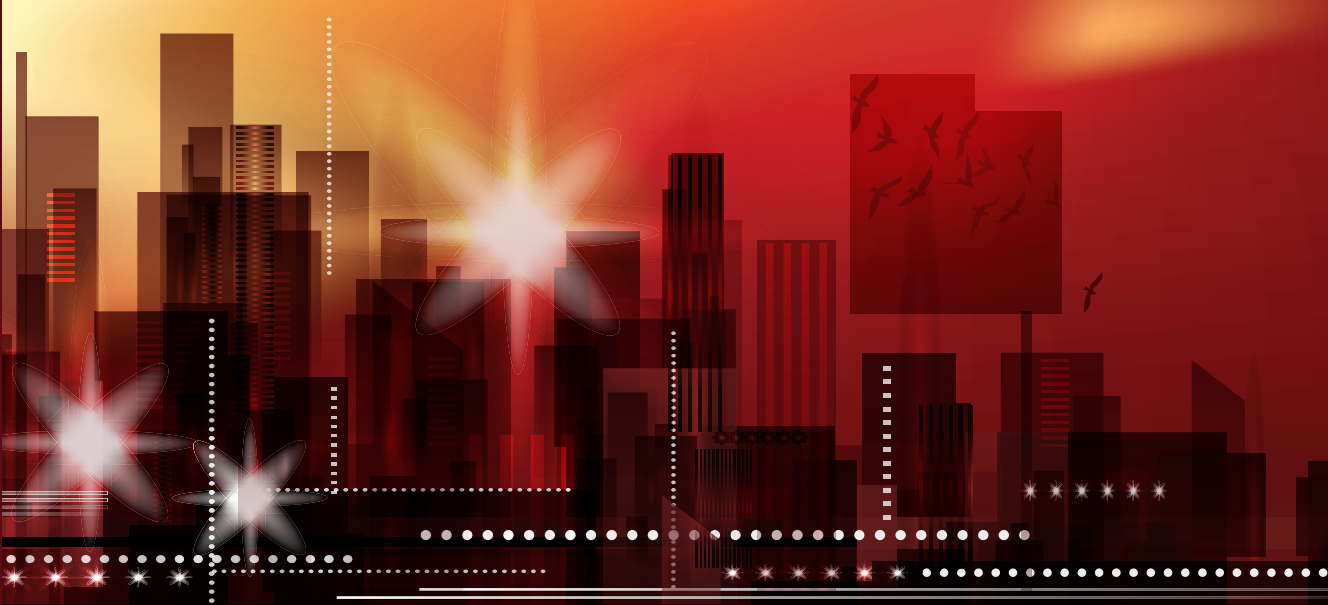


Evaluation of the Establishment Process of the Rafik Hariri UN-Habitat Memorial Award



JULY 2013

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UN  HABITAT



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ACRONYMS AND ABBREVIATIONS

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

EXECUTIVE SUMMARY

I. INTRODUCTION

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

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

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

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

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

II. MAIN FINDINGS

Rafik Hariri Award

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

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

- The resource levels for managing the Award were adequately designed. However, access to these resources are subject to United Nations rules and regulations that are at times not well-suited for adjustment to the specific needs and demands of the various Award actors such as senior members of the International Jury and the Steering Committee in matters of employment, travel and hono-
raria¹.
- Delays in holding regular meetings of the Steering Committee constrained the entire process. There was lack of a clear calendar of meetings to which to adhere for successful delivery of the activities.
- Administrative arrangements by the Tanzania Women Land Access Trust—the contracted administrative services provider—were commended by the members of the International Jury. The Trust provided logistical services to support the Award Secretariat at UN-Habitat.
- Both the Foundation and UN-Habitat senior managers have reconfirmed their commitment and interest in the Award through interviews and the survey. At

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

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

Implementation arrangements

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

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

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

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

III. CONCLUSIONS

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

The analysis of both design and process of the Hariri Award during its first cycle lead to

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

IV. LESSONS LEARNED

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

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