite successful. Some stakeholders outlined that most of the best practice of reference were from western countries with limited reference to national and regional ones, showing in some cases a limited understanding of the local cultural specificity. Moreover, the project was strongly conditioned by the very high private land ownership share, posing systemic difficulties and constrains in the creation of public spaces and services, issue that will require long-term strategic actions to be tackled appropriately.

Implementation

- The collaboration between national/regional offices and the design, legislation and economy branches at the HQ, were very well integrated, due to the strong coordinating effort of the Regional and National Offices, successfully harmonizing efforts. The collaboration and more open inclusion of additional expertise, specifically related to housing and basic service would have further strength the local projects.
- There were clear operational limitations of the national offices due to the inability to sign directly collaboration agreements with national and local counterparts, and more importantly to receive public match funds, which would have greatly benefit the whole project and interventions.

- Overall the level of exchange and interaction, at all levels, between the different ASUD countries was extremely limited.

Stakeholders

- The Housing and Urban Development Coordinating Council, the Housing and Land Use Regulatory Board, The Department of Interior and Local Government, The League of Cities of the Philippines and the Agencia Espanola de Cooperacion Internacional para el Desarrollo, were part of the project's steering committee and contributed to the national and local integrated action, with the further support of Arcadis, which provided pro-bono training and support for the capacity building at local level. Moreover, private sector organizations, academia and professional associations were sufficiently involved in the projects at local level. Establishing the project's steering committee was very positive and of strategic importance for the achievement of very positive results.

CROSSCUTTING ISSUES

- Crosscutting issues were only partially considered, a limited higher priority was given to climate change and gender issues, overall quite satisfactorily taken into account within national and local interventions. Human rights considerations are insufficient for both national and local components; youth was well included in the NUDHF but not enough taken into account within PCEs and LEDs.

Future Perspectives

- At the national level, HUDCC is currently reviewing the PCE Guidebook and the agency plans to convert this tool into a national policy resolution on sustainable urban expansion and development (we just had a meeting with HUDCC and HLURB last 14 August 2017). This is on top on the planned national forum on PCE which will happen November 2017 and expected to jumpstart the national rollout of the PCE guidelines to all local governments in 2018. At the local level, PCE impacts on the long-term land development as it was integrated into CLUP. The cities also use the PCE as a solid reference material and plan for marketing and enticing private sector and national government investments.

- ASUD increased and further strength the There are clear possibilities to continue the work on city extensions, and ultimately improve the urban sprawl management, and to move toward more sustainable and resilient cities, both through continuous capacitation and technical support in designing and implementing plans, as well as favouring the vertical integration and collaboration between national and local governments. All stakeholders at national and local level expressed clear interest in continuing the collaboration with UN-Habitat at different levels, starting with re-enhancing the support to capacitation and toward the implementation of PCEs in the target cities, and initiating also the replication to other small and medium size cities, further enhancing the collaboration and vertical integration between national policies and local implementations.

D373: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES

RATING OF PERFORMANCE BY EVALUATION CRITERIA

highly satisfactory (5); satisfactory (4); partially satisfactory (3); unsatisfactory (2); highly unsatisfactory (1)

EVALUATION CRITERIA	RATING	ASSESSMENT
Relevance	4	The relevance to national policies and UNDAF was positive. The relevance for both national and local beneficiaries was positive, also due to the high level of coordination of the Country office with the stakeholders, through the project since inception. The consistency with MTSIP and SP was also positive. The consistency with NUA, and the contribution to NUA were also positive.
Effectiveness	4	The relevance to national policies and UNDAF was positive. The relevance for both national and local beneficiaries was positive, also due to the high level of coordination of the Country office with the stakeholders, through the project since inception. The consistency with MTSIP and SP was also positive. The consistency with NUA, and the contribution to NUA were also positive.
Efficiency	4	The conceptual framework used at national level were systemic and well-integrated. At local level the primary focus on 3PA was efficient, but limiting a more systemic approach. Administration, finance and overall project management was very positive, despite some major limitation as the administrative constraint not allowing reception of government funds. The collaboration with UN-Habitat, and between UN-Habitat and other partners was good-
Impact Outlook	4	The contribution to the UN-Habitat normative framework was positive, particularly for the contributions given for the NUA development.
Sustainability	5	The synergies and engagement with international, national and local stakeholders and beneficiaries, as well as the Implementation, replicability and scaling/up, including administrative and financial viability, are both very positive.
Cross-cutting Issues	3	The cross- cutting issues were addressed in a scattered and not fully satisfactorily manner through the different project's interventions, with the exception of climate change issues that were appropriately considered.

REPORTING AND ADVOCACY

D373: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES

DOCUMENT TYPE	DOCUMENT
Report	ASUD-Philippines Update (as of 31 March 2015)
Report	ASUD-Philippines Update (as 31 January 2015)
Report	Achieving Sustainable Urban Development (ASUD), Philippines Project Update and Activities for Project Extension (January to June 2016)
Report	ASUD PROGRESS REPORT – November 2013
Meeting minutes	Minutes of the ASUD Philippines briefing with the Executive Director on 31st January 2013 in the OED board room
Report	ASUD Project Narrative Self-Assessment Closure Report
Report	Achieving Sustainable Urban Development (ASUD) Project Terminal Report
Report	Cagayan de Oro Planed City Extension Final Report 2016
Report	Iloilo Planed City Extension Final Report 2016
Report	Local Shelter Planning Manual Update 2016
Policy document	NATIONAL URBAN DEVELOPMENT AND HOUSING FRAMEWORK 2017-2022
Report	Silay Planed City Extension Final Report 2016
Report	Zamboanga Planed City Extension Final Report 2016
Report	ASUD Philippines Summary Report 2016
Report	A New Urban Agenda: Better, Greener, Smarter Cities in a More Inclusive Philippines
Report	HABITAT III: THE PHILIPPINE NATIONAL REPORT

CAPACITY BUILDING

D373: ACHIEVING SUSTAINABLE URBAN DEVELOPMENT IN THE PHILIPPINES

DATE	SUBJECT	AUDIENCE

PROJECT 5: F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA**PROJECT 6: F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA****PROJECT 7: F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN****PROJECT 8: F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN****PROJECT 9: F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA****LIST OF ACRONYMS AND ABBREVIATIONS**

ASOCAPITALES:	Association of the Capital Cities of Colombia
ISVIMED:	Institute for Social Housing and Habitat of Medellin
SDDE:	Secretariat for Economic Development of Bogota

OVERVIEW, DEVELOPMENT, ACHIEVEMENTS

Refer the main document above.

RELEVANCE***F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA***

- Relevance to National policies and strategies and UNDAF:
The UNDAF for Colombia 2008 -2014 is fully aligned with the National Development Plan 2006-2010 focusing on four priority areas: (i) poverty, equity, and social development; (ii) alternative development; (iii) social rights and governance; (iv) peace, security and reconciliation. Moreover, the National Development Plan 2010-2014 "Prosperity for All", define Housing and Beloved Cities as one of the five strategies contributing to the overall objectives of reducing poverty, sustainable economic growth, and wealth creation. The project contributed to the specific objective on strengthening local actors promoting inclusive economic development strategies, favouring

income generation and job creation in general terms, although the exact quantitative measure remains uncertain.

- Relevance for targeted national beneficiaries: N/A, only local beneficiaries were targeted
- Relevance for targeted local beneficiaries:
The key target beneficiaries at local level are the local entrepreneurs, local population, small-medium enterprises in the pilot area of Restrepo and other economic clusters, and Government of the city of Bogota, primarily the Secretariat for Economic Development. The relevance of the project was very high in all its components for the previous administration, particularly in relation to the elaboration of a methodology for the development of popular economy clusters, the installation of a pilot Common Service Centre in Restrepo. It is important to note a more critical perception of the new administration regarding the very concept of "popular economy", the overall project objectives, as set by the previous administration, and the actual impact of the overall project. Moreover, it is also to be noted that only indirect evaluation of the perception the local population and local economic actors was possible.
- Consistency with MTSIP 2008-2013 and the Strategic Plan 2014-2019:
MTSIP. The project is well aligned with the MTSIP, focusing on strengthening human settlements

finance systems (Focus Area 5), through the formalization of “popular economic” clusters supporting improved territorial competitiveness of the city of Bogota, elaborating a methodology for supporting popular economy, the with installation of a pilot common service centre in the Restrepo district. SP. The project is well aligned with SP, focusing on urban economy (Focus Area 3), specifically supporting local authorities in developing and implementing local economy development actions, and inclusive economic participation. The alignment to MTSIP and SP is appropriate, although it is for both mono-dimensional, with a focus on economy-finance only, lacking the necessary integration with other key aspects and focus areas.

- Consistency with UN-Habitat’s policies and strategies: The project consistency with to the design and implementation of an inclusive economic development methodology and approach for urban industrial districts, favouring urban economy and finance, and recalling one of the funding principles of the NUA stating the importance of sustainable urbanization as motor for prosperity. Moreover, the project is well aligned with the UN-Habitat strategy for Colombia 2012-2014, specifically in relation to urban economy and finance (Focus Area 3).

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- Relevance to National policies and strategies and UNDAF:
The UNDAF for Colombia 2008 -2014 is fully aligned with the National Development Plan 2006-2010 focusing on four priority areas: (i) poverty, equity, and social development; (ii) alternative development; (iii) social rights and governance; (iv) peace, security and reconciliation. Moreover, the National Development Plan 2010-2014 “Prosperity for All”, define Housing and Beloved Cities as one of the five strategies contributing to the overall objectives of reducing poverty, sustainable economic growth, and wealth creation. The project aimed at building capacity in the City of Santa Marta for sustainable urban development, mainly contributed to the general objective on increasing local capacities for the integrated territorial management, particularly on sustainable development and risk management.

- Relevance for targeted national beneficiaries: NA, only local beneficiaries were targeted
- Relevance for targeted local beneficiaries:
The key target beneficiaries at local level are Mayorality of Santa Marta, civil society and the private sector. The mayorality of Bogota considered the review of the Land Use Plan (component 1) and the review of the Design of the Master Plan (component 2) very relevant, as well both the civil society and the private sector considered very relevant the participation in the development of the Land Use Plan and the Master Plan very needed and relevant. The relevance campaign on urban culture and city mobilization (component 3) was not homogenously considered relevant, in its means of implementation, by some representatives of the civil society.
- Consistency with MTSIP 2008-2013 and the Strategic Plan 2014-2019:
MTSIP. The project is well aligned with the MTSIP, focusing principally on participatory urban planning management and governance (Focus Area 2), supporting the City of Santa Marta in developing a Master Plan, Review the Land Use Plan (POT) and mobilizing citizenships, ultimately favouring the inclusion of sustainable urbanization principles in plans, policies and strategies for the city. SP. The project is very well aligned with SP, focusing on principally on urban planning and design (Focus Area 2) but including also key elements of all other Focus Areas, for example including urban legislation, land and governance, urban economy, basic services, housing and slum up-grading
- Consistency UN-Habitat’s policies and strategies:
The project consistency with the guiding principles of the master plan, strongly oriented toward sustainable urban development for all, based on inclusion and participatory urban development, particularly in relation to strengthening the cultural, multi-ethnic and ancestral identity; the relevance of the Land Use Plan and the participatory campaign “I am a City Changer” are also well in line with NUA. Moreover, the project is consistently in line with both the UN-Habitat strategies for Colombia (2012-2014 and 2015-2019).

F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA

- Relevance to National policies and strategies and UNDAF:
The UNDAF for Colombia 2008 -2014 is fully aligned with the National Development Plan 2006-2010 focusing on four priority areas: (i) poverty, equity, and social development; (ii) alternative development; (iii) social rights and governance; (iv) peace, security and reconciliation. Moreover, the National Development Plan 2010-2014 "Prosperity for All", define Housing and Beloved Cities as one of the five strategies contributing to the overall objectives of reducing poverty, sustainable economic growth, and wealth creation. The project aimed at piloting an inclusive and participatory land readjustment mainly contributing in a cross cutting manner, although rather generic, to specific objectives under the four different priority areas.
- Relevance for targeted national beneficiaries:
N/A, only local beneficiaries were targeted
- Relevance for targeted local beneficiaries:
the key target beneficiaries at local level is the civil society of la Candelaria district in Medellin. It has to be noted that it was not possible, despite numerous attempts, to contact directly with civil society representatives, and all information is indirect and coming from the project's staff form UN-Habitat and partner organization during the implementation. the relevance for target beneficiaries regarding the general objectives of the project was considered as satisfactory, although the relevance of the specific PILAR approach-methodology was considered overall only partially in line with the actual needs of the local civil society.
- Consistency with MTSIP 2008-2013 and the Strategic Plan 2014-2019:
MTSIP. The project is well aligned with the MTSIP, focusing in equal measure on participatory urban planning management and governance (Focus Area 2) and on pro-poor land and housing (Focus Area 3) developing the PILaR Participatory and Inclusive Land Readjustment methodology for supporting and capacitating the city of Medellin and the stakeholders

in the pilot site of la Candelaria. SP. The project is very well aligned with SP, focusing on principally on urban legislation, land and governance (Focus Area 1), urban planning and design (Focus Area 2), Urban Economy (focus Area 3) housing and slum upgrading (Focus area 5), having a good overall integration of the different focus areas.

- 2.2. Consistency UN-Habitat's policies and strategies:
The project is well in line, promoting sustainable urban development and inclusivity for all inhabitants, through the development and use of the PILaR methodology for Participatory and Inclusive Land Readjustment in the Candelaria district, guided by a strong participatory and inclusive approach. The project is also overall well in line with the with both the UN-Habitat strategies for Colombia (2012-2014 and 2015-2019), proposing an integrated approach to sustainable urbanization.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

- Relevance to National policies and strategies and UNDAF:
The UNDAF for Colombia 2008 -2014 is fully aligned with the National Development Plan 2006-2010 focusing on four priority areas: (i) poverty, equity, and social development; (ii) alternative development; (iii) social rights and governance; (iv) peace, security and reconciliation. Moreover, the National Development Plan 2010-2014 "Prosperity for All", define Housing and Beloved Cities as one of the five strategies contributing to the overall objectives of reducing poverty, sustainable economic growth, and wealth creation. The project aimed at supporting and assisting of the enhancement of the Major's Office of Medellin in the Municipal Development Plan of 'Construyamos unidos un hogar para la vida' (Let's Build a Home for Life), only partially contributing to specific objectives under the four different priority areas.
- Relevance for targeted national beneficiaries:
NA, only local beneficiaries were targeted
- Relevance for targeted local beneficiaries:
The key target beneficiaries at local level are local

authorities, civil society and private sector. The main counterpart of the project ISVIMED rescinded the contract due to the lack of relevance and misalignment of understanding among parties regarding the project's objectives, particularly for the component related to the creation of an UN-Habitat Regional City Hub. It is important to outline that the recession was also influenced by internal issues and contrasts between different departments/agencies within the municipality, and a new set of relevant activities was established to finalized the open part of the project.

- Consistency with MTSIP 2008-2013 and the Strategic Plan 2014-2019:

MTSIP. The project is sufficiently well aligned with the MTSIP, focusing on strengthening human settlements finance systems (Focus Area 5) and participatory planning, management and governance (Focus Area 2) supporting and assisting the enhancement of the Major's Office of Medellin in the Municipal Development Plan of 'Construyamos unidos un hogar para la vida' let's build together a home for life. SP. The project is sufficiently well aligned with SP, focusing on principally on urban legislation, land and governance (Focus Area 1) and housing and slum upgrading (Focus area 5).

- Consistency with UN-Habitat's policies and strategies: The project is generically in line, promoting sustainable urban development and inclusivity for all inhabitants, through the support activities in the frame of the PILaR methodology for Participatory and Inclusive Land Readjustment in the Candelaria district and the development of the campaign I am a City Changer for Medellin. The project is also generically well in line with the with the UN-Habitat strategy for Colombia (2012-2014), proposing an integrated approach covering the three-focus area on planning and design, legislation, governance and security, and economy and finance.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- Relevance to National policies and strategies and UNDAF:
The UNDAF for Colombia 2008 -2014 is fully aligned with the National Development Plan 2006-2010

focusing on four priority areas: (i) poverty, equity, and social development; (ii) alternative development; (iii) social rights and governance; (iv) peace, security and reconciliation. Moreover, the National Development Plan 2010-2014 "Prosperity for All", define Housing and Beloved Cities as one of the five strategies contributing to the overall objectives of reducing poverty, sustainable economic growth, and wealth creation. The project aimed at supporting technically the definition of the national policy on the city system (sistema de ciudades) and the constitution of the Colombian association of capital cities; and strengthening Bogota's leadership on sustainable and secure cities, well contributing particularly to the general objective of strengthening national and local capacities for the integrated territorial management with focus on sustainability and risk management.

- Relevance for targeted national beneficiaries:
The key target beneficiary at national level is the National Urban Development and Planning Department. The project was highly relevant for national beneficiaries, primarily responding to the need of developing the new formulation of National Urban Strategy (National Policy for the System of Cities) that complemented and strengthened the National Policy on Urban Development NUDHF, which will be approved by the end of the year, and that respond directly to the need of aligning it with both the Sustainable Development Goals and the New Urban Agenda. The national beneficiaries expressed their appreciation for the support given by UN-Habitat in favouring a strong vertical integration with regional and local government, as well as horizontal integration with other departments at national level, during the preparation of the strategy and through the organization of national and regional urban fora.
- Relevance for targeted local beneficiaries:
The key target beneficiary at local level is the District of Bogota.
The project was highly relevant for the local stakeholders, responding to clearly defined beneficiaries' needs including the definition of a district agenda on urban resilience, the improvement of knowledge exchange on urban resilience at national and international level, improved the District's capacity in integrating urban resilience

within sustainable urban development, the enhancement of the District role nationally and internationally on climate change, disaster reduction and urban resilience, also through the development of a communication campaign.

- Consistency with MTSIP 2008-2013 and the Strategic Plan 2014-2019:
MTSIP. The project is well aligned with the MTSIP, focusing on participatory urban planning management and governance (Focus Area 2) and advocacy, monitoring and partnership (Focus Area 1), particularly improving legislation, strategy and policies supporting UPMG through the support given to the national government in the development of a new national urban policy and supporting the establishment of the association of Colombian capital cities. SP. The project is very well aligned with SP, focusing principally on urban legislation, land and governance (Focus Area 1), which in this specific case can be considered an enabler toward an integrated approach for sustainable urban development, thereby integrating key aspects of the other priority areas.
- Consistency with UN-Habitat's policies and strategies:
The project is generically in line, promoting sustainable urban development and inclusivity for all inhabitants, through the development of a National Policy to Consolidate the System of Cities in Colombia, which include appropriate sustainable urban development considerations/principles, namely environmental, social and economic, and also defining key principles on finance and governance for the implementation of the national policy. Moreover, the preparation of the National Policy was conducted establishing feedback loops with the preparatory action for the New Urban Agenda, although no specific mention to the NUA are made explicit, which is a shortcoming. The project is also generically in line with both the UN-Habitat strategies for Colombia (2012-2014 and 2015-2019).

EFFECTIVENESS

F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA

- Contribution to sustainable urbanization at national level:

N/A the project included only contributions at local level

- Contribution to sustainable urbanization at local level:
The project's actions fully delivered the methodology and the action plan to support "popular economy" clusters, including the appropriate review of the Land Use Plan of Bogota, with clear reference to sustainable urbanization principles. Moreover, a common service centre was established and piloted, together with the delivery of technical assistance and knowledge exchanges, in Restrepo District. Component 1 (90%) and Component 2 (94%) were not fully accomplished due to the missing the replication of the methodology and piloting activities realized in Restrepo, in other economic clusters. The change of administration in Bogota led to question the very concept of "popular economy", introduced by the previous administration, and its effectiveness, stopping the replication activities.
- UN-Habitat capacity at HQ:
The project contributed very marginally to increase the HQ capacity to effectively support local communities to achieving sustainable urbanization through formalizing popular economy clusters, improving territorial competitiveness. This also due to the use of the concept of "popular economy" still rather unclear in its definition, which was introduced by the previous local governments, and not further used by the current administration.
- UN-Habitat capacity regional and nationally:
The project contributed partially to increase the regional/national capacity to effectively support local communities to achieving sustainable urbanization through formalizing popular economy clusters, improving territorial competitiveness. Although, the project was fundamental for creating more stable national capacity to give support to local economy.

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- Contribution to sustainable urbanization at national level:
NA the project included only contributions at local level

- Contribution to sustainable urbanization at local level:
The project approximately delivered all three expected outputs: Land Use Plan (realized and waiting for final approval), Design Master Plan (realized, currently under revision and approval) and the campaign (realized) consistently contributing to sustainable urbanization. In terms of outcome the project delivered well providing urban planning models and tools, the institutional capacity was also improved, despite some criticism related to the improvement of the technical capacity; moreover, the governance and the citizen empowerment were improved, particularly in relation to the master plan participatory process, and despite the criticism on the actual influence of the participatory process on the final Land Use Plan.
- UN-Habitat capacity at HQ:
The project only marginally increased the HQ capacity in supporting the realization and capacity building related to the realization of Land Use Plans, Master Plans, urban culture and mobilization campaigns; this is due to the limited involvement of HQ staff to the realization of the project, only partially justified by budget allocation reasons. It has also to be noted that the project may have partially contributed to the creation of the Urban Lab.
- UN-Habitat capacity regional and nationally:
The project partially contributed to increase the regional/national capacity to effectively support local communities in developing technical and management capacity and the realization of Land Use Plans, Master Plans, urban culture and mobilization campaigns, supporting sustainable urbanization. The national office has been only partially able to retain in-office expertise, in fact the lack of initial capacity of the national and regional office was filled recruiting international experts, which was not possible to retain fully/permanently after the end of the project, although the increased capacity of existing office staff was retained.

**F116/ F120: PILOTING PARTICIPATORY LAND
READJUSTMENT IN MEDELLIN COLOMBIA**

- Contribution to sustainable urbanization at national level:

N/A the project included only contributions at local level

- Contribution to sustainable urbanization at local level:
The project strengthened the local policy framework for land readjustment in the pilot site of la Candelaria, but only partially delivered the replication of the use of the PILaR methodology and practice in other areas. The land use plans and regulation resulting from PILAR process addressing population growth and not creating additional informality, was only partially adopted through macro projects but not as full standalone plan. Moreover, the plan implementation at local level through specific activities never took place due to the refusal by the local administration in adopting methodology, which was considered not fully matching the public administration's requirements, although must be noted that within the local administration there were divergent and somehow conflicting views.
- UN-Habitat capacity at HQ:
The project only increased significantly the HQ capacity to give support on participatory and inclusive land readjustment, through the improve norms and methodology resulted from the development of the initial PILaR concept/idea. The design and planning, legislation and governance, and finance and economy branches increased significantly their internal capacity and the level of collaboration, although the same capacity and level of collaboration was not extended to other key branches as housing and basic services, partially limiting the overall outcome for the HQ.
- UN-Habitat capacity regional and nationally:
The project partially contributed to increase the regional/national capacity to give support on participatory and inclusive land readjustment, through the improvement and further use of PILaR methodology. The national office has been only partially able to retain in-office expertise, in fact the lack of initial capacity of the national and regional office was filled recruiting international experts, which was not possible to retain fully/permanently after the end of the project, although the increased capacity of existing office staff was retained.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

- Contribution to sustainable urbanization at national level:
N/A the project included only contributions at local level
- Contribution to sustainable urbanization at local level:
The project was largely unaccomplished due to the rescindment of the contract by the counterpart ISVIMED, that took the decision as the project was not consider any longer relevant and in-line with the local administration priorities; the project was continued for the actions and components part that could be realised by UN-Habitat in operational and financial autonomy, although with clearly impaired capacities.
- UN-Habitat capacity at HQ:
The project only very marginally and indirectly contributed to the enhancement of the HQ's capacity in increasing institutional local capacity due to the partial default of the project.
- UN-Habitat capacity regional and nationally:
The project only partially contributed to the enhancement of the regional/national capacity in increasing institutional local capacity due to the partial default of the project, and the need to establish a new set of actions, which in some extent increase the regional and country capacities.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- Contribution to sustainable urbanization at national level:
The project was very well accomplished, the national urban strategy was completed and approved; moreover, the association of capital cities was established and it is successfully running, and 3 national urban for a have been organized.
- Contribution to sustainable urbanization at local level:
The local component of the project was also very well accomplished, establishing a district agenda

on urban resilience, improving the district's capacity on integrating resilience and sustainable urban development, and enhancing <Bogota role nationally and internationally on urban resilience, climate change adaptation and mitigation, also through communication campaigns.

- UN-Habitat capacity at HQ:
The project has only marginally contributed to enhancing the HQ's capacity in supporting the development of National Urban Policies and the local support in relation to urban resilience, climate change adaptation and mitigation, due to the limited involvement of HQ staff in the project, only partially justified by the issue of allocation of funds.
- UN-Habitat capacity regional and nationally:
The project has very well contributed to enhancing the regional/national capacity in supporting the development of National Urban Policies and the local support in relation to urban resilience, climate change adaptation and mitigation, as proven by the continuous collaboration with the national government and the association of capital cities, as well as the expanded portfolio on urban resilience and climate change.

EFFICIENCY**F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA**

- Conceptual issues including the three-pronged approach:
Despite the confusing use of the term/concept "popular economy" introduced by the local administration, the project was articulated with sound reference to the underlying concept of the NUA and the new strategy for sustainable neighbourhood's development; moreover, the work was aligned to the principles of urban economy and finance under development by the newly established urban economy and finance branch.
- Administrative, financial and managerial efficiency:
The ASUD budget initial budget of 452.000 USD (FSP) was complemented by 1.200.000 USD by

SDDE (QXB), the initial budget was followed quite appropriately with some deviation due to increased amount of sub-contract (FSP), initially allocated for personally, and a consistent reallocation of budget from sub-contract to grants (QXB); although the final amounts were in line with the initial ones. General financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures.

- UN-Habitat internal other party's collaboration and institutional arrangements:
The collaboration among national and regional office was mainly in relation to the overall coordination and the administration of the project; the collaboration among national/regional focuses and HQ was rather limited. The collaboration with the local administration counterpart was sufficiently clear, appropriately established and managed; despite the fact that the radical change of approach of the two administrations between selection, forced the local office forced the national office to establish a collaborative relation on new grounds. Other parties, as local beneficiaries, including local entrepreneurs and SMEs, were participating appropriately through the project, as was established using indirect sources of information.

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- Conceptual issues including the three-pronged approach:
The Master Plan was developed on the base of 5 thematic participatory for a, with a truly bottom/up participatory process that was highly effective. The Land Use Plan was also built in principle as very participatory and bottom/up, although a number of stakeholders outlined that their instance were not taken into due account in the final document. No specific reference to a given UN/Habitat's conceptual frame is to be found in the Master and Land Use plans, although the concept and principles are soundly in line with established and integrated principles of sustainable urban development. Moreover, Santa Marta was the first town to experiment the Campaign I Am a City Changer,

helping more to define basic campaign concept than to follow established ones.

- Administrative, financial and managerial efficiency:
The ASUD budget initial budget of 339.000 USD (FSP) was complemented by 660.000 USD by ECOPEPROI and 53.000 USD by ANSPE (QXB), the initial budget was followed quite appropriately without major deviations. General financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures, this creating considerable administrative issues in relation with the ECOPEPROI.
- UN-Habitat internal other parties' collaboration and institutional arrangements:
The collaboration among national and regional office was mainly in relation to the overall coordination and the administration of the project; the collaboration among national/regional focuses and HQ was rather limited with few HQ's experts' missions. The collaboration with the local administration quite sufficiently clear, appropriately established and managed, despite the local administration over expectation regarding the level of support for Master and Land Use Plans. The relation with the co-donors was overall satisfactory. Some issues were raised in relation to the recruitment of local consultants, due their limited corporate approach and a certain level of influence exercised during the recruitment phase by the local administration.

F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA

- Conceptual issues including the three-pronged approach:
The entire project served to develop the PILaR methodology from the first idea/concept to a full methodology, although the proof of concept was never realized as the plan/project elaborated was never implemented, as the administration consider the methodology not fully aligned with their policies and priorities. The normative development of the methodology was thereby efficient, although the operational part of the project was not satisfactory.

- Administrative, financial and managerial efficiency: The ASUD budget initial budget of 565.000 USD (F116-FSP) was complemented by 1.00.000 USD by ISVIMED (F120-QXB), the initial budget for F120 was followed quite appropriately without major deviations; the initial budget for F116 include major reallocation of funds to subcontracting from training, practically cancelled, and from miscellaneous to sub-contracting . General financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures, this creating considerable administrative issues with ISVIMED.
- UN-Habitat internal other parties' collaboration and institutional arrangements: The collaboration among national and regional office was mainly in relation to the overall coordination and the administration of the project; the collaboration among national/regional offices and HQ was rather strong with a number of HQ's expert's missions and consultancy. The collaboration with the local administration was not sufficiently clear due to a growing detachment between the approaches used and the mutual understanding of the final project's objectives. Some relevant issues were raised in relation to the recruitment of local consultants, due their limited corporate approach and a certain level of influenced exercised during the recruitment phase by the same local administration. Other issues were raised in relation to the limited country-regional knowledge of the HQ experts, as well as the communication difficulties due to the lack of proficiency in Spanish.
- Administrative, financial and managerial efficiency: The ASUD budget initial budget of 339.000 USD (F117-FSP) was complemented by 600.000 USD by ISVIMED (F120-QXB), only 176.000 USD of the initial budget for F120 were used, mostly for personnel cost; the initial budget for F117 include major reallocation of funds to subcontracting from training, practically cancelled, and from miscellaneous and equipment to sub-contracting . Major financial and administrative issues were outlined by ISVIMED. At the date, the counterpart claimed that after the recession of the contract have not received a fully closed and clear budget and that the outstanding debt, to be recalculated with the much higher current exchange rate, has not been paid; this creating serious accountability and legal issues to ISVIMED:
- UN-Habitat internal other parties' collaboration and institutional arrangements: The project suffered since the inception for a sever misalignment of understanding regarding the objectives and the final outcomes-outputs of the project, among ISVIMED and UN-Habitat, this resulting in the unilateral decision of ISVIMED to rescind the contract and request a partial refund. After years the situation is not yet closed, nor resolved, this due to a short-circuit in the management and administration of this matter among regional office and HQ. It must be noted that for the still operating part of this project, the country office re-defined a new set of actions with the municipality, that were appropriately delivered.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

- Conceptual issues including the three-pronged approach: The most part of the project that was actually implemented was related to the design and identification of pilot sites/activities to support to the PILaR methodology proof of concept and implementation. The other two components, including the design and implementation of UN-Habitat Regional Hub and the reform of ISVIMED, were developed only at conceptual level, and never implemented.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- Conceptual issues including the three-pronged approach: The first component of the project, National Policy to Consolidate the System of Cities in Colombia defined main and specific goals and a plan of actions with 6 priorities, generally well covering all key aspects of sustainable urbanization, and defined through a participatory bottom-up approach in consultation with key stakeholders at national and local level. The concepts are primarily derived from the bottom-up process, without explicit reference to UN-Habitat normative frameworks, but developed

with full support by UN-Habitat also through the preparatory process of the NUA as the WUF7. The other component of the project, in relation to urban resilience and climate change adaptation and mitigation have been efficiently supported by UN-Habitat, although without explicit reference to existing UN-Habitat's normative frameworks.

- Administrative, financial and managerial efficiency: The ASUD budget initial budget of 90.000 USD (FSP) was complemented by 1.260.000 USD by several national and local public administration(QXB), the initial budget for FSP was followed appropriately without major deviations; the initial budget for QXP include major reallocation of funds to grants from subcontracting, and a significant amount of unused budget. Some few financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures.
- UN-Habitat internal other parties collaboration and institutional arrangements: The collaboration among national and regional office was mainly in relation to the overall coordination and the administration of the project; the collaboration among national/regional offices and HQ was rather limited. The collaboration with the local administrations both in relation to the urban resilience related components, and the support to the creation and the implementation of the Association of Capital Cities was excellent, as excellent was the collaboration with the national government for the development of the National Policy.

IMPACT OUTLOOK

F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA

- Development effects for city managers, mayors, local and national institutions: This category was not expressly listed as beneficiary of the project. Despite the change of the local administration in Bogota, and the consequent change in policies, priority and strategies, the project was able to favour the capacitation of the local administration, particularly the Secretariat of

Economic Development, on innovation and urban economy in city's clusters, through the knowledge exchange of best practice of innovation in urban economy clusters from Europe and Latin America, and the alignment to UN-Habitat normative framework, which can partially sustain for the medium term the impact already achieved in the short term.

- Development effects for communities including weak groups as women and youth: The main category of beneficiary for the project include, small and medium businesses and local population in Restrepo district; the impact on this category was assessed only indirectly. On the short term, there was sufficient impact in terms of capacitation and knowledge transfer due to the activity of the Common Service Centre. In the medium and long terms, the sustained impact achieved in the short term will depend from the willingness of the current administration of continuing and/or restructuring the activities in Restrepo and in other economic districts. Women and youth were only marginally mentioned and targeted within the project.
- Contribution to UN/Habitat normative framework: The contribution to the UN-Habitat normative framework is rather limited, as the participation of HQ experts from economy and finance branch.
- Contribution to the New Urban Agenda: The contribution to the new urban agenda was only partial.

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- 6.1. Development effects for city managers, mayors, local and national institutions.
- The mayoralty of Santa Marta was indicated as major beneficiary for the project, the initially limited capacities of the municipality, particularly the urban planning department, were considerably enhanced, despite the request for further capacitation. The capacitation regarded particularly the integrated approach for sustainable urban development through

participation, within the preparation of both the Master and Land Use plans. The short-term impacts are already positive, both in terms of capacitation and for the creation and use of the master plan, which portrays an integrated and sustainable vision for the city, which will enable the achievement of positive impact in the medium and long term.

- 6.2. development effects for communities including weak groups as women and youth
- The civil society of Santa Marta was particularly involved in the project through the I am a City Changer communication campaign, which had a quite sufficient impact. Moreover, both the civil society and the private sector participated in both the development of the Master Plan and the Land Use plan, with clear positive impacts on their empowerment and awareness raising, specifically for the Master Plan, and in a more limited manner for the Land Use Plan. Weak groups, as indigenous people were appropriately involved, and their Cosmo vision is central for both the plans.
- 7.1. Contribution to UN/Habitat normative framework.
- The contribution to the UN-Habitat normative framework is only generic, as the participation of HQ branches was limited.
- 7.2. contribution to the New Urban Agenda.
- the contribution to the new urban agenda is rather limited and indirect.

F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA

6.1. Development effects for city managers, mayors, local and national institutions.

- The impact and development effects on the local institutions was rather limited as the Pilar Methodology developed during the project was not fully aligned with policy, strategies and priority of the local administration.

- 6.2. Development effects for communities including weak groups as women and youth

- The civil society in La Candelaria district, as main beneficiary of the project, was receiving only limited impact during the development of the PILaR methodology, being empowered by the participatory approach for land readjustment; although this effect did not last in the short term for the lack of the actual implementation of the defined plans and actions; neither they will have a positive impact resulting from the project in the medium and long term due to the termination for the use of the PILAR approach by the municipality of Medellin.

- 7.1. Contribution to UN/Habitat normative framework.

- The contribution to UN-Habitat framework was very good, as the PILaR methodology was developed in full of the original concept/idea, although the methodology was not fully proved during the actual implementation within a pilot, the methodology is now been used and replicated.

- 7.2. contribution to the New Urban Agenda.

- The PILaR methodology and the related three-pronged approach harmonizing finance and economy, planning and design, and legislation and governance, was consistently inspiring the preparation of the new urban agenda.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

- 6.1. Development effects for city managers, mayors, local and national institutions.

- City manager, mayor and the local and national institutions were listed as main beneficiaries; the impact produced for them was not positive as the local institution decided to rescind the collaboration and the project activities not fully realized. Although for the new actions set within the project after the recession, there were positive development effects on the city managers still involved..

- 6.2. Development effects for communities including weak groups as women and youth
- The civil society and private sector were listed as beneficiaries; the impact produced for them was not positive as the local institution decided to rescind the collaboration and the project activities not fully realized.
- 7.1. Contribution to UN/Habitat normative framework.
- The contribution to UN-Habitat framework was very limited to the few sub-components of the projects realized in support of PILaR methodology development.
- 7.2. contribution to the New Urban Agenda.
- The contribution to UN-Habitat framework was very limited to the few sub-components of the projects realized in support of PILaR methodology development.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- 6.1. Development effects for city managers, mayors, local and national institutions.
- The project produced a very positive impact on the National Planning Department, through the support and capacity building activities within the preparation of the National Policy, and such impact will further increase in the medium and long term through the implementation of the National Policy. A very positive impact was also achieved supporting and empowering local institutions through the accompaniment for the creation of the Association of Capital Cities, which is now running in full autonomy and which activities will further enhance the positive impact in the medium and long term for the local and national institutions involved.
- 6.2. development effects for communities including weak groups as women and youth
- The project will have an indirect but very strong impact on local communities in the medium and long

term, particularly weak groups due to the clear and strong equality and quality of life principles included in the National Policies.

- 7.1. Contribution to UN/Habitat normative framework.
- The contribution to UN-Habitat normative framework is overall appropriate in terms of supporting the capacitation and development for realizing national urban policies. Moreover, the capacity of UN-Habitat in supporting local authorities in relation to resilience and climate change adaptation and mitigation as also enhanced.
- 7.2. contribution to the New Urban Agenda.
- The contribution to the New Urban Agenda was strong as the national authorities involved in realizing the New Urban Agenda, and the local authorities of Bogota working on urban resilience and climate change adaptation and mitigation, had a very active role in the preparatory events of the NUA, starting with WUF7 and continuing with the prepcoms and the same HILL.

SUSTAINABILITY

F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA

- Synergies and engagement with international, national and local stakeholders and beneficiaries: Despite the change of administration, the value of the support given by UN-Habitat in terms of knowledge exchange, knowledge transfer and technical support was well appreciated; future collaboration between the local administration, particularly the Secretariat of Economic Development will continue and will be further expanded also due to the increased urban economy capacity internalized by the national office.
- Implementation, replicability and scaling/up, including administrative and financial viability: The implementation of the project, as well its replicability and scalability has been compromised by a notable change in the urban economy policies, strategies and approaches of the new administration,

also insight of the unclear use of the “popular economy” approach proposed by the previous administration; for which the responsibility of UN-Habitat is very marginal.

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- Synergies and engagement with international, national and local stakeholders and beneficiaries: The synergies established with all local stakeholders, particularly including the public administration, the private sector and the local community are solid and long lasting; all stakeholder explicitly recognized the importance of the support given by un-Habitat and expressed the strategic interest in continuing similar collaborations in the future.
- Implementation, replicability and scaling/up, including administrative and financial viability: The implementation of the Master Plan and the Land Use Plan, the latest pending the final approval to enter into force, are considered overall sustainable from both and administrative and financial point of view. Moreover, the possibility of replicating the support for master and land use plans in other cities is already ongoing, with specific focus on medium size cities, which are suffering from limited technical capacities.

F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA

- Synergies and engagement with international, national and local stakeholders and beneficiaries: The synergies and engagement with local stakeholders and beneficiaries is hindered by what some of the local stakeholders considered an over-imposing attitude by UN-Habitat during the implementation of the project, showing limited space of opportunity for continuing similar project in the future in the city of Medellin. The engagement with stakeholders for the use of PILaR methodology internationally appears to be quite consistent and sustainable.
- Implementation, replicability and scaling/up, including administrative and financial viability: The potential for the implementation and replicability

of PILaR, including the financial and administrative viability, is very limited, due to persisting differences in approaching participatory land re-adjustment.

F117/F123: ‘CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA’ IN MEDELLIN COLOMBIA

- Synergies and engagement with international, national and local stakeholders and beneficiaries: The still open and unresolved financial and administrative dispute with the local administration is impairing any possibility of further collaboration.
- Implementation, replicability and scaling/up, including administrative and financial viability: As the project was not completed due to unsolvable divergent views between the parties it is highly unlikely that any of the partial result obtained will be implemented and or replicated.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- Synergies and engagement with international, national and local stakeholders and beneficiaries: The synergies established with all national and local stakeholders, during the implementation of the project are very solid; all stakeholder explicitly recognized the importance of the support given by un-Habitat and expressed the strategic interest in continuing similar collaborations in the future.
- Implementation, replicability and scaling/up, including administrative and financial viability: The administrative and financial viability of all three components of the project is clear, thereby there are no issues related the actual sustainability of their implementation. the replicability and scaling-up of this initiative, at international level, at least within the region, is very high given the positive results achieved.

COHERENCE

ALL COLOMBIA PROJECTS

- Project alignment and coherence with ASUD goals: Overall the project is coherent and well aligned with the overall ASUD goals, including the increased capacity of UN/Habitat, at HQ and regional/national

level, including both normative and operational activities, and technical support delivered at national level, as the National Policy for the System of Cities, and at local level, as the Master Plan and the Land Use Plan for the city of Santa Marta. All projects addressed appropriately the sustainable urbanization at different level.

- Coherence of the different project interventions: the different initiative/projects were rather scattered, with a very limited interaction and exchange mechanism among projects, limited only to the use of some few personnel and international consultants having actual active roles in more than one of the five projects in Colombia. The thematic coherence of the project activities in Colombia with the one realized in the other country is good, as both included support activities for both national policies and local strategic-master-extension plans and economic development. The actual coherence among projects in terms of solutions proposed and implemented is rather scattered as there was not a system in place to facilitate the exchange of results and knowledge between the projects during their execution.

CROSSCUTTING ISSUES

F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA

- Gender. Gender considerations are only partially taken into account, stating the importance of realizing specific action to support the contribution of women in the economic sectors of the district.
- Youth. Youth considerations issue are only partially taken into account, stating the importance of realizing specific action to support the contribution of women in the economic sectors of the district.
- Human Rights. No specific human right considerations have been taken into account.
- Climate Change. The proposal for the landscape master plan for Restrepo district take adequately into account the improvement of the urban microclimate.

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- Gender. Gender considerations are well included and integrated within the Land Use Plan, but are not explicit in the Master Plan.
- Youth. Youth consideration, particularly related to education and labour, are well included and integrated within the Land Use Plan and the Master Plan.
- Human Right. Human right consideration, particularly related to the indigenous people and ethnic minorities are well included and integrated within the Land Use Plan and the Master Plan.
- Climate Change. Climate change consideration, related to resilience, adaptation and mitigation are well included and integrated within the Land Use Plan and the Master Plan.

F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA

- Gender. Despite the importance of gender considerations for the project, no specific gender measures were taken appropriately.
- Youth. Despite the importance of youth considerations for the project, no specific youth measures were taken appropriately.
- Human Right. Despite the importance of human rights considerations for the project, only generic considerations were mentioned in relation to human rights.
- Climate Change. Despite the importance of climate change considerations for the project, no specific climate change measures were taken appropriately.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

- Gender. Despite the importance of gender considerations for the project, no specific gender measures were taken appropriately.

- Youth. Despite the importance of youth considerations for the project, no specific youth measures were taken appropriately.
- Human Right. Despite the importance of human rights considerations for the project, only generic considerations were mentioned in relation to human rights.
- Climate Change. Despite the importance of climate change considerations for the project, no specific climate change measures were taken appropriately.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- Gender. Gender issues are only partially considered in the National strategy, and on the Bogota and Tenjo part of the project.
- Youth. Youth issues are only partially considered in the National strategy, and on the Bogota and Tenjo part of the project.
- Human Right. Human rights issues are only partially considered in the National strategy, and limitedly more considered in the Bogota and Tenjo part of the project..
- Climate Change. Climate change issues are appropriately considered in the National strategy, and very well considered in the Bogota and Tenjo part of the project.

CONCLUSIONS

F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA

- Strengths: The project increased the capacity of the newly established Secretariat for Economic Development, particularly through knowledge transfer of international best practices, including incoming and outgoing missions. The project also was fundamental to enhance and make structural the capacity on urban economy at the UN-Habitat National office. The Common Service Centre in Restrepo is the only one still operational, despite the change of administration and the closure of the three

other ones. The support and capacitation of local entrepreneurs was overall positive.

- Challenges: The main challenge was due to the not clear use/definition of popular economy concept, as introduced by the local administration. Financial and management challenges were outlined by the new administration particularly in relation to the infrastructure used for the CSCs. Moreover, issues on the actual impact on the ration between original investment and job created was challenged by the new administration.
- Implementation: The project was realized with the assistance of national and international experts, and with the limited collaboration of the Economy and Finance Branch. General issues on slow handling of financial and administrative matters was outlined.
- Stakeholders: the main stakeholders are: Secretariat of Economic Development of Bogota SDDE, which co-financed and co-coordinated the project, Mayoralty of Bogota, National Government, Office of International Cooperation of Bogota, Presidential Agency for International Cooperation, and Red Adelco as implementation partner, supported the setting of the Common Service Centre.
- Future Perspectives: The SDDE expressed the interest in continuing the collaboration con UN-Habitat, favouring harmonization of action at national and international level. The new capacities of the UN-Habitat national office has also increased the potential for the development of other projects.

F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA

- Strengths: The development of the Master Plan gave the city of Santa Marta a long term and integrated vision for its sustainable development; the participatory process that was well structured and appreciated by the stakeholders involved, particularly the civil society and the private sector. The governance as well vertical and horizontal integration of the local actors was improved, as well as the technical capacity of the technical office, particularly for planning and design. The capacity of the national/

regional office to deliver operational support was enhanced, and also the one of the HQ branches.

- Challenges: The influence of the participatory process on the actual results of the POT was limited, also because the POT is currently under revision, and still awaiting final approval, after the administrative change at the municipality. Some issues on the perceived actuation of UN-Habitat arise due to the use of certain local consultants and implementing partners.
- Implementation: The overall implementation of the project was appropriate despite the conflictual local circumstances, and some over expectations by the local administration. General financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures, this creating considerable administrative issues in relation with the ECOPETROL, as well as with implementing partners, local and international experts.
- Stakeholders: the main stakeholders are: Ecopetrol and ANSPE, which co-financed the project, Mayorality of Santa Marta, Ministry of Planning, Grupo Argos, Aecon; and as implementing partners: Geografia Urbana, Casa en arbol, and Pro-sierra.
- Future Perspectives: The synergies established with all local stakeholders, are solid and long lasting; all stakeholder expressed the strategic interest in continuing similar collaborations in the future. Moreover, the possibility of replicating the support for master and land use plans in other cities is already ongoing, with specific focus on medium size cities, which are suffering from limited technical capacities.

F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA

- Strengths: The project is well in line with the funding principles of the NUA and UN-Habitat strategies for Colombia, promoting sustainable urban development and inclusivity through the development of the PILaR methodology. The development of PILaR methodology was very positive as a normative output and for increasing UN-Habitat's normative capacity,

also favouring the collaboration between, planning, economy and legislation branches.

- Challenges: The relevance for target beneficiaries regarding the general objectives of the project was considered as satisfactory, although the relevance of the specific PILAR approach-methodology was only partially in line with the actual needs of the local administration and civil society. Moreover, the plan implementation at local level through specific activities never took place due to the refusal by the local administration in adopting the methodology, which was considered not fully matching the public administration's requirements; this limiting the positive impact of the project.
- Implementation: General financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures, this creating considerable administrative issues in relation with the ISVIMED. Some relevant issues were raised in relation to the recruitment of local consultants. Other issues were raised in relation to the limited country-regional knowledge of the HQ experts, as well as the communication difficulties.
- Stakeholders: The project was realized in collaboration with Housing and Habitat institute (ISVIMED), co-financing and co-coordinating the project, Mayorality of Medellin: Mayor's Office of Medellin, Planning Office of Medellin, Ministry of Housing. City and Territory.
- Future Perspectives: The synergies and engagement with local stakeholders and beneficiaries is hindered was not optimal, showing limited space of opportunity for continuing similar project in the future in the city of Medellin. The engagement with stakeholders for the use of PILaR methodology internationally appears to be quite consistent and sustainable.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

- Strengths: The elaboration of an assessment of ISVIMED and the legal document for its reform were

realized through consultations, and the design of UN-Habitat City Lab was prepared.

- Challenges: The main counterpart of the project ISVIMED rescinded the contract due to the lack of relevance and misalignment of understanding among parties regarding the project's objectives, the project was not considered any longer relevant and in-line with the local administration priorities; the project was continued for the actions and components part that could be realised by UN-Habitat in operational and financial autonomy, although with clearly impaired capacities.
- Implementation: At the date, the counterpart claimed that after the recession of the contract have not received a fully closed and clear budget and that the outstanding debt, to be recalculated with the much higher current exchange rate, has not been paid; this creating serious accountability and legal issues to ISVIMED:
- Stakeholders: the main stakeholders involved are ISVIMED (Institute of Housing of Medellin), which co-founded the project, The Mayor's Office of Medellin, Planning Department, EDU (Urban Development Corporation), Association of Capital Cities of Colombia- ACCC -, Ministry of Cities, Housing and Territories, National Planning Department
- Future Perspectives: The still open and unresolved financial and administrative dispute with the local administration is impairing any possibility of further collaboration. As the project was not completed due to unsolvable divergent views between the parties it is highly unlikely that any of the partial result obtained will be implemented and or replicated.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

- Strengths: The project responded well to the need of the national and local beneficiaries. The project was very well accomplished, the national urban strategy was completed and approved; moreover the association of capital cities was established and it is successfully running, and 3 national urban for a have been organized; The local component of the project was also very well accomplished, establishing

a district agenda on urban resilience, improving the district's capacity on integrating resilience and sustainable urban development, and enhancing <Bogota role nationally and internationally on urban resilience. Capacity building at national and local levels was successful. The contribution to the New Urban Agenda was strong as the national authorities involved in realizing the New Urban Agenda,

- Challenges: the project have only marginally contributed to enhancing the HQ's capacity in supporting the development of National Urban Policies and the local support in relation to urban resilience, climate change adaptation and mitigation, due to the limited involvement of HQ staff in the project.
- Implementation: Some few financial and administrative issues were outlined, with reference to the slow, complex and sometimes redundant UN-Habitat administrative procedures. The collaboration with the local administrations both in relation to the urban resilience related components, and the support to the creation and the implementation of the Association of Capital Cities was excellent, as excellent was the collaboration with the national government for the development of the National Policy.
- Stakeholders: the project has been implemented and cofounded by DNP National Department of Planning of Colombia, FOPAE/IDIGER District Agency for Risk of Bogota, SDA, District Secretariat for Environment of Bogota, Ministry of Environment of Colombia. Moreover, the ACCC was a key partner after its creation.
- Future Perspectives: All stakeholder explicitly recognized the importance of the support given by un-Habitat and expressed the strategic interest in continuing similar collaborations in the future. The administrative and financial viability of all three components of the project is clear, thereby there are no issues related the actual sustainability of their implementation. the replicability and scaling-up of this initiative, at international level, at least within the region, is very high given the positive results achieved.

RATING OF PERFORMANCE BY EVALUATION CRITERIA**Highly satisfactory (5); satisfactory (4); partially satisfactory (3); unsatisfactory (2); highly unsatisfactory (1)**

Evaluation Criteria	Rating	Assessment
F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA		
Relevance	4	The relevance at national level was positive with a good alignment with UNDAF. The relevance for local beneficiaries was overall positive, particularly for local entrepreneurs in Restrepo. The consistency with MTSIP, PA and NUA was overall positive.
Effectiveness	3	The contribution to sustainable urbanization at local level was quite positive. The capacity building within UN-Habitat at HQ was only marginal. The capacity building within UN-Habitat Regional and Country offices was overall positive.
Efficiency	4	The conceptual issues were used efficiently. The administrative, financial and managerial efficiency was overall positive, also taking into account the high amount of match funds secured. The level of collaboration within UN-Habitat and between UN-Habitat and other parties was positive.
Impact Outlook	3	The development effects on local and national institutions were positive. The development effects on communities were quite positive. The contribution to UN-Habitat normative framework was limited. The contribution to the NUA was only partial.
Sustainability	4	The engagement with stakeholders and beneficiary was positive. The implementation, replicability, scaling-up, including administrative and financial viability it is not fully assessable.
Crosscutting Issues	3	Gender issues were quite positively addressed. Youth issues were quite positively addressed. Human right issues were not sufficiently addressed. Climate change issues were positively addressed.
F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA		
Relevance	5	The relevance and alignment to national policies and UNDAF was very satisfactory, as overall positive was the relevance for the targeted beneficiaries. The consistency with MTSIP, SP and NUA was very positive.
Effectiveness	4	The contribution to sustainable urbanization at local level was positive. The capacity building within UN-Habitat at HQ was quite positive. The capacity building within UN-Habitat Regional and Country offices was overall positive.
Efficiency	4	The conceptual issues were used efficiently. The administrative, financial and managerial efficiency was overall quite positive, despite slowness of UN-Habitat administrative procedures, and also taking into account the high amount of match funds secured. The level of collaboration within UN-Habitat and between UN-Habitat and other parties was positive.
Impact Outlook	3	The development effects on local and national institutions were positive. The development effects on communities were positive. The contribution to UN-Habitat normative framework was quite positive. The contribution to the NUA was limited.
Sustainability	5	The engagement with stakeholders and beneficiary is very positive. The implementation, replicability, scaling-up, including administrative and financial viability is very positive.
Crosscutting Issues	5	Gender issues were positively addressed. Youth issues were very well positively addressed. Human right issues were very well addressed. Climate change issues were very well addressed.
F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA		
Relevance	4	The relevance and alignment to national policies and UNDAF was very satisfactory, as well as the consistency with MTSIP, SP and NUA was very positive. The overall relevance for the local beneficiaries was overall quite positive, despite an only partial alignment with the local civil society needs.
Effectiveness	3	The contribution to sustainable urbanization at local level was not very positive due to the lack of full implementation. The capacity building within UN-Habitat at HQ, Regional and Country offices was positive.
Efficiency	2	The conceptual issues were used quite efficiently. The administrative, financial and managerial efficiency was not sol positive, due to reallocation of funds from training to staff, as well as complex and slow UN-Habitat administrative procedures.. The level of collaboration within UN-Habitat and between UN-Habitat and other parties was not quite positive, due to divergencies of views within the administration and between UN-Habitat and the local administration.

Impact Outlook	3	The development effects on local and national institutions, as well as, the development effects on communities, were not very positive, due to the misalignment with the administration priorities and changing approaches. The contribution to UN-Habitat normative framework was positive. The contribution to the NUA was also positive..
Sustainability	3	The engagement with stakeholders and beneficiary was only partially positive, due to the sometime difficult relation with part of the local administration. The implementation, replicability, scaling-up, including administrative and financial viability it is not very positive, due to divergencies on the approach to use on land re-adjustment.
Crosscutting Issues	1	Gender issues were not sufficiently addressed. Youth issues were not sufficiently addressed. Human right issues were not quite sufficiently I addressed. Climate change issues were not sufficiently addressed.

F117/F123: 'CONSTRUYAMOS UNIDO UN HOGAR PARA LA VIDA' IN MEDELLIN COLOMBIA

Relevance	3	The relevance and alignment to national policies and UNDAF was quite satisfactory. The consistency with MTSIP, SP and NUA was overall positive. The overall relevance for target beneficiaries was scattered, and a re-alignment was necessary after the recession of F123.
Effectiveness	2	The contributions to sustainable urbanization at local level, and to UN-Habitat capacity at HQ were not very positive, due to the default of a part of the project. The capacity building within UN-Habitat Regional and Country offices was quite positive.
Efficiency	1	The conceptual issues were never fully implemented. The administrative, financial and managerial efficiency was highly unsatisfactory due to still pending and unresolved contractual issue between the counterparts. The level of collaboration within UN-Habitat and between UN-Habitat and other parties was also very challenging and still unresolved.
Impact Outlook	3	The development effects on local and national institutions were partially positive, despite the recession of the contract, but in light of the continued work with other part of the local administration. The development effects on communities were limited by the recession of the contract. The contribution to UN-Habitat normative framework was quite positive. The contribution to the NUA was quite positive.
Sustainability	1	The engagement with stakeholders and beneficiary was rather negative, due to still open contractual dispute. The implementation, replicability, scaling-up, including administrative and financial viability is also rather negative.
Crosscutting Issues	1	Gender issues were not sufficiently addressed. Youth issues were not sufficiently addressed. Human right issues were not quite sufficiently I addressed. Climate change issues were not sufficiently addressed.

F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA

Relevance	5	The relevance and alignment to national policies and UNDAF was very positive. The relevance and alignment with MTSIP, PA and NUA was very positive. Also the relevance for the targeted beneficiaries was very positive.
Effectiveness	4	The contribution to sustainable urbanization at national and local level were very positive. The capacity building within Regional and Country offices was very positive. The capacity building within UN-Habitat at HQ was limited, due to the only partial involvement within the project.
Efficiency	4	The conceptual issues were used efficiently. The administrative, financial and managerial efficiency was overall positive, also taking into account the high amount of match funds secured. The level of collaboration within UN-Habitat and between UN-Habitat and other parties was very positive.
Impact Outlook	5	The development effects on local and national institutions were very positive. The development effects on communities were very positive. The contribution to UN-Habitat normative framework was very positive. The contribution to the NUA was very positive.
Sustainability	5	The engagement with stakeholders and beneficiary was very positive. The implementation, replicability, scaling-up, including administrative and financial viability is very positive.
Crosscutting Issues	3	Gender issues were not sufficiently addressed. Youth issues were not sufficiently addressed. Human right issues were quite sufficiently I addressed. Climate change issues were very well addressed.

REPORTING

Document type	Document
F114: POPULAR ECONOMY OF THE AGGLOMERATION AREAS OF BOGOTA	
Activity Report (product 1)	(2014), El!Caso!Del!Distrito!De!Innovación!22@!De!La! Ciudad!De!Barcelona! Acompañamiento!En!El!Terreno!
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Activity Report (product 3b)	(), Sectores!De!La!Economía!Por!Los!Que!Debe! Apostar!El!Anillo!De!Innovación.!
Activity Report (product 4)	(), Propuesta!De!Tractores!Públicos,!Público! Privados!Y!Criterios!Para!Los!Tractores! Privados,!Que!Permitan!Acelerar!El!Proyecto! Del!Anillo!De!Innovación
Activity report (product 5)	(), Documento!Que!Detalla!Las Ventajas!Competitivas!De!La Localización!De!Actividades!De Innovación!En!La!Operación Estratégica!Anillo!De!Innovación Análisis!Comparativo!De!Algunos!De!Los!Más! Importantes!Casos!Exitosos!En!El!Mundo.
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F115: CAPACITY BUILDING IN THE CITY OF SANTA MARTA IN COLOMBIA	
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Maps	(), Propuesta Por La Zona De Espansion De Santa Marta
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Report	(2015), Documento De Revisión De Los Contenidos De La Memoria Justificativa O DTS Del POT Para Integrar Los Principios Que Promueve ONU-Habitat En Términos De Planes De Ordenación Territorial Y De Los Principios Del Mandato De Ciudades Que Promueve La Agencia.
Report	(), Documento Técnico De Soporte Para La Definición De La Zona De Expansión En El Marco De La Revisión Del POT De Santa Marta
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Presentation	(2013), Presentación Estratégica De La Ciudad De Santa Marta Dirigida A Gestionar Recursos Financieros Con Actores Como Findeter, Caf Y Otros Aliados Del Gobierno Nacional.
Report	(), Sistema De Indicadores Para La Sostenibilidad Territorial
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Report Final	(), Annex To Documento Técnico De Soporte Para La Definición De La Zona De Expansión En El Marco De La Revisión Del POT De Santa Marta
Report Final	(), Sistema De Indicadores Para La Sostenibilidad Territorial
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F116/ F120: PILOTING PARTICIPATORY LAND READJUSTMENT IN MEDELLIN COLOMBIA	
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	(), Final Pilar Report Chapters 4,5

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	() , Monitoring Report
	() , Support And Assistance Of The Enhancement Of The Major's Office Of Medellin In The Municipal Development Plan Of 'Construyamos Unidos Un Hogar Para La Vida' (Let's Build A Home For Life.)
	() , Analisis De Las Reformas Realizadas En La Ciudad De Medellin Referente A Los Temas De Habitat/Urbanismo
	() , Estudio De La Estructura De Gobierno De La Ciudad En Lo Correspondiente Al Sistema Habita/Urbanismo
F118: NATIONAL POLICY AND INSTITUTIONAL STRENGTHENING IN COLOMBIA	
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	() , Formulating The National Policy For The System Of Cities And Institutional Strengthening For The Association Of Colombian Capital Cities.
COLOMBIA – ALL PROJECTS	
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