EVALUATION OF THE IMPACT AND OUTCOMES OF THE TENTH SESSION OF THE WORLD URBAN FORUM

Abu Dhabi, United Arab Emirates (UAE)
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Disclaimer

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Acronyms & Abbreviations

ADNEC	Abu Dhabi Exhibition Center
BCM	Business continuity management
CDU	Capacity Development Unit (CDU)
CIF	Cities Investment Facility
CSOs	Civil society organizations
ERM	Enterprise risk management
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
EU	European Union
GA	UN General Assembly
GC	UN-Habitat Governing Council
GRCN	Global Resilient Cities Network
LAC	Latin America and the Caribbean
MSs	Member states
NUA	New Urban Agenda
NUPP	National Urban Policies Programme
OECD	Organisation for Economic Co-operation and Development
RC	Residence Coordinator
RCO	Residence Coordinator Office
SAGE	Stakeholder Advisory Group Enterprise
TOC	Theory of change
TOR	Terms of Reference
SDGs	Sustainable development goals
UAE	United Arab Emirates
UNDSS	United Nations Department for Safety and Security
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN-Habitat	United Nations Human Settlements Programme
USAID	United States Agency for International Development
USD	United States Dollars
VNR	Voluntary National Review
VLR	Voluntary Local Review
WUF	World Urban Forum

Executive Summary

I.   Introduction

The Tenth Session of the World Urban Forum (WUF10) took place in Abu Dhabi, United Arab Emirates (UAE), from 8 to 13 February 2020), under the overall theme of ***"Cities of Opportunities: Connecting Culture and Innovation.*** The Forum attracted over 13,333 attendees of which 64.9% were males and were 35.1% females[1], from 169 countries. Over the course of six days, 567 events, including assembly meetings, dialogues, roundtables, special sessions, side events, networking, trainings, exhibitions, and legacy events took place at the Abu Dhabi National Exhibition Centre and at various venues around Abu Dhabi. At the close of WUF10, participants adopted the Abu Dhabi Declared Actions, the main outcome of the Forum.

This report presents an independent evaluation of the impact and outcomes of WUF10. It was conducted by an external evaluation consultant, Ms. Madga Stepanyan, during the period of February 2020 to July 2021. The evaluation has been carried out in response to UN-Habitat Governing Council (GC) resolution 23/5 of April 2011[2], and subsequent GC resolutions on WUF, including resolution 26/6 of May 2017, which requested assessment of the impact and outcomes of each session of the Forum using results-based approach.[3] It is expected that the evaluation results will be used by WUF Task Force, UN-Habitat management and staff, UN-Habitat governing bodies, host countries and cities, and other key New Urban Agenda partners to improve planning, organizing, effectiveness and impact of the remaining period of delivery WUF11 and other future WUFs.

II.   Brief Background of the World Urban Forum (WUF)

WUF was established by the UN-Habitat GC resolution 18/5 of 2001, in which the GC requested promotion of merging two Forums, the Urban Environment Forum (UEF) and the International Forum on Urban Poverty (IFUP), with a view of strengthening the coordination of international support to the implementation of the Habitat Agenda.[4] In December 2001, the GA, through its resolution 56/2001, declared that WUF would be non-legislative technical forum in which experts exchange views and advise UN-Habitat on issues of shelter and sustainable urbanization.[5] The Forum provides opportunity for debate and discussion about challenges and solutions of rapid urbanization.[6]

Since 2002, UN-Habitat convenes WUF sessions every two years, with different themes. The first session, WUF1 was held in Nairobi 2002, WUF2 in Barcelona 2004, WUF3 in Vancouver 2006, WUF4 in Nanjing 2008, WUF5 in Rio de Janeiro 2010, WUF6 in Naples 2012, WUF7 in Medellin 2014, WUF8 was replaced with Habitat III 2016 in Quito, Ecuador, WUF9 in Kuala Lumpur 2018 and WUF10 took place in Abu Dhabi.

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[1] WUFIO registration Database
[2] GC resolution 23/5 Operation paragraph 2:
[3], GC resolution 26/6, Operational paragraph 5
[4] GC resolution 18/5
[5] The United Nations General Assembly' resolution 56/206 (2001)
[6] For contextual information regarding WUF, refer to the UN-Habitat website: www.unhabitat.org/wuf

The forum has progressively consolidated its global relevance as a key coordinating, advocacy, partnership and knowledge platform on sustainable urbanization. The Idea of creating a new global agreement based on sustainable development, to replace the Millennium Development Goals (MDGS), was raised at the 2012 UN conference on sustainable Development and resulted, three years later, in the 2030 Agenda for sustainable development and its 17 Sustainable Development Goals (SDGs).

Habitat Conferences take place every 20 years. The first one, **Habitat I** took place in Vancouver, Canada in 1976. It recognized that shelter and urbanization are global issues to be addressed collectively, and created the UN Center for Human Settlements (UNCHS). **Habitat II** took place in Istanbul, Turkey in 1996. The outcome of the conference was the Istanbul Declaration on Human Settlements and the Habitat Agenda, containing more than 100 commitments and strategies to address shelter and sustainable human settlements. **Habitat III** took place in Quito, Ecuador. It's main outcome was the New Urban Agenda (NUA), a global Agenda for making cities safer, sustainable and resilient.

 NUA makes a reference to WUF as a platform conducive to share progress on the implementation of the NUA and gather substantive inputs from governments and stakeholders for the preparation of the quadrennial reports, coordinated by UN-Habitat[7]. The NUA aligns with many of the Sustainable Development Goals SDGs and WUF also contributes to mobilization and advocacy for effective implementation of the 2030 Agenda its (SGS).[8]

Confirming its relevance, the GC, through its resolution 26/6 paragraph 4 of April 2017, further requested UN-Habitat to "…. Identify clearly focused objectives and measurable indicators of success, and to strengthen reporting mechanisms to enable effective collection of the substantive outcomes of sessions of WUF." UN-Habitat implemented the resolution by formulating a multi-year WUF programme covering the period of 2018-2023. The programme is delivered though three WUF sessions. WUF9 (2018) was held in Kuala Lumpur, Malaysia; WUF10 (2020) in Abu Dhabi, United Arab Emirates; and WUF11 will be held in Katowice, Poland in June 2022.

III.   Overview of WUF 10

The Tenth Session of the World Urban Forum (WUF10) was the second WUF session of the WUF Programme 2018-2023. It was the first Forum to be held in the Arab region and the first large scale UN event, inaugurating the Decade of Action. The Forum was hosted and funded by the City of Abu Dhabi, with a total funding of US$7 million, of which US$5 million was directly disbursed to UN-Habitat and US$2 million retained by the host city to organize and support the delivery of the Forum.

The objective of the WUF work programme is to advance coordination and implementation of the NUA and achieving urban related SDGs by 2022.[9] The outcomes as specified in the programme are:

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[7] http://habitat3.org/the-new-urban-agenda
[8] World Urban Forum Programme (WUF9, WUF10, and WUF11).
[9] WUF Programme 2018-2023 Logical framework

1. Improved collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned and the exchange of urban solutions, good practices and policies;

2. Raised awareness on sustainable urban development among stakeholders and constituencies, including the public;

3. Increased coordination and cooperation within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals;

4. Provision of substantive and strategic inputs from multilateral organizations, national and subnational governments and stakeholders into the reporting of the implementation of the New Urban Agenda (aligned with Op. 167 of the New Urban Agenda).

In addition to outcomes of the WUF programme as a whole, WUF10 had its seven *specific thematic objectives*, summarized here as: (i) taking stock of emerging innovative approaches and practices; (ii) providing greater insights into the linkages between urbanization, culture and innovation; (iii) promoting synergies between the past and the future; (iv) promoting innovative solutions and approaches to urban development; (v) building of cultural diversity to improve quality of life in cities and communities; (vi) exploring the role of culture and innovation in implementation of the New Urban Agenda and (vii) achieving urban related SDGs; anding build on the lessons learned from previous WUFs, especially with respect to bottom-up approaches to sustainable urbanization. During the six days of the session programme, 567 events took place as shown in the table 1:

Table1: Events that took place during the WUF10 session

Assemblies 5	Dialogues 6	Roundtables 16	Networking 159	Side Events 79	Training 30
Voices from the city 57	One UN 17	SDGs in Action 29	Urban Library 35	Exhibition 130	Legacy 4

VI. Purpose, objectives and scope of the evaluation

The **purpose** of the evaluation is to assess the impact and outcomes of WUF10 and provide a basis for accountability to key stakeholders of WUF 10 on the results achieved. It is also intended to contribute to enhanced learning to understand what worked well, what needs improvement and why. Evaluation findings, lessons learned, and recommendations are expected to be used to improve organizing, delivery, effectiveness and impact of the last WUF session (WUF11) of the WUF Programme 2018-2023 and the future WUFs. The targeted users of the evaluation are UN-Habitat WUF Secretariat, management and staff; the governing bodies, including UN-Habitat Executive Board; the host city; donors to WUF activities; other partners and experts in the field of urban development.

The evaluation has five specific **objectives,** as of the TOR presented in Annex 1:

1. To assess how UN-Habitat has efficiently and effectively achieved WUF10 thematic objectives;

2. To assess WUF10's relevance, sustainability, impact and coherence with other UN-Habitat's work (internally) as well as other international forums (externally);

3. To assess the extent to which inclusion, coordination, cooperation and partnership, were integrated and effective in planning, organizing and delivery of WUF10;

4. To assess how social inclusion issues such as human rights, gender, children, youth, older persons and those with disabilities have been integrated and impacted by WUF10;

5. To identify lessons and make recommendations on how WUF planning process, organizing and delivery and related work could be improved to enable the effective monitoring of the substantive outcomes and impact of future sessions of WUFs.

The *scope* of the evaluation is defined by the following:
- *Duration:* It took place during February – August 2020
- *Geography:* It has global coverage as the Forum has no geographic limitation
- *Evaluation criteria and questions:* the evaluation explores the standard evaluation criteria,[10] whereby *relevance, coherence, effectiveness, efficiency, sustainability* were at the focus of the outcome evaluation, and *impact* was at the focus of impact evaluation. The latter intended to explore early signals of immediate impact and could not conclude about the long-term impact of the Forum. The evaluation questions are presented in Annex 5: Evaluation Matrix.
- *Additional focus areas:* two additional focus areas are introduced to capture (i) the extend of *coordination, cooperation and partnership* during planning, organizing and delivering the WUF10, and (ii) the extend of *social inclusion* such as human rights, gender, children, youth, older persons and people with disabilities (PwD) at all stages of the WUF10.

IV. Evaluation Approach and Methodology

The evaluation was conducted in accordance with the Term of Reference (Annex I). It was carried out in phases. **Phase I** – **inception phase** involved evaluation design and planning, including defining how three distinct but mutually reinforcing methodological approached to be applied:

(i) *Results-based Approach (or the TOC Approach):* to explore the cause-effect relationships across the TOC, i.e. *input-activity-output-outcome-impact* chain of results.

(ii) (ii) S*ystem-based Approach:* to explain linkages that may not be explained by the TOC through understanding the complexity of the WUF programme as a system.

(iii) *(iii) Participatory Approach:* to ensure the evaluation was conducted in a consultative and transparent manner.

During this phase, the TOC was reconstructed, evaluation questions reviewed and specified, and data collection methods determined. Phase I resulted in the inception report that was approved by

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[10] https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

Evaluation Reference Group (ERG) that was established to maximize the relevance, credibility, quality and use of evaluation results.

Phase II involved data collection using various methods, including: *desk review* of the relevant WUF documents including information from the WUF10 participants registration database provided by the UN-Habitat WUF10 Secretariat; *participant observation* during the delivery of WUF10 session in Abu Dhabi; two *surveys,* namely *(i)* on participants satisfactory through the WUF10 app during the forum administered by the WUF10 Secretariat; and (ii) on outcomes and impact of the WUF10 administered by the WUF10 Secretariat online after the Form; *interviews* with key informants.

Phase III was on data analysis, triangulation of data and report writing on evaluation findings, lessons learned and recommendations.

V.　**Main limitations**

Evaluation had several limitations including those related to the **outbreak of Covid-19** and those related to methodological challenge of applying the suggested results-based approach. The main ones, however, explained as followes.

The Logical Framework of WUF programme 2018-2023 is incomplete. The objectives of the programme lack adequate output and outcome indicator (s) to measure/assess its outcomes and impact. More specifically, indicators are poorly formulated, there are no outcome indicators, while the output indicators lack baselines and targets and therefore, unappropriated to quantify the achievement of the four Expected Accomplishments (outcomes). The updated LogFrame of the WUF10 was provided to the evaluator late during the inception phase, namely, after the inception report was developed.

No time was allowed for the impact to emerge
Evaluation started during delivery of WUF10, not permitting time for effects produced by WUF10 to emerge. To mitigate this limitation to a certain degree, an impact survey was sent to participants few months after the Forum, to capture perceptions of what they feel were impacts of WUF10. Even then, the response was poor - 7.5%. Out of the target 6543 participants, only 488 responded.

VI.　**Evaluation findings**

A.　Findings per evaluation criteria

Relevance
The evaluation concluded high relevance of the WUF10 for UN-Habitat, host country, and a wide range of its stakeholders and beneficiaries. The outcome document, i.e. the Abu Dhabi Declared Action, of the WUF10 has heightened its relevance as it is the first time in the history of the WUFs, it highlights actions beyond statements.

More specifically, the relevance of the WUF10 was highly praised by the participants. The overwhelming majority of respondents (95.3%) rated the thematic relevance as 'very relevant' and

'relevant'. While there were participants who strongly supported the introduction of thematic focus to WUFs, there were also those who strongly opposed this considering that any thematic focus was a limitation to the complex theme of sustainable urbanization. Nevertheless, the WUF10 created space for various events related to its thematic focus but also to those beyond it.

The relevance of the WUF10 from the perspective of all WUFs was discussed, suggesting stronger knowledge management across all WUFs by ensuring some connectivity between themes as well as within each WUF by ensuring that the findings are dully documented and reflected in the UN-Habitat's World Cities Report.

The relevance of the Outcome Document of the WUF10 was widely recognized in its non-binding nature but also in the shift from mere statements to actions, implemented for the first time in the history of WUFs and following the call of the UN-Habitat's Executive Director. While maintaining this critical action-oriented focus, it is however, important to differentiate 'declared actions' from 'individual commitments' (i.e. commitments from individuals and organizations). The 'individual commitments' linked to the theme of each WUF could follow only based on deliberate choices made by individuals and organizations, hence, after the WUF10 Declaration was published and cannot/should not be part of the WUF Outcome Document. The quality and the relevance of the Outcome Document depends largely on the process of its development. In this regard, it was noted that there was a tension between two functions of the Advisory Group, i.e. the high-level steering function and technical drafting of the Outcome Document.

Coherence

The evaluation concludes that the WUF10 has demonstrated the critical level of consistency, complementarity and synergy both internally, and with other development actors, partners and events. From the perspective of internal coherence, a stronger synergy and complementarity is further expected between WUFs and NUFs in the future. Also, stronger and more guiding strategy is required for stakeholder engagement. Similarly, The Strategic Plan makes only general references to the WUF (under point 31, 171, 186, and 216 respectively), without defining the strategic narrative of the WUFs and how WUF is linked internally with the organization's mission, vision, and the TOC. The evaluation finds that the strategic positioning of the WUFs is critical to explain the unique *raisons d'être* of the WUF, providing a clear statement of a shared purpose for a wide variety of stakeholders and how UN-Habitat engages with various stakeholders to fulfill that purpose. This will provide a starting point for a viable TOC of each WUF programme and individual WUF conferences respectively.

From the perspective of external coherence, the WUF10 is well linked with the *UN-wide Strategy on Sustainable Urbanization* in 2019, where the WUFs and NUFs are recognized as vehicles for "*more effective coherence and coordination across the United Nations system".[11]* The thematic focus of the WUF10 suggested active engagement of UNESCO. It was involved in the external review of the concept paper and UNESCO representatives were key speakers in a number of events and were

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[11] Ibid.

included in the Advisory Group, yet, more active engagement was expected in the shaping the thematic rationale of the WUF10.

Effectiveness:

- *Performance towards WUF10 thematic outcomes*

The evaluation contribution analysis concludes that the WUF10 has largely achieved its thematic objectives. This conclusion is based on the findings from the impact survey whereby 46.9% and 42.4% of respondents respectively agreed or strongly agreed that "*WUF10 provided insights into linkages between urbanization, culture and innovation as a basis for achieving inclusive and safe cities.*" This conclusion is further supported by the findings of the impact survey among participants, interviews and the analysis of the large variability of the events at the Forum geared towards its seven thematic objectives: (i) taking stock of emerging innovative approaches and practices; (ii) providing greater insights into the linkages between urbanization, culture and innovation; (iii) promoting synergies between the past and the future; (iv) promoting innovative solutions and approaches to urban development; (v) building of cultural diversity to improve quality of life in cities and communities; (vi) exploring the role of culture and innovation in implementation of the New Urban Agenda and (vii) achieving urban related SDGs.

The conference became a solid mix of events to explore various aspects related to culture, urban space, and society. Emphasizing the role of culture as the fourth pillar of sustainable development, the Forum has placed culture at the forefront of the debates on urbanization and opened space to present new ideas, emerging practices, challenges and opportunities related to cultural diversity in the sustainable urbanization discourse. While culture is understood in a broad sense as knowledge, art, beliefs, capabilities, habits, morals and behaviors, the Forum kept the scope of 'culture' wide enough avoiding putting unnecessary boundaries by providing a strict definition of it. The downside of this situation was that the thematic objectives of the WUF10 were not sufficiently understood and internalized by some participants, as many of them revealed during the interviews. "*The thematic objectives were way too blurred*" *(citation).*

- *Performance towards WUF10 strategic outcomes or expected achievements (EAs)*

The evaluation contribution analysis concludes that the WUF10 has largely achieved its EAs and has become a valuable source for lessons learned and recommendations for the next WUFs. The strategic objectives of each WUF remain as ever moving targets, while the successful realization of them at each WUF should be seen through the progress made towards those objectives. While we learn more and improve our practice on sustainable urbanization, the strategic objectives of the WUF remains still relevant and critical to further guide our collective efforts. Below more details on the WUF10 progress towards its strategic objectives.

The evaluation concludes that *the EA1, EA2, and EA3 are reached fully and EA4 partially.* The EA4 on NUA reporting achieved partially because there must be clear requirements towards NUA reporting in the first place. The WUF10, however, has provided a large volume of best practices that is a potential input for NUA reporting. More details are provided below.

EA1: Improved collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned and the exchange of urban solutions, good practices and policies

The overwhelming majority of the WUF10 impact survey, 91 per cent of respondents considered it either 'very likely' or 'likely' that collective knowledge was raised after the WUF10. A large volume of knowledge materials was presented and widely disseminated throughout 537 events at the WUF10. Besides, the opportunities were created for spontaneous interactions among participants, which is a highly valuable source of novel ideas. "*The big part of the conference is what happened outside the conference, at coffee corners" (citation).* A highly conducive environment was created at the WUF10 to spread of knowledge on sustainable urbanization and on the role of culture in it across all participants. The findings from the surveys and interviews strongly support the assumption that all the avenues created for knowledge sharing were adequately used and appreciated by the participants. The knowledge was there, it was shared, it was explored, and the benefits of it should be visible through the impact evaluation at the later stage. *''Knowledge and information are everywhere. A participant with focus can get a lot from WUF" (citation).*

While all participants accepted the great value the WUF10 in terms of new knowledge accumulated at that conference from all corners of the world, there was a concern on how this knowledge was captured by UN-Habitat, documented, and further disseminated after the WUF10. Stronger conceptual linkages are expected between the WUFs and the UN-Habitat flagship publication World Cities Report as well as between the WUFs and NUFs.

During the WUF10, 30 training courses were organized but with no pre- and post-evaluation to estimate the perceived value of each of them. Meanwhile, the strong voice was raised during the interviews to ensure that the training sessions are better connected to the theme of each WUF.

The number of participants from research and academia at the WUF10 was rather modest, only 10.41 per cent or 997 participants but still high comparing to other types of partners, whereby the lowest participation was 0.3 per cent (for parliamentarians) and the highest 24.6 per cent from regional government and the second highest of 15.39 per cent representing individual participants. This level of academia engagement supports the assumption that the science-policy link is further reinforced at the WUF10.

EA2: Raised awareness on sustainable urban development among stakeholders and constituencies, including the public

The awareness raising on sustainable urbanization took place through various avenues and among those who attended the event and those who did not. At the Forum, various professionals confirmed the raised awareness on sustainable urbanization from different perspectives, not immediately linked to their profession at first site. The findings from the impact survey demonstrate that the 86 per cent of the respondents consider it 'likely' and 'very likely' that participation at WUF10 helped them to raise their awareness on sustainable urbanization. One of the indications of an increased awareness among professionals is the RC's Roundtable, where a none-traditional audience for the WUFs, i.e. the Resident Coordinators, discussed various aspects of sustainable development, which is expected to have its implications through the UNSDCFs, hence, extending the awareness on sustainable urbanization to a much broader audience.

An important role in raising awareness among is left to media, public relations, branding and communication function, which were recognized as critical and strategic functions at each WUF. As it was agreed by many respondents, despite the huge volume of work done by the UN-Habitat communication team relying largely on their limited in-house expertise, more attention and resources were required to strategically build public relationships and highlight media presence during the WUFs as well as before and after WUF10.

Increased awareness on sustainable urbanization could be expected from the national urban forums (NUFs), 20 of which were organized in the road to WUF10. Also, it is expected that due to increase awareness on sustainable urbanization, more and more organizations and individuals will make their commitments towards the 24 actions defined in the Outcome Document. By the time of the evaluation (August 2020), there were 41 partners that stated their commitments at the NUA reporting platform which is currently called Urban Agenda Platform https://www.urbanagendaplatform.org. The number is expected to raise.

EA3: Increased coordination and cooperation within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals

As it has been mentioned by the participants, WUF is a meeting place. It is a place where new contacts and connections among various stakeholders originate. Without taking a full stock of all possible coordination and cooperation agreements reached but only through the feedbacks from the participants it is possible to conclude with full confidence that the WUF10 triggered a wide range of new partnerships already during and in the aftermath of the Forum. The assumption is that much more to come at the later stages after the event, despite or on the contrary, triggered by the current pandemic context.

Increased coordination and cooperation within the UN system is to be further reflected through the extent of which UN agencies were involved in the WUF10. UN has adopted the *UN-wide Strategy on Sustainable Urbanization* in 2019 where WUFs and NUFs are recognized as important vehicles for "*more effective coherence and coordination across the United Nations system*".[12] While in total the 4.61 per cent from all participants might seem low, in absolute numbers a total of 422 United Nations system organisation representatives attended the Forum. These included four Under-Secretary-Generals, five Assistant-Secretary-Generals, and the United Nations Secretariat departments and offices.

The WUF10 was also marked by very active participation of a wide range of stakeholders of all types and from all regions. A total of 642 thought leaders, speakers, and moderators from 99 countries were at the WUF10. The selection of the speakers was based on their thematic competency with due attention was given to balance on gender, regions, and partners. In total, over 9000 participants were welcomed at the WUF10, whereby 15.19 per cent from national governments, 10.41 per cent from academia/research, 24.6 per cent from regional government, 12.07 per cent from the private sector, 8.07 per cent from CSOs, 4.61 per cent from UN, 2.8 per cent from media, 2.21 per cent from inter-governmental organizations, 1.29 per

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[12]

http://www.unece.org/fileadmin/DAM/RCM_Website/RCM_10.12.2019_Vienna/Item_4_CEB_System_wide_strategy_urban_development.pdf

cent from foundations, 0.3 per cent parliamentarians, 15.39 per cent representing individual participants, and 3.06 per cent representing volunteers.

While the engagement of the wide range of stakeholders is critical, a more strategic strategy for stakeholders' engagement is expected. For instance, engagement of *private sector* was quite visible in percentage - 12.07%, but this percentage does not necessarily reflect the industry representatives as there were mostly private consulting companies or small professional organizations registered as 'private sector'. Not to diminish the value of their engagement in the WUF10, it was acknowledged by many that industry presence and importantly, specific expertise they bring, was an important input to the Forum and should be further encouraged.

EA4: Provision of substantive and strategic inputs from multilateral organizations, national and subnational governments and stakeholders into the reporting of the implementation of the New Urban Agenda (aligned with Op. 167 of the New Urban Agenda)

During the Forum a huge volume of information has been produced regarding the progress various stakeholders make towards sustainable urbanization. This includes also the VLRs, good practices, and many more. While all this information should inform the NUA reporting, the reporting is yet to be clearly structured. The massive volume of relevant information created at the WUF10 on the background of the absence of clear guidance for NUA reporting, suggests only partial completion of this objective.

Instead, the participants highly valued the non-binding nature of both NUA reporting and the WUF Outcome Documents. The NUA reporting platform which is currently called Urban Agenda Platform https://www.urbanagendaplatform.org was intended to be launched at the WUF10, but for technical reasons the official launch was postponed. The evaluation revealed, this was perceived as a bit of a disappointment by the participants.

Efficiency

While efficiency component of the evaluation is concerned with a variety of questions, the analysis suggests that through the prism of the challenges faces (e.g. staff turnover), all WUF10 operations including planning, design, and implementation were managed with necessary efficiency.

The total budget for the WUF10 was USD7 million, of which USD2 million was administered by the host country on UN-Habitat's behalf to ease administering funds on the ground avoiding multiple transfers for activities such as providing participants with their per diems when in Abu Dhabi. While the budget allocations were reasonable and fully justify the needs of the WUF10, two points required closer attention: those associated (i) with the subsidies for the participants from developing countries and LDCs, and (ii) those associated with the allocations for UN-Habitat staff not directly engaged in the preparation and implementation of the WUF10.

The efficiency of the process was also defined by the excellent working relations established with the host country and excellent management at the venue of the Forum, i.e. at the Abu Dhabi National Exhibition Centre (ADNEC) *www.adnec.ae* on Khaleej Al Arabi Street, Abu Dhabi.

While it is usual practice to consider safety and security at the conference venue through various insurance schemes, the COVID-19 crisis revealed the need for more consistent risk assessment and contingency planning for each WUF session. In the case of the WUF10 there were various contingency plans incorporated into the contract with ADNEC to address *force majeure* situations, but 'risk' thinking was not part of the mainstream management of the WUF10 conference. More focused risk management and contingency planning and more systematized reporting and monitoring is further expected from the WUFs.

Sustainability

The question if the net benefit of the WUF10 is likely to be continued could be responded positively with strong confidence level. The WUF10 triggered ripple effects across all stakeholders and there is a solid ground to expect sustained results of the event. While this is yet to be observed, the sustainability of the following could be concluded already at this stage:

- *WUF format:* the WUF format has been proven as highly viable. Yet given growing interest towards WUF sessions from various parts of the world and not excluding the possible COVID-19 or other public health related constrains in the future, it is critical to ensure a hybrid format balancing on-line and off-line events, but the on-line format remains a strong preference of all interviewees.
- *WUF governance model:* the WUF10 governance mechanisms is proved to be very effective and viable. It could, however, be further strengthened by revising the TOR of the Advisory Group and separating high-level advisory function from technical drafting of the Outcome Document.
- *WUF financial model:* the financial model of the WUFs depends on the willingness and capacities of the host country to cover the expenses. It is useful to start exploring other financial modalities to allow countries with less financial capabilities to potentially host the Forum.

Impact

It is too early to conclude about the WUF10 impact with certainty. However, the early signals of the potential impact suggest the wide range of implications triggered at the WUF10, though, the COVID-19 pandemic has put a significant limitation on the pace of the impact otherwise envisaged. The major impact from the participants perspective is expected with regards to the impact from the new ideas and networking opportunities offered at the WUF10.

B. Findings per additional focus areas

(i) the extend of *coordination, cooperation and partnership* during planning, organizing and delivering the WUF10: the WUF10 reached out to a very large range of stakeholders to coordinate, cooperate, and to build partnerships. The efforts could be further strengthened with sharpened focus on urban poor at the next WUFs.

(ii)   the extend of *social inclusion* such as human rights, gender, children, youth, older persons and people with disabilities (PwD) at all stages of the WUF10: the WUF10 has demonstrated high social inclusion and respect for human rights though the latter was criticized by media representatives whose access to areas beyond the venue was restricted to some extent.

C. Highlights from the WUF10 evaluation

- ***WUF10 was a successful global event and demonstrated WUF's role as a key as enabler and instrumental platform*** for sharing knowledge, ideas, experiences, innovations and best practices; raising awareness on challenges and opportunities of sustainable urbanization; forging partnerships, cooperation and cooperation in promoting implementation of NUA and achieving the urban related SDGs, focusing on the role of culture diversity in achieving sustainable development.

- ***WUF10 was unique in various aspects:***
  - The gender parity amongst the speakers
  - The WUF10 was organized in the Middle East region
  - There was a shift from statements to actions in the Outcome Document following an explicit call from the UN-Habitat's Executive Director
  - An avenue was created for the Residence Coordinators (RCs) to strategically deliberate and coordinate their actions at the RC's Roundtable to translate the issues of sustainable urbanization through the country programme portfolios in their respective UN Offices
  - The biggest delegation of people with disabilities attended the WUF10 and The Abiu Dhabi Declared Actions explicitly recognized them as stakeholders in urban discourse
  - A new practice was introduced to match interests of the investors and local authorities to raise capital for infrastructure projects with minimum budget of USD20million.

- ***High Quality Forum Venue***: WUF10 took place at Abu Dhabi National Exhibition Centre (ADNEC), an-award-winning venue with enormous space totalling to 133,000m². With the overwhelming WUF10 programme, the excellent venue contributed to flexibility and adaptability to cope with increased number of participants to interesting sessions.

- ***Very Inclusive and broad participation:*** The composition of participation by stakeholder types demonstrates that the Forum inclusive and diverse representing   169 countries, of which 49 were LDS. All age groups were represented, with strong engagement of youth and elderly people. Participants represented a broad range of NUA partners. By category, the local and regional category was the highest represented and counting for 24.6 %. The least presented were parliamentarians (0.3%). The national governments (15.19%). Private sector accounted for 12.07% and academia/research 10.41%; civil society 8.07%; United Nations agencies 4.61%; volunteers 3.06%, media 2.8%; international organizations 2.21%; foundations 1.29% and parliamentarians 0.3%.

- ***The forum attracted high level attendance***. Along with Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, the forum featured high-level attendance by the Head of state of Afghanistan and the Prime Minister of Fiji. 4 Under-Secretary General and 5 Assistant Secretary-Generals of the UN. Also 49 ministers, and 64 deputy ministers and about 100 mayors and governors attended the Forum.

- ***WUF requires strategic positioning within UN-Habitat, within UN, and as a unique global Forum on sustainable urbanization.*** This requires careful conceptualization of the WUF as a phenomenon and linkages between all WUFs as well as between WUFs and NUFs. Importantly, the value of the Forum should be indicated in the UN-Habitat's programme and duly linked with the organizational objectives. Also, the knowledge management within each WUF session requires careful attention to ensure it is captured, documented, and widely disseminated after the Forum among others through the UN-Habitat flagship report, i.e. World Cities Report.

- ***WUF M&E system requires critical review.*** The TOC of each WUF as well as the output and outcome indicators need to be developed in such a way that they are (i) sufficiently guiding for the design, implementation, and M&E of each WUF and (ii) provide solid accountability framework towards all stakeholders and beneficiaries of each Forum.

VII.   Conclusions

The Tenth Session of the World Urban Forum (WUF) has proved to be a ***highly successful conference that*** has largely ***achieved its thematic and strategic objectives***. The conference was well attended with over 9,000 participants from across the globe. Over 500 events were held at the conference that illustrates the range of thematic issues covered by the conference programme and the variability of formats engaged for the realization of the conference programme.

The expected accomplishments of the WUFs should be seen through the prism of continuously growing expectations of the stakeholders towards the WUFs. Hence, the expected accomplishments of the WUF10 are highly valuable and can be considered completed from *the before-event perspective*. *From the after-event perspective*, however, there are more expectations, and the recommendations aim to provide the new solid ground for setting the bar of the WUF11 even higher.

The realization of the recommendations provided by the evaluation remains critical to ensure improvements in the areas highlighted and to maintain high quality of each next WUF session, as it was demonstrated by the WUF10.

VIII. Lessons Learned

Lessons learned 1: the WUF10 participants valued the possibility of interacting with the host country to learn its culture, its way of 'urbanizing' and domestic projects. It is important to encourage free interaction with the host city and the host country, if security context allows.

Lessons learned 2: the WUF10 participants valued face-to-face human interaction as the main medium for knowledge transfer and learning. It is important to maintain the face-to-face format of the WUF while blending it with different on-line options that might be required due to lasting pandemic context.

Lessons learned 3: the WUF programme is not sufficiently structured to guide interests of the participants aligning with the objectives of the conference.

Lessons learned 4: the WUF10 participants appreciated having various information sources about the conference programme with many on-site information boards and with information points where more questions could be asked.

Lesson learned 5: investing in public relations, communication and branding of the WUF is considered as a significant success multiplier.

Lessons learned 6: a well-designed governance mechanism for the WUF10 was the key to highly successful coordination and cooperation with the host country and contributed to the overall success of the WUF10.

Lessons learned 7: the non-binding nature of the WUF is valued by all stakeholders. The diversity of the WUF10 stakeholders is a great source of inspiration, knowledge and opportunities. It remains critical to maintain this non-binding, inclusive, politically neutral nature of the WUFs for transparent and if relevant, uneasy discussions, about all aspects of sustainable urbanization.

Lessons learned 8: the WUF10 participants acknowledged that the strength of the WUF is in its diversity, embracing all partners from all sectors, ages, geographic regions, interests as sustainable urbanization is truly inter-disciplinary and requires inter-disciplinary approach.

Lessons learned 9: if WUF is to provide substantial contribution to the NUA reporting, as it is expected, then two critical points to be considered: (i) NUA reporting is a process with no defined indicators and reporting structure, and (ii) WUF is not the only source to contribute to the NUA reporting.

Lessons learned 10: the WUF evaluation process could be strongly facilitated if the top management would inform the participants about the ongoing evaluation and invite them to cooperate. Strong emphasis on the evaluation process by the top management could ease access to all participants,

add to the weight of its findings, and facilitate the prospects of their further application. Otherwise, the importance of the process could be significantly downgraded.

Lessons learned 11: The experience has shown that it is possible to achieve gender parity within speakers is possible with the right level of prioritization and follow up with partners.

Lessons learned 12: The incomplete LogFrame of the WUF Programme 2018-2023 limits its guiding capacity towards individual WUF sessions, while the lack of adequate output and outcome indicators (with clearly defined baselines and targets) limit the capacity to evaluate the performance of each session and improve each next one.

IX.   Recommendations

Strategic

Recommendation 1: Sharpen the strategic narrative of the WUF prior to the WUF11

Strategic narrative implies the whole rationale for the WUF as a *phenomenon*, as a *programme*, and as *a global event*, including its vision, mission, its theory of change and indicators. It is also important to explain how WUF is linked with UN-Habitat strategic ambitions defined in its Strategic Plan 2020-2023 and how the legacy of WUF can be multiplied through connectivity of its themes, links with regional and national forums, and stronger focus on disadvantaged groups such as urban poor. From this perspective, WUF is not only one of the 'organizational performance enablers' as it is explained under 'advocacy, communication and outreach' in the Strategic Plan 2020-2030. It has a weight of shaping the whole narrative of sustainable urbanization and shaping collective actions towards its achievement. It is from this perspective that WUF should be reflected directly in the results framework of the areas of domain and in an 'Advocacy, Communication and Events Strategy 2020-2023'. Importantly, the strategic narrative is expected to provide a solid conceptual basis to link quickly evolving national and regional urban forums, providing an umbrella framework for all those events geared towards shared strategic objectives and using similar format.

Recommendation 2: Separate outcome evaluation from impact evaluation of the WUFs

Based on the identified indicators, carry out regular outcome evaluations after each WUF, but leave more intervals to implement impact evaluation. Make it explicit that outcome evaluation can only indicate early signals of an evolving impact but it cannot include a full-fledged impact evaluation as its part. It is strongly recommended to carry out the study on all previous WUF sessions to extract lessons learned and to shape the WUF impact measurement framework before the next WUF Programme cycle beyond 2022.

Recommendation 3: Strengthen the WUFs M&E framework

Complete the WUF M&E framework by shaping adequate output and outcome indicators with baselines and targets. This would allow avoiding overreliance on qualitative data from interviews,

surveys and use of quotes. Besides, the effective M&E system should include indicators for both thematic and strategic objectives of each WUF.

Recommendation 4: Review financial model of the WUFs

Review the financial model of the WUFs, which is fully dependent currently on the capacities of the host country to bear its costs, and explore options under which the less financially strong countries could also apply for hosting the Forum.

Delivery of WUF

Recommendation 5: Establish a WUF Secretariat fully working on WUF session

This implies a team of full-time experts to ensure continuous success of the WUF Programme and its legacy by linking all WUF sessions as well as regional and national urban forums in a strategic way. When necessary, WUF ear-marked funds could be allocated to acquire necessary expertise internally, but not to fund UN-Habitat's staff costs beyond their direct engagement in the WUF programme.

Recommendation 6: Strengthen the 'action approach' introduced at the WUF10

The 'action approach' first proposed at WUF10 was highly appraised by the participants. To further strengthen this shift to action imperative, it is recommended to shape collective actions as guiding and high-level actions towards sustainable urbanization, separating them from the 'individual actions', which need to have more specifics on what, when, and how. The individual commitments should not be part of the WUF outcome document. Instead, the individual commitments are recommended to be registered, *self-monitored* and *self-reported* through the Urban Agenda Platform, as it currently offers such functionality. It is also recommended to start shaping 'collective actions' prior to each WUF, while using the WUF conference for finetuning and finalizing those actions instead.

Recommendation 7: Strengthen knowledge management at each WUF

A rigorous knowledge management process at each WUF session is required to capture the collective knowledge and disseminate it broadly after the event. As the knowledge generation happens along the several dimensions, the recommendation too highlights them:
- The collective knowledge related to the thematic focus of each WUF session is recommended to be linked with and translated into the UN-Habitat's World Cities Reports, linking thereby two flagship initiatives of UN-Habitat.
- An important dimension in knowledge management is how the 'best practices' are defined and presented during the WUF10. It is recommended to: (i) sharpen the definition of 'best practice' allowing more clear guidance for the nomination; and (ii) create more interactive and transparent methods for nominating and selecting the best practices.
- Another important dimension of knowledge generation at WUF is its training programme. It is recommended to ensure more targeted capacity development, i.e. careful selection of the

themes related to the thematic focus of each session, careful selection of speakers/trainers, introduction of robust before-after evaluation process, etc.

Recommendation 8: Further strengthen the WUF governance mechanism

(a) Clarify the role of the Advisory Group and accountability mechanism on how the members have understood and performed that role and this should be approved by the UN-Habitat Executive Director. It is also recommended to widely solicit nominations for the membership in the Advisory Group.

(b) It is recommended to consider separating advisory function from drafting the outcome document, whereby the Advisory Group can maintain a high-level steering function before and during the conference, while a more technical team can be set up to draft the outcome document during the conference. This would require strong technical expertise and deep engagement throughout the whole conference.

Recommendation 9: Sharpen the focus and the quality of the conference programme

This implies three perspectives:

(a) Strategically link the programme with the main theme. The logic and the structure of the conference programme should also be revisited to ensure better navigation through the events. There are controversial and conflicting suggestions to reduce the number of events and to accept more events from the partners. A careful balancing act is required. However, it is recommended to reduce the number of events per day and consider mixing on-line with off-line solutions with strong preference to off-line ones, if pandemic situation permits.

(b) Invest resources and ensure upfront planning to guarantee quality speakers and avoid significant fluctuations in the quality of the sessions. While there are myriads of efforts and initiatives that might be interesting for any WUF, it requires a balancing act to provide space to those that are of high relevance to each specific WUF. This does not imply only 'big names' at WUF, it implies selection of events with clearly defined response to 'why' question.

(c) Preserve and enlarge the space for 'spontaneous' and 'unplanned' meetings of the WUF participants through networking events, coffee spaces, space to rest and socialize for both on-line and off-line arrangements.

Recommendation 10: Maintain strong focus on the problems of urban poor and create more space for grass root organizations

Ensure WUF is not drifting away from the problems of urban poor towards what could be seen as 'luxury' problems. This implies more opportunities for grass root organizations, urban poor, to attend WUFs and to raise their voices, be active participants of various WUF events and to actively contribute in urban agenda setting at the global level. With more expanded use of blended - on-line and off-line arrangements - the participation from the grass root organizations could also be addressed, however, providing an eye-marked travel grants is also recommended.

Recommendation 11: Shape stakeholder engagement strategy prior to each WUF

For each WUF and similarly, for WUF10, there was a strategic question which partners to engage with and based on which rationale. It is recommended to shape a partnership strategy concept for

each WUF to be further verified by the Advisory Group, which would explain and define the composition of the whole programme. While the wide range of stakeholders will remain relevant for each WUF, more accentuation of specific partnership might open a perspective for more structured programme of each next WUF.

Recommendation 12: Strategically engage with private sector

Following the logic of leaving no one behind, the WUF10 demonstrated first strong attempt of engaging the private sector. Private sector comprises a wide variety of different stakeholders with different interests and expertise. It is recommended to design and to strategically define why and how to engage with various segments of what comprises 'private sector' with due attention to industry, investors, asset owners, small and big consulting companies, etc. This should be part of the stakeholder engagement strategy for each WUF as proposed under the recommendation 10.

Recommendation 13: Ensure robust risk management and business continuity of each WUF

Develop Enterprise Risk Management (ERM) system and framework for the WUFs and design a business continuity plan for each WUF individually.

Recommendation 14: Invest in public relations to promote WUF beyond its usual audience

It is recommended to combine all previous WUFs with different logos, websites under one WUF umbrella and position WUF as one global phenomenon. It remains important to invest resources in public relation and media attention beyond the regular work of the UN-Habitat's communication team. For instance, develop media packages ahead of the event and guidelines with clear requirements on WUF branding for the host country and adequate monitoring of its implementation from UN-Habitat.

Recommendation 15: Encourage interaction with the host city, the host country, and the general public, if security situation permits

It is important to showcase and share local urbanization models / concepts with the participants of the WUF, which implies more interaction with the local population, culture, urban neighborhoods. The importance of this might require adding new selection criteria of the host country, that is, the possibility of free interaction with the local communities.

Recommendation 16: Maintain high level of social inclusion and accessibility to UN facilities and services as demonstrated at WUF10

Ensure high level of social inclusion and accessibility of facilities and services across all regional and national urban forums, following the adoption of the Convention on the Rights of Persons with Disabilities on 13 December 2006 (resolution A/RES/61/106) [13] and in line with 'leaving no one behind' imperative.

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[13] https://documents-dds-ny.un.org/doc/UNDOC/GEN/N06/500/79/PDF/N0650079.pdf?OpenElement

1. Introduction

This document presents the **Report on the Evaluation of the Outcomes and Impact of the Tenth Session of the World Urban Forum (WUF10)** that was held on 8-13 February 2020 in Abu Dhabi, United Arab Emirates (UAE). The WUF10, under the overall theme **"Cities of Opportunities: Connecting Culture and Innovation",** was a joint undertaking of the UN-Habitat, as *the convener*, and the Abu Dhabi Department of Municipalities and Transport (DMT), the Abu Dhabi Department of Culture and Tourism, Ministry of Foreign Affairs and International Cooperation, General Secretariat of the Executive Council, and the Abu Dhabi National Exhibition Centre, as *the host*. The WUF is a premier international gathering to discuss the most pertaining issues related to sustainable urbanization and the promotion of transformative commitments of the *New Urban Agenda (NUA) 2016-2036*.[14]

The mandate to evaluate the WUF10 originates from the Governing Council (GC) Resolution 23/5 of April 2011, which requested assessment of the impact and outcomes of each WUF session, using a results-based approach. The Governing Council document HSP/GC/23/5 observed that "…*the unique value and potential for the Forum lies in its comparatively "informal" nature arising from its non-legislative status. Unless the capturing of its outcomes is strengthened and a follow-up mechanism established to track its impact and progress among key partners, in this attribute lies its potential demise"[15].* Subsequently, GC resolutions on WUF, including GC resolution 26/6[16], requested the assessment of the impact and outcome of the Forum.

This evaluation of outcomes and impact is focused predominantly on the WUF10 event, however, takes due account of the strategic shift in the approach towards WUF introduced by UN-Habitat in 2018. Established in 2001, seven sessions of the WUF were held as individual events, after which UN-Habitat strategically altered its approach to WUFs in 2018. Starting from WUF9 (no WUF8 was organized as it coincided with the Habitat III as explained in Table 1 below), a programmatic approach to WUFs was introduced. Hence, the WUF9, WUF10, and to-be-held WUF11 have become integral parts of a flagship WUF programme with shared outcomes, expected synergies and transformative change in the context of sustainable urbanization over the duration of the WUF programme.

The evaluation was commissioned by UN-Habitat and conducted by an external evaluation consultant, Ms. Madga Stepanyan, during the period of February 2020 to July 2021. It was managed by the UN-Habitat's Independent Evaluation Unit and an Evaluation Reference Group (ERG) was established to oversee the evaluation process and to maximize the relevance, credibility and quality of the evaluation. The WUF Secretariat supported the evaluation in terms of providing

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[14] http://habitat3.org/the-new-urban-agenda/
[15] HSP/GC/23/5: Proposed work programme and budget for the biennium 2012-2013. Annex V. page 104.
[16] OP5, GC26/6. "Further requests the Executive Director, in consultation with the Committee of Permanent Representatives, to assess the impact and outcome of each session of the Forum using a results-based approach, including various evaluation tools and mechanisms".

documentation required as well as coordinating with relevant WUF stakeholders for provision of evaluation information.

The report includes the Executive Summary and the main body of the report with ten sections. *Introduction* provides the background and explains the main purpose of the outcome and impact evaluation. The next section reflects on the purpose, scope, and objectives of the evaluation. The *Evaluation approach and methodology* section explain the methodology, data collection and analysis, as well as the limitations of this evaluation. the evaluation was designed and implemented. The *Background of WUF* provides a brief history of the WUFs. The *Overview of the WUF10* section explains the statistics of the WUF10 but also its strategic focus, TOC, governance, communication and outreach, and budget. The *Main Evaluation Findings* provide analysis of the WUF10 for the purpose of outcome evaluation and impact evaluation, whereby the outcome evaluation explores relevance, effectiveness, efficiency, coherence and sustainability of the WUF10. The effectiveness criteria is addressed through the prism of (i) WUF10 thematic objectives, and (ii) WUF10 strategic objectives. Meanwhile, two additional focus areas introduced: (i) *coordination, cooperation, and partnership at all stages of the WUF10, and (ii) social inclusion such as human rights, gender, children, youth, older persons and PwD at the WUF10*. The *Evaluation Conclusions* summarizes the main highlights of the evaluation. The *Lessons Learned and Recommendations* are derived from the key findings. The *Annexes* provide additional information to substantiate the report, including the TOR for this evaluation, both questionnaires for outcome and impact survey, list of the people interviewed, and the evaluation matrix. Additionally, the UN-Habitat team organized participants satisfactory survey using the WUF10 app, the findings of which are also presented throughout this report.

2. Purpose, scope, and objectives of the evaluation

*The **purpose** of this evaluation is to assess outcomes and impact of WUF10*. The outcome evaluation looks into the extent the WUF10 has actually contributed to the achievement of its outcomes, the impact evaluation aims to support conclusions about positive and negative, intended and unintended, direct and indirect impact caused by the WUF10. Figure 1 illustrates the difference in the areas concerned by the outcome and impact evaluation respectively.

Figure 1: Scope of the outcome evaluation and impact evaluation
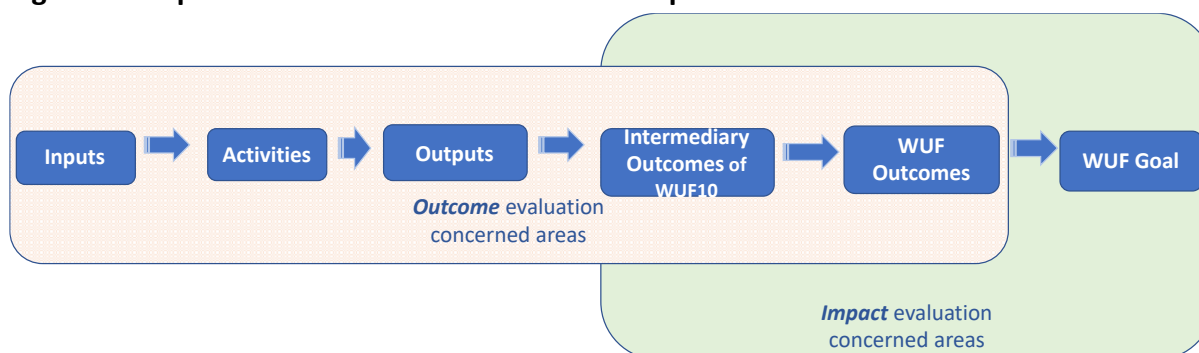
*The **scope** of the evaluation is explained by the following:*

- *Duration:* It took place during February – August 2020
- *Geography:* It has global coverage as the Forum has no geographic limitation
- *Evaluation criteria and questions:* the evaluation explores the standard evaluation criteria,[17] whereby *relevance, coherence, effectiveness, efficiency, sustainability* were at the focus of the outcome evaluation, and *impact* was at the focus of impact evaluation. The latter intended to explore early signals of immediate impact and could not conclude about the long-term impact of the Forum. The evaluation questions are presented in Annex 5: Evaluation Matrix.
- *Additional focus areas:* two additional focus areas are introduced to capture (i) the extend of *coordination, cooperation and partnership* during planning, organizing and delivering the WUF10, and (ii) the extend of *social inclusion* such as human rights, gender, children, youth, older persons and people with disabilities (PwD) at all stages of the WUF10.

This evaluation provides a basis for the UN-Habitat's accountability to WUF stakeholders on the outcomes and impact of the WUF10. It also contributes to enhanced learning in the UN-Habitat to ensure continuous improvements for the effective implementation of the remaining period of the WUF Programme 2017-2022. *Evaluation findings, lessons learned, and recommendations* are expected to inform the decision-making on the future planning, organizing and delivery of the forthcoming WUFs. It is expected that the evaluation results will be used by WUF Secretariat, UN-Habitat management and staff, UN-Habitat governing bodies, host countries and cities, and other key New Urban Agenda partners to improve planning, organizing, effectiveness and impact of the remaining period of delivery WUF11 and other future WUFs.

The evaluation of the WUF10 has the following **specific objectives**:

6. To assess how UN-Habitat has efficiently and effectively achieved WUF10 thematic objectives;

7. To assess WUF10's relevance, sustainability, impact and coherence with other UN-Habitat's work (internally) as well as other international forums (externally);

8. To assess the extent to which inclusion, coordination, cooperation and partnership, were integrated and effective in planning, organizing and delivery of WUF10;

9. To assess how social inclusion issues such as human rights, gender, children, youth, older persons and those with disabilities have been integrated and impacted by WUF10;

10. To identify lessons and make recommendations on how WUF planning process, organizing and delivery and related work could be improved to enable the effective monitoring of the substantive outcomes and impact of future sessions of WUFs.

The evaluation is firmly rooted and built on the body of knowledge and expertise produced through UN-Habitat policies, programmes, GC resolutions as well as WUF related actions implemented by the UN-Habitat's divisions and regional offices and their counterparts across the globe.

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[17] https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

3. Evaluation Approach and Methodology

This section provides an overview of the methodological approach used for this outcome and impact evaluation and explains the data collection, analysis, and some limitations. This evaluation is in line with the *UN-Habitat Evaluation Policy, 2013* and with adherence to UNEG Norms and Standards for Evaluation.[18]

3.1 Methodological approach

There are three methodological approaches applied to the outcome and impact evaluation:

(i) Results-based Approach (Theory of Change (TOC) Approach): to explore the cause-effect relationships across the whole TOC, i.e. *input-activity-output-outcome-impact* chain of results. Important to highlight that there is an interplay between all levels, and the direction of change is not linear. Context-sensitive contribution analysis is used to explore cause-effect assumptions and conclude about contribution of the WUF10 to its impact. The reconstructed TOC is presented and discussed in Figure 2 below.

(ii) S*ystem-based Approach:* to explain linkages that may not be explained by the TOC through understanding the complexity of the WUF programme as a system and the relationships and interactions with its elements towards a shared purpose of achieving the objectives of the NUA.

(iii) Participatory Approach: to ensure the evaluation is conducted in a consultative and transparent manner. Participation in the evaluation served to: (i) create a sense of stakeholder ownership of the outcomes, which makes it more likely that stakeholders will act on its recommendations and, (ii) empower stakeholders through the process.

3.2 Data collection and analysis

A combination of primary and secondary data collection methods was employed including the logframe analysis of indicators; findings were validated through the triangulation, i.e. utilization of multiple sources for data and methods. The following data collection methods were used:

- *Review of relevant WUF documents:* a range of relevant documents were analyzed including Governing Council and General Assembly resolutions, the WUF10 concept paper, reports from the previous WUF sessions, the evaluation report from WUF9 and all previous ones, the audit report after the WUF9, and many more. Further, **the review of the WUF10 participant registration database** took place and the statistics of the WUF10 participants, provided by the WUF10 Secretariat, was also utilized.

- *Participant observations from the WUF10 session in Abu Dhabi:* the consultant and the four staff members of the Independent Evaluation Unit attended the WUF10 in Abu Dhabi to collect data and get first-hand experience about the conference programme, venue, logistics, quality of the events and speakers, etc. Some preliminary interviews were conducted at WUF10.

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[18] http://www.unevaluation.org/document/detail/1914

- **Participant Satisfactory Survey through the WUF10 App:** administered during the Forum session to assess participant satisfaction with Forum content, format and logistics, delivery, success of the forum and application of what they learned from the Forum.
- **Outcomes and Impact Surveys:** The outcome survey was administered within the last three days of the WUF10 to capture fresh impressions and recommendations from the WUF10. The impact survey was administered in July 2020, to solicit and collect opinions from the WUF10 participants on the immediate impact of the WUF10.
- **Key Stakeholders interviews:** administered remotely, during the months of June – August 2020 to collect in-depth insights of all stakeholders on the relevance, effectiveness, efficiency, coherence, sustainability, and impact of the WUF10. In total, 64 interviews were conducted for the purpose of this evaluation (see Annex 4).

3.3 Limitations

Time and COVID-19 challenge: The WUF10 conference and its evaluation were constrained by COVID-19 in many ways:

- The delegation from the Republic of China has cancelled their participation to the WUF10 conference.
- Similarly, some high-profile speakers were also not able to confirm their participation.
- The initially planned visit to the UN-Habitat Head Quarter office to discuss the findings of the evaluation was canceled and all discussions were carried out remotely with regular delays.
- The impact of the WUF10 too was affected because of the global lockdown started around 15 March, right after the WUF10 was completed. This blocked many of the planned and/or intended activities, agreements, and follow-ups from the WUF10. Hence, *the actual impact was significantly deviated from the possible impact of the WUF10 under normal conditions*. This needs to be recognized explicitly and accounted for.

No time was allowed for the impact to emerge

Evaluation started during delivery of WUF10, not permitting time for effects produced by WUF10 to emerge. To mitigate this limitation to a certain degree, an impact survey was sent to participants few months after the Forum, to capture perceptions of what they feel were impacts of WUF10. Even then, the response was poor - 7.5%. Out of the target 6543 participants, only 488 responded.

The Logical Framework of WUF programme 2018-2023 is incomplete: The logic matrix of the WUF10 lack the critical level of precision necessary for more adequate M&E processes. More specifically, the indicators are poorly formulated, there are no outcome indicators, while output indicators does not provide baseline and target to be measured and therefore, inappropriate to quantify the achievement of the four Expected Accomplishments (outcomes). Besides, the updated LogFrame of the WUF10 was provided to the evaluator late during the inception phase, namely, after the inception report was developed.

Limitations of contribution analysis for WUF10: WUF has a complex nature and the TOC may be impacted by various external factors. Therefore, the focus of the contribution analysis is not to quantify the degree to which the project has contributed to the outcomes. Instead, the focus of the

contribution analysis is to provide evidence to support *reasonable conclusions about the contribution* made by the WUF10 to the desired outcomes.

Limitations of the surveys: (a) all perception surveys inevitably carry risks of differential interpretation by respondents on questions and ratings scales. To address this limitation, the survey tool is designed in 'plain English'; (b) To mitigate the risk of 'central tendency bias', where respondents gravitate towards a 'middle ground' score, the survey response scale was constructed on a symmetric 'forced choice' basis with an additional option for 'do not know/cannot respond'; (c) Willingness of responders to complete interviews was critical.

Limitations of interviews: The sampling will inevitably introduce some error in data as it is never a true representation of the whole population and can be biased by the method of selection. The convenience sampling was used, i.e. relying on data collection from population members who were conveniently available to participate in the evaluation.

General limitation during data collection: the evaluator remained vigilant to the following biases: (a) *Confirmation bias*, i.e. tendency to seek out evidence that is consistent with the expected effects; (b) *Empathy bias*, i.e. tendency to create a friendly (empathetic) atmosphere during data collection with the consequence of creating overoptimistic statements over project; (c) *Strategies* that could be used by respondents on self-censor (reluctance of respondents to freely express themselves) or purposely distorted statements to attract evaluation conclusions closer to their views.

4. Background of WUF

WUF was established by the UN-Habitat GC resolution 18/5 of 2001, in which the GC requested promotion of merging two Forums, the Urban Environment Forum (UEF) and the International Forum on Urban Poverty (IFUP), with a view of strengthening the coordination of international support to the implementation of the Habitat Agenda.[19] In December 2001, the GA, through its resolution 56/2001, declared that WUF would be non-legislative technical forum in which experts exchange views and advise UN-Habitat on issues of shelter and sustainable urbanization.[20] The Forum provides opportunity for debate and discussion about challenges and solutions of rapid urbanization.[21]

Since 2002, UN-Habitat convenes WUF sessions every two years, with different themes. The first session, WUF1 was held in Nairobi 2002, WUF2 in Barcelona 2004, WUF3 in Vancouver 2006, WUF4 in Nanjing 2008, WUF5 in Rio de Janeiro 2010, WUF6 in Naples 2012, WUF7 in Medellin 2014, WUF8 was replaced with Habitat III 2016 in Quito, Ecuador, WUF9 in Kuala Lumpur 2018 and WUF10 took place in Abu Dhabi. The overview of the WUFs is provided in Table 1 below.

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[19] GC resolution 18/5
[20] The United Nations General Assembly' resolution 56/206 (2001)
[21] For contextual information regarding WUF, refer to the UN-Habitat website: www.unhabitat.org/wuf

The forum has progressively consolidated its global relevance as a key coordinating, advocacy, partnership and knowledge platform on sustainable urbanization. The Idea of creating a new global agreement based on sustainable development, to replace the Millennium Development Goals (MDGS), was raised at the 2012 UN conference on sustainable Development and resulted, three years later, in the 2030 Agenda for sustainable development and its 17 Sustainable Development Goals (SDGs).

Habitat Conferences take place every 20 years. The first one, **Habitat I** took place in Vancouver, Canada in 1976. It recognized that shelter and urbanization are global issues to be addressed collectively, and created the UN Center for Human Settlements (UNCHS). **Habitat II** took place in Istanbul, Turkey in 1996. The outcome of the conference was the Istanbul Declaration on Human Settlements and the Habitat Agenda, containing more than 100 commitments and strategies to address shelter and sustainable human settlements. **Habitat III** took place in Quito, Ecuador. It's main outcome was the New Urban Agenda (NUA), a global Agenda for making cities safer, sustainable and resilient.

 NUA makes a reference to WUF as a platform conducive to share progress on the implementation of the NUA and gather substantive inputs from governments and stakeholders for the preparation of the quadrennial reports, coordinated by UN-Habitat[22]. The NUA aligns with many of the Sustainable Development Goals SDGs and WUF also contributes to mobilization and advocacy for effective implementation of the 2030 Agenda its (SGS).[23]

Confirming its relevance, the GC, through its resolution 26/6 paragraph 4 of April 2017, further requested UN-Habitat to "…. Identify clearly focused objectives and measurable indicators of success, and to strengthen reporting mechanisms to enable effective collection of the substantive outcomes of sessions of WUF." UN-Habitat implemented the resolution by formulating a multi-year WUF programme covering the period of 2018-2023. The programme is delivered though three WUF sessions. WUF9 (2018) was held in Kuala Lumpur, Malaysia; WUF10 (2020) in Abu Dhabi, United Arab Emirates; and WUF11 will be held in Katowice, Poland in June 202

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[22] http://habitat3.org/the-new-urban-agenda
[23] World Urban Forum Programme (WUF9, WUF10, and WUF11).

Table 1: Brief overview of all WUF sessions

Year	Location	Theme	Attendance	Logo
2002 29 April–3 May	Nairobi, Kenya	No thematic focus	1,195	
2004 13-17 September	Barcelona, Spain	WUF2: Cities – Crossroads of Cultures, Inclusiveness and Integration	4,389	
2006 19-23 June	Vancouver, Canada	WUF3: Our Future: Sustainable Cities – Turning Ideas into Action	10,400	
2008 3-6 November	Nanjing, China	WUF4: Harmonious Urbanization: The Challenge of Balanced Territorial Development	8,000	
2010 22-26 March	Rio de Janeiro, Brazil	WUF5: The Right to the City: Bridging the Urban Divide	13,900	
2012 1-7 September	Naples, Italy	WUF6: The Urban Future	8,209	
2014 5-11 April	Medellin, Colombia	WUF7: Urban equity in development – cities for life	22,038	
2016	Quito, Ecuador	No WUF session was held as WUF8 concurred with Habitat III		
2018 7-13 September	Kuala Lumpur, Malaysia	WUF9: Cities 2020, Cities for All: Implementing the New Urban Agenda	24,333	
2020 *8-13 February*	*Abu Dhabi, UAE*	*WUF10: Cities of Opportunities: Connecting Culture and Innovation*	*13,333*	
To be held in February 2022	Katowice, Poland	WUF11: the theme is to be decided yet	To be decided	To be decided

5. Overview of the WUF10

This section provides an overview of the WUF10 including its TOC with strategic and thematic outcomes, the WUF10 conference programme, and the structure of the WUF10 governance mechanism. It further discusses the outreach and communication of the WUF10, provides an overview of the statistics of the WUF10, and presents the budget of the WUF10.

5.1 WUF10 Strategic focus and the TOC

The World Urban Forum (WUF) was established in 2001 by the General Assembly where UN-Habitat was requested to convene a forum aimed at addressing issues of rapid urbanization and its impact on communities, cities, economies, climate change and policies across the globe.

Till now, WUF remains *'a unique United Nations event and the world's premier international gathering on urban issues'*[24] that concerns all people interested in sustainable urbanization including mayors and local authorities, national authorities, CSOs, academia, private sector, industry representatives, movements and foundations, think-thanks, media, unions, UN agencies, multilateral development banks, host country, and general population including youth, elderly, persons with disabilities, and individuals. Every two years WUF provides the platform for all stakeholders to come together with the <u>purpose</u> **to improve knowledge, to raise awareness, to increase coordination towards sustainable urbanization and the specific theme of each WUF** and since, 2018 **to take stock of the collective progress made towards the New Urban Agenda (NUA)** across all levels, sectors, geographic areas, and actors.

In-line with the established mandate, the overall focus of the WUF10 was on sustainable urbanization, with a specific thematic focus on **"Cities of Opportunities: Connecting Culture and Innovation"** with the aim to explore *culture as a catalyst, as a context, as a source, and also as the fourth pillar of sustainable development.*[25]

As the convener, UN-Habitat engaged partners and stakeholders to strategically shape the content and the structure of the WUF10, its thematic objectives, and to translate the collective wisdom of the WUF10 into its outcome document, *the Abu Dhabi Declared Actions.*

To ensure an effective and efficient WUF10 event with lasting impact on all participants and beyond, a well-developed results-based management approach was required from UN-Habitat, host country, and all engaged stakeholders. For the purpose of this evaluation, the TOC of the WUF10

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[24] Decision and resolutions adopted by the Governing Council of the United Nations Human Settlements Programme at its twenty-sixth session, Governing Council
of the United Nations Human Settlements Programme, May 2017
[25] Refer to UCLG Policy Statement *Culture is the Fourth Pillar of Sustainable Development,* adopted the 17 November 2010, in the framework of the World Summit of Local and Regional Leaders - 3rd World Congress of UCLG, held in Mexico City".

was reconstructed based on the recognition of the interconnected and systemic nature of critical challenges of sustainable urbanization that does not necessarily have easy solutions but require deliberation, uncompromised and evidence-based dialogue among all stakeholders. The high-level assumptions behind the WUF10 are the following: (i) there is a demand for this global event from all stakeholders, (ii) there are resources available to be invested in organizing this event including human, technical, financial, etc., (iii) there is a host country willing to hold this event, and (iv) UN-Habitat is capable of maintaining the role of the convener of the WUF10.

The reconstructed TOC of the WUF10 reads as follows:

__If__ the assumptions hold true, and __WUF10 inputs__ are exposed to UN-Habitat, then WUF10 would be planned, organized and delivered in such a way that activities relating to dialogues, special sessions, roundtables, assemblies, exhibition and other events will take place. These activities will lead to __WUF10 outputs__ of commitments, the Abu Dhabi Declared Actions, WUF10 substantial and evaluation reports, repository of good practices, and the official WUF10 Report, which when used by stakeholders and Member states *will result into __WUF10 outcomes__ of (i) improved collective knowledge, (ii) raised awareness on sustainable urbanization, (iii) increased coordination and cooperation within the UN system and with different stakeholders, (iv) improved understanding of the linkages of the proposed WUF10 thematic focus with the sustainable urbanization, and (v) input to the reporting of the implementation of the NUA and SGDs.* Ultimately, these will result in the *__WUF10 impact__ of strengthened institutions to implement the NUA and achieving the SDGs in the decade of action.*

The indicators proposed in the WUF10 LogFrame are poorly formulated, they are not SMART, besides they all are output oriented and cannot be used to quantify the progress made towards expected outcomes of the Forum.

Figure 2: Visualization of the WUF10 TOC

Inputs → **Activities** → **Outputs** → **Intermediary Outcomes of WUF10** → **WUF Outcomes** → **WUF Goal**

Inputs:
- UN-Habitat's context including mandates, policies, resolutions, NUA and SGD frameworks, and UN-Habitat's activities.
- UN-Habitat opportunities including its expertise, partnerships,
- Inputs into WUF 10, including Host country in kind and in cash funding, Habitat partners funding, UN-Habitat funding and staff time.

Activities:
All activities related to planning, organizing, and delivery of WUF10

Outputs:
- Dialogues, roundtables, special Sessions, Assemblies, Training, networking and side events, Exhibitions delivered
- WUF 10 Declaration and Session Reports delivered
- WUF 10 Substantial report and WUF10 Evaluation report delivered
- Media coverage Technical visits and field visits undertaken
- Legacy initiatives

Intermediary Outcomes of WUF10:
- Improved understanding of culture and innovations as drivers of sustainable urbanization
- Improved inclusiveness, awareness and commitments among WUF stakeholders and general public.
- Enhanced synergies and strengthened coalitions and enhanced networks
- Effectiveness of UN-Habitat internal arrangements
- Strengthened ownership of WUF among stakeholders, including UN system and other stakeholders .
- Improved innovative solutions and approaches to urban development
- Improved policy instruments on the role of culture and innovation in implementing NUA
- Substantive inputs from WUF feeding into NUA reporting

WUF Outcomes:
- Outcome1 – Collective knowledge on sustainable urban development is improved through inclusive open debates sharing of lessons learned and the exchange of urban solutions, good practices and policies.
- Outcome 2 – Awareness is raised on sustainable urban development among stakeholders and constituencies, including the general public.
- Outcome 3 - Coordination and cooperation is increased within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals.
- Outcome 4 – Substantive and strategic inputs from multilateral organizations, national and subnational governments and stakeholders, are provided into the reporting of the implementation of the New Urban Agenda

WUF Goal:
Strengthened institutions into implementing the NUA and achieving sustainable urban development

5.2. WUF10 Conference Programme Structure

The WUF10 was designed as a two-day pre-conference and a four-day conference programme with 537 different events organized at different formats, scales, and priority thematic areas. The WUF10 conference programme was structured around: **(a)** dialogue sessions, **(b)** stakeholders round-table discussions, **(c)** special sessions, **(d)** assemblies, **(e)** networking, side and training events, **(f)** integrated initiatives, and **(g)** Urban Expo.

(i) Dialogue sessions

The Dialogues were events designed ***to discuss policy recommendations*** for the effective implementation of the NUA to achieve SDGs. There were six dialogues at the WUF10 as presented in Figure 3.

Figure 3: WUF10 structure: six dialogue themes

Dialogue 1	Dialogue 2	Dialogue 3	Dialogue 4	Dialogue 5	Dialogue 6
Urbanizaiton, Culture & Innovation	Driving Sustainable Urganization throught Innovation & Culture	Tradition and Modernity: A Creative Convergence for Better Cities	Frontier Technologies and Sustainable Cities	Urban Planning & Heritage Prservation / Regeneration	Partnerships & Initiatives Supporting Culture & Innovation in Cities

(ii) Stakeholders roundtable discussions

The stakeholder's roundtable discussions were organized along ***the key partners projects, initiatives, and stakeholders*** on the implementation of the NUA, as presented in Figure 4 below. Many of the events were organized at the highest-level segment, featuring key decision-makers and influencers ***to discuss the most prominent and emerging global trends*** around sustainable urbanization.

Figure 4: WUF10 structure: Stakeholders round-table discussions

R-T 1	R-T 2	R-T 3	R-T 4	R-T 5	R-T 6	R-T 7	R-T 8	R-T 9	R-T 10	R-T 11
Women	Children and Youth	Business and Industries	Civil Society Organizations	Foundations and Philanthropies	Indigenous Peoples	Older Persons	Parliament arians	Persons with Determinatio n (Abu Dhabi reference to persons with Disasbilities)	Professionals	Research and Academia

R-T 12	R-T 13	R-T 14	R-T 15
Ministerial	Local and Regional Governments	One UN Roundtable: UN system-wide approach to culture and innovation as enabler for sustainable urban development	Traditional Authorities

(iii) Special sessions

The focus was to generate ***in-depth discussion about a specific urban issue*** related to the implementation of the NUA. Seven special sessions were organized as explained in Figure 5.

Figure 5: WUF10 structure: Special sessions

Special Session 1	Special Session 2	Special Session 3	Special Session 4	Special Session 5	Special Session 6	Special Session 7
Sustainable Urben Development in the Middle East	Addressing inequality and exclusion through culture and innovation	Driving shared urban prosperity through a cultural lens	Urban culture and climate change action	Culture, the creative industry and their impact on urban reconstruction and resilience	Mitigation, culture and urban development	Youth, culture and urbanism

(iv) Assemblies

The focus was to provide a space to the key stakeholder groups from ***various segments of society to discuss*** the most relevant issues for them and bring them forward with one voice to advance the implementation of the NUA. There were five assemblies organized as explained in Figure 6.

Figure 6: WUF10 structure: Assemblies

Assembly 1	Assembly 2	Assembly 3	Assembly 4	Assembly 5
Women's Assembly	Youth Assembly	World Assembly of Local and Regional Governments	Grassroots Assembly	Business Assembly

(v) Networking, side and training events

The ***opportunity*** was given to various stakeholders to organize their own networking, side and training events connected to specific principles and provisions of the NUA. These activities were also seen as directly contributing to the WUF10 direct outcome on building partnership, new alliances and joint initiatives.

(vi) Integrated initiatives

The focus was to create a space to ***reflect on the previous WUFs and explore new ideas*** towards the realization of the NUA and SDGs.

1. *Legacy project:* as its tenth commemoration, at WUF10, a platform was provided to reaffirm and reinvigorate the role and the importance of the WUF. Three legacy projects have been discussed as presented in Figure 7 below.

Figure 7: WUF10 structure: Legacy projects

Legacy Project	Description
WUF Alumni Initiative	Consolidation of all previous WUF declarations, together with the previous host cities, analyse implementation of the declarations and establish a follow-up and monitoring framework for WUF declarations
Cities Investment Platform	A database connecting cities to investors and an interactive platform during the WUF10 that connects cities to investors, experts and other interested parties, and that will also link to the Capital Advisory Platform of UN-Habitat in cooperation with Abu Dhabi Global Markets and the Department of Urbban Planning and Municipalities
Culture and Urban Development initiative	Aims at harnessing cluture as a driver for sustainable urban development through policy, community outreach and youth empowerment. This initiative is intended to be implemented with the support of Her Royal Highness, Princess Lamia Bint Majed Al Saud, the first *UN-Habitat's Global Goodwill Ambassador on Culture and Urban Development for the Arab region.* This included two projects: *(a) Kicking-off tree planting week in UAE,* coincided with the UAE Planting Week, an annual initiative spearheaded by the Ministry of Climate Change and Environment to increase the country's green cover and tackle climate change through offsetting emissions; *and (b) Public Art for Abu Dhabi - Forever Bicycles,* to promote Abu Dhabi as a cycling city and to move towards more sustainable mobility with plans to build more than 400km of safe segregated cycle tracks.

2. *Integrated spaces:* spaces to address cross-cutting contexts that can be ground for the identification of new research areas, multi-stakeholder collaboration, urban solutions, new partnerships, etc. The range of integrated spaces is presented in Figure 8 below.

Figure 8: WUF10 structure: integrated spaces

Integrated space 1	Integrated space 2	Integrated space 3	Integrated space 4	Integrated space 5
Listen to Cities Room	One UN Room (for integrated UN activities)	Urban Cinema (addressing cross-cutting context and showcasing innovative initiatives)	Urban Library	SDG in Action

(vii) Urban Expo

The Urban Expo included the **exhibition space** and **the boots.** The WUF exhibition was open for the whole duration of the WUF10, covering 18,000m² with both indoor and outdoor sections, and 130 exhibits from 51 countries. The exhibition allowed participants to showcase their innovative practices in culture and urban development from various organizations across the globe.

A large area was dedicated to booths, that created space for showcasing different organizations and their innovative initiatives related to the theme of the WUF10. Importantly, the boots allowed for **direct interaction with the visitors** by responding to their questions, engaging in discussion, and exploring possibilities to establish direct partnerships.

5.3 WUF10 Governance

A multi-layered governance mechanism was established both within the UN-Habitat and with the host country for coordination and cooperation to *plan, implement, oversight, and follow up* on the WUF10. Figure 9 below illustrates the WUF10 governance structure.

The WUF Coordination Office is set up within the Office of Director of the External Relations, Strategy, Knowledge and Innovation Division (ERSKI) and under direct supervision of the Executive Director of UN-Habitat to strategically steer the processes around the WUF10. A Task Force was established to ensure coordination within and outside the organization with specialized teams responsible for various field of work, including, communication, logistics, programme development, security, etc. The WUF Coordination Office was also supported through dedicated teams of (1) regional focal points in Latin America and Caribbean (LAC), Asia and the Pacific, and Arab States, Africa regions as well as North America to promote WUF10 and mobilize local and regional partners; (2) consultation with Member States; an Advisory Group with the mandate to develop the Abu Dhabi Declared Actions; and (3) other networks of partners including the UN-Habitat's Stakeholder Advisory Group Enterprise (SAGE) to ensure fair and inclusive processes at all stages of design and implementation of the WUF10 conference.

Mirroring the UN-Habitat structure of the WUF governance mechanism, the host country established its 'local' governance mechanism (Local Organizing Committee). A high-level WUF10 Executive Committee was also established within the Abu Dhabi Executive Office Council. The day-to-day management and supervision were carried out by the Project Management Team established at the Department of Municipalities and Transport of Abu Dhabi. Specialized groups within the Local Organizing Committee (LOC) were tasked with responsibilities to organize thematic work on communication, safety and security, foreign affairs, transportation, etc. Within the Local Organizing Committee, several connections were established with UN-Habitat staff to facilitate coordination with specific target groups such as the local academia, women groups, youth, etc. A separate WUF10 Event and City Activation Committee was established to take care of the venue, logistics, and communications related to pre-planned cultural tours.

Figure 9: WUF10 Governance structure
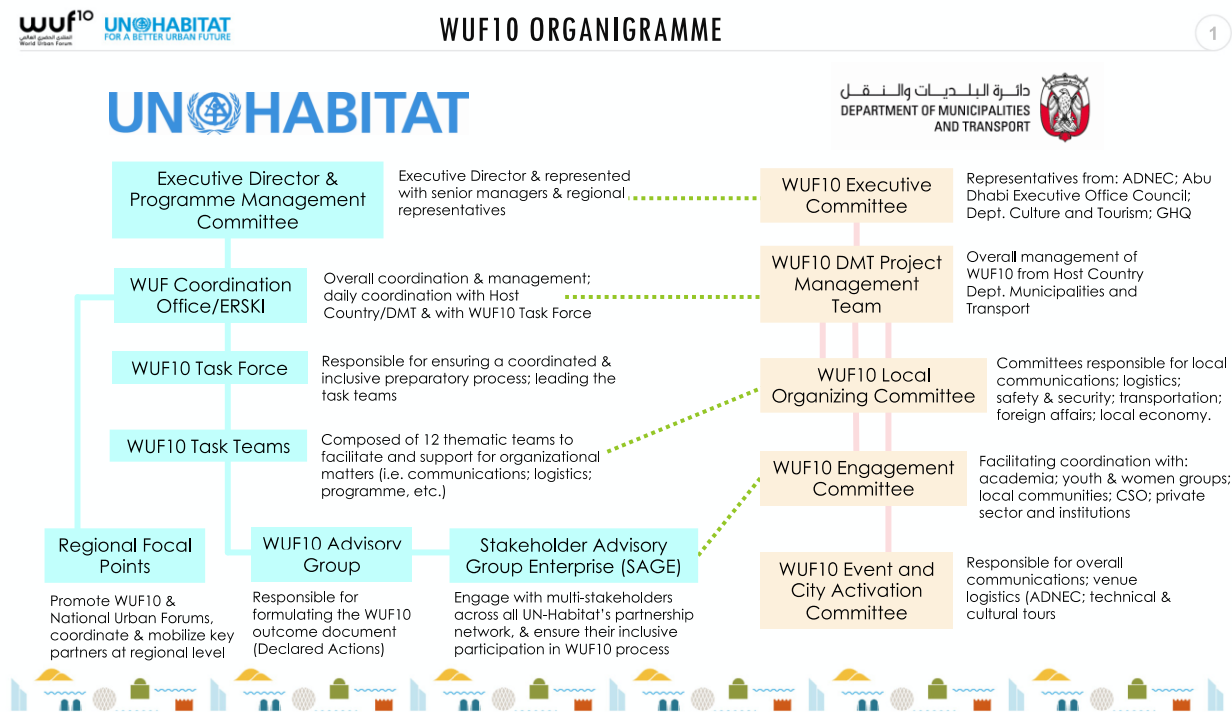
5.4 WUF10 Communication and public relations

The communication and public relations of the WUF10 session were organized around various applications and formats. An *official website* https://wuf.unhabitat.org was set up in English and Arabic as the main resource for the information about the conference programme, logistics, updates and news. A *mobile app* was developed to be used on phones and provide information about programmes but also facilitate interactive communication among participants. There were multiple *on-site information points* in the conference venue managed by the volunteers ready to respond to any questions related to the programme or logistics. In addition, there were large *electronic boards* available at various parts of the venue to inform participants about current and upcoming events.

There was *live coverage* of several events at the WUF10, for instance, the Joint Opening of the Assemblies, the Official Opening and Closing ceremonies, the High-Level Dialogues, and Press conferences. *UN TV* was engaged, which allowed for more broader outreach within the UN and through the main UN information platform to the broader audience outside the usual WUF10 audience.

Outreach was organized through *daily newsletters* in the official languages of the UN(English, Chinese, French, Spanish, Russian, Arabic) and Portuguese *Regular press briefings also provided* some highlights of the sessions. English and Arabic speaking *media* was engaged in providing information on the events at WUF10. *Social media* was utilized through *#WUF10* on Twitter, *@worldurbanforum* on Facebook. Participants at the WUF10 also actively post their reflections on their Twitter, Facebook, and LinkedIn pages.

5.5 WUF10 Statistics

This section highlights the statistical data around the WUF10 such as the profile of its participants, partners, geographic coverage, and age. This section is based on the data from the participants registration database.

(a) Profile of the participants

With 13,333 attendees from 169 countries,[26] the WUF10 had the most international attendance of all WUFs after Medellin (2014), Kuala Lumpur (2018) and Rio de Janeiro (2010). It had a fair gender balance of participants with 60.78% of male and 39.22% female respectively. The age distribution of the participants suggests that even though the majority of them belonged to the age category 25-55 years, the session was also attended by 4.64% youth (below 24 years old) and 1.93% or 166 persons above the age of 66 years.

The participants of the WUF10 represented **all types of partners** such as national governments, academia/research, local and regional government, private sector, civil society organization, UN, media, inter-governmental organizations, foundations, parliaments, individuals, and volunteers mobilized by the host. The prevailing number of participants represented the Local and Regional Government (24.6%), individuals (15,39%), and national authorities (15.19%), followed by academia/research (10.41%) and CSOs (8.07%). The least represented partners were parliamentarians (0.3%), foundations (1.29%), Inter-Governmental Organizations (2.21%) and media (2.8%). UN agencies were presented at 4.61% at the WUF10.

WUF10 was also well attended by **decision-makers**, there were 49 ministers and 64 deputy ministers, close to 100 Mayors, and numerous vice-mayors. Along with Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, high-level presence at WUF10 featured two heads of state and government respectively from Afghanistan and Fiji.

Table 2: WUF10 participants

Total participants	9,580	Male: 60.78%
		Female: 39.22%
Total Workforce	3,753	
Service	3,117	
Security	636	
TOTAL ATTENDANCE	13,333	

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[26] WUF10 Report
https://unhabitat.org/sites/default/files/2020/09/report_of_the_tenth_session_of_the_world_urban_forum.pdf

Table 3: Participation by Age

AGE RANGE	TOTAL	%
Less than 18	40	0.46
18 - 24	363	4.18
25 - 32	1,363	15.69
33 - 45	3,838	44.18
46 - 55	2,075	23.88
56 - 65	841	9.68
66 and above	168	1.93
TOTAL	8,688	100

*894 Participants have not provided their date of births – total number will therefore not tally with total participants

Table 4: Participation by Partner Type

By Partner type		
PARTNER TYPE	TOTAL	%
National Government	1,455	15.19
Academia / Research	997	10.41
Local and Regional Government	2,357	24.6
Private Sector	1,156	12.07
Civil Society Organization	773	8.07
United Nations*	442	4.61
Media	268	2.8
Inter-Governmental Organization	212	2.21
Foundation	124	1.29
Parliamentarian	29	0.3
Individuals	1,474	15.39
Volunteers	293	3.06
TOTAL PARTICIPANTS	9,580	100

*UN-Habitat staff are enclosed as part of the Partner Type United Nations

(b) Geographic coverage of participants

The most represented countries at the WUF10 were UAE (19.35%) followed by India (5.31%) and USA (4.6%). The top 10 countries included Nigeria, United Kingdom, Egypt, Malaysia, Kenya, Russian Federation, and France. However, cumulatively, the regions were represented as follows: Asia (48.34%), Africa (22.08%), Europe (18.72%), Latin America and the Caribbean (3.5%), North America (6,02%), and Oceania (1.29%).

Table 5: Top ten countries in participation

Country	TOTAL	%
United Arab Emirates	1,854	19.35
India	509	5.31
United States of America	441	4.60
Nigeria	380	3.97
United Kingdom of Great Britain and Northern Ireland	329	3.43
Egypt	309	3.23
Malaysia	276	2.88
Kenya	274	2.86
Russian Federation	244	2.55
France	238	2.48
Total top ten countries	4,854	50.66
Total remaining 159 countries	4,726	49.33
Total participation	9,580	100

Table 6: Participation by Region, Including Host Country

Region	TOTAL	%
Africa	2,115	22.08
Asia	4,631	48.34
Europe	1,793	18.72
Latin America and the Caribbean	340	3.55
North America	577	6.02
Oceania	124	1.29
TOTAL	9,580	100

Events hosted by partners

During the five days of the WUF10, 476 events were organized by the partners (excluding UN-Habitat's events), which suggests that about 95 events were held each day by the partners. Out of 476 events organized at the WUF10, the majority were organized by CSOs (98 events) and academia/research (91 events). All other partner types had 44 to 69 events, except for foundations that had 19 events organized.

Table 7: Events by partners type

Partner Type	# events	%
National Government	62	13.03
Academia / Research	91	19.12
Local and Regional Government	62	13.03
Private Sector	31	6.51
Civil Society Organization	98	20.59
United Nations	69	14.50
Inter-Governmental Organization	44	9.24
Foundation	19	3.99
TOTAL	**476**	**100**

Table 8: Events hosted by region

Region	Number of total events hosted by Region	%
Africa	48	10.48
Asia	94	20.52
Europe	125	27.29
Global	93	20.31
Latin America and the Caribbean	31	6.77
North America	57	12.45
Oceania	10	2.18
TOTAL	**458**	**100**

5.6 WUF10 Budget

The government of Abu Dhabi invested USD 7million in partnering with UN-Habitat to host the WUF10. Out of the total budget, USD 2million was retained by the host city and spent on UN-Habitat's behalf, according to Standard Operating Procedures mutually agreed between the parties. Table 9 below provides an estimate overview of the budget and actual expenditures of the WUF10 budget until June 2020. Table 9 below provides a high-level overview of the expenses related to the implementation of the WUF10.

Table 9: WUF10 Budget overview

Category	Budget
Staff and other personnel cost	2,562,890
Materials and equipment	20,000
Contractual Services	1,581,140
Travel	2,057,988
General operating and other direct costs	200,000
Sub-total	*6,422,018*
Programme support cost (9%)	577,982
Grand total	**7,000,000**

6. Main evaluation findings

This section presents the main findings of the outcome and impact evaluation of the WUF10. The assessment is based on an examination by each of the evaluation criteria, i.e. relevance, coherence, efficiency, effectiveness, sustainability, and impact. The effectiveness criteria was explored from the perspective of the achievement of both *strategic and thematic outcomes of the WUF10.* Additionally, two critical dimensions were explored throughout this evaluation to assess the following: (i) coordination, cooperation, and partnership at all stages of the WUF10, and (ii) social inclusion such as human rights, gender, children, youth, older persons and PwD at the WUF10.

6.1 Outcome evaluation

This sub-section reflects on the findings from the outcome evaluation, which is concerned with the achievement of the WUF10 strategic and intermediary outcomes. The focus of analysis is on relevance, effectiveness, efficiency, coherence, and sustainability.

6.1.1 RELEVANCE

As the WUFs remains the world's largest and premier global gathering for sustainable urbanization, the relevance of WUF10 is tightly coupled with the question of the relevance of WUFs in general. All experts consulted for this evaluation mentioned *extremely high relevance of the WUFs and WUF10 specifically*. The box below with citations indicate sentiments of the interviewees collected during the interviews.

Box 1: Citation from the interviews

'I'm a big fan of WUF'
'WUF is driving urban agenda'
'It's a phenomenon that has its own life'
'This is entirely constructive activity – bonds are being made between people, organizations, nations'
'It brings you latest trends and solutions'
'WUF is a unique opportunity to get update on global urban issues'
'WUF is the moment to reflect and convey'
'The best people in the world come to WUF. They give you ideas and direction'
'Absolutely impossible for one person to embrace fully the richness of WUF'
'It is very stressing but also very satisfying'
"WUF has a lot of value, not only in keeping the flame of NUA but now more than ever to have a vibrant platform to galvanize actions'
'Being at WUF is an amazing opportunity to be in touch with different stakeholders we want to talk to'
'WUF is the place where many programmes accelerated'
'WUF is the place where CSOs can influence many policies of UN-Habitat'
'WUF is a global gathering where everybody is comfortable'

More nuanced understanding of the relevance of the WUFs and WUF10 in particular is revealed when exploring it through several perspectives: (a) the thematic relevance for UN-Habitat, host

country, and its stakeholders and (b) the relevance of WUF10 Outcome Document, i.e. the Abu Dhabi Declared Actions.

(a) WUF10 thematic relevance for UN-Habitat, host country, and other stakeholders

The decision about the thematic focus of the WUF10 session was a joint decision between the host country and UN-Habitat. While most respondents and interviewees greatly agreed on the overall relevance of the WUF10, the views about its thematic relevance varied among participants.

The **WUF10 stakeholders** had different perspectives about the importance of having additional thematic focus other than the 'sustainable urbanization'. Figure 10 below indicated how the respondents of the impact evaluation perceived the thematic relevance of the WUF10: Culture and Innovation. *"It is critical to invest in culture as defining element of sustainability and development"* **(citation)** *"Culture is a transformative engine of society"* **(citation)** *"Sustainability cannot work if it is not sensitive to culture"* **(citation)** *"Culture is the instrument for integration"* **(citation)** The numbers demonstrated that an overwhelming majority of respondents (95.3%) rated the thematic relevance as 'very relevant' and 'relevant'.

Figure 10: WUF10 Theme Relevance
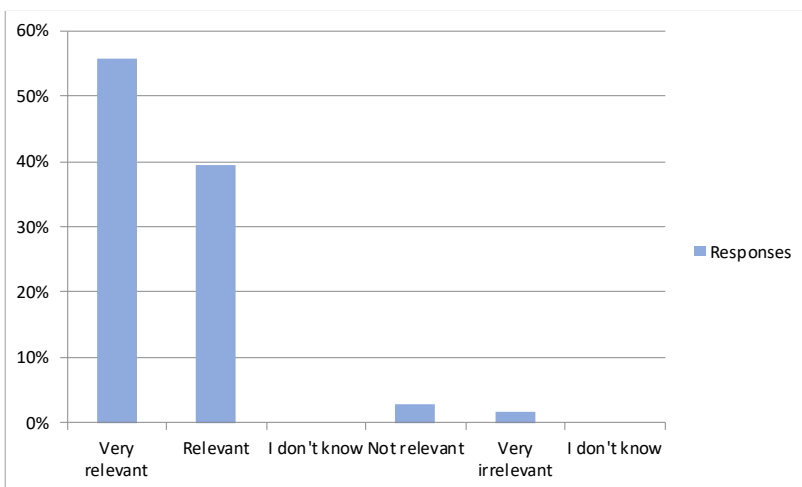
It was also important to reflect on the opinion of those who thought that the thematic focus was 'not relevant' or was 'very irrelevant'. The thematic relevance has been a discussion point throughout the whole interview process. There were those who agreed with the importance of exploring the main theme and to look at the challenges and solutions of sustainable urbanization through the prism of that theme. There were also those who disagreed with the added value of the theme claiming that the issue of sustainable urbanization was broad and complex and deserved due attention in its whole richness. For instance, the session on Voluntary Local Reviews (VLR) was not directly connected to Culture & Innovation theme but it was definitely a topic of sustainable urbanization and it provided a policy instrument to facilitate SDG11 reporting and generate traction for the NUA reporting.

Undoubtedly, thematic focus allows elevating certain issues and putting others under the spotlight. It was also the flexibility in the design of the WUF10 conference that mattered to ensure the space in the programme for the issues that cannot or should not be directly interpreted through the prism of the main theme. This was exactly what the WUF10 programme demonstrated with the great success – the thematic focus and the flexibility to allocate more without any restrictions.

As for the WUF10's **thematic relevance for UN-Habitat**, there was a shared sentiment among the experts consulted that the thematic focus should not be a one-off exercise only for a given WUF session but should be explored in a larger context of organizational activities. For instance, Culture & Innovation is not in the work programme of UN-Habitat. *"If it's not in your work programme, then it is highly likely that this thematic focus will not have continuity and legacy for the organization"* (**citation**).

Many experts consulted both from UN-Habitat and beyond agreed that it was also important to ensure that the learning and knowledge exchange within the theme at the WUF was dully reflected in the UN-Habitat's World Cities Report. More strategic alignment was encouraged linking the WUF programme 2018-2022 to the World Cities Report. "*By this UN-Habitat gives a message that knowledge is connected*" (**citation**).

Also, the following point came explicitly out from the interviews about the need to strategically think about continuity of efforts of the WUF sessions and hence, the connectivity between themes. *"There is no feeling of continuity, it's a punctuation line" (citation).* This recommendation is raised in good time when UN-Habitat is developing a Standard Operating Procedure (SOP) for theme selection and will have a chance to reflect on it before the next WUF event.

The theme of the WUF10 was highly relevant **for the host country**, the UAE. Since 2017, Abu Dhabi holds Culture Summit as a high-level international summit that is expected to "…*bring together leaders from the worlds of government, the art, and the media to address the role culture can play in addressing some of the great challenges of our time. It will also explore how new technologies are changing the very nature of culture and cultural interactions worldwide with major consequences for education our economies, politics, and virtually every other dimension of our lives".[27]* Also, the WUF10 theme was very much in line with the national strategic priorities of the UAE on raising country's international profile and presence. Hence, the year 2019 was the marked as *Year of Tolerance*,[28] with emphasis on peace, humanity, coexistence, and respect.

The strong ambition in defining cultural footprint and realizing high-tech and innovation ambitions of the United Arab Emirates (UAE) was one of many reasons why **for the first time in the history of the WUFs it was held in the Middle East**.

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[27] https://www.culturesummitabudhabi.com/en/archive.aspx
[28] https://www.theyearoftolerance.ae/en/

(b) Relevance of WUF10 Outcome Document, i.e. the Abu Dhabi Declared Actions

The relevance of the WUF10 Outcome Document, or the Abu Dhabi Declared Actions[29] requires special attention. UN-Habitat had established an Advisory Group with 19 members from internal and external stakeholders to develop the Outcome Document, the Abu Dhabi Declared Actions. ***For the first time in the history of the WUFs,*** there was an explicit call from the UN-Habitat's Executive Director to bring actions in the Outcome Document of the WUF10. Many of the interviewees considered this a very much welcomed and long overdue move from UN-Habitat. *"WUF should find a way to explain how to move from statements to solutions"* ***(citation).***

It was widely recognized that the WUF Outcome Document should be something more than a mere statement, compromised to an extent that it bears no difference from one session to another. Therefore, the idea of 'actions' was widely welcomed and considered timely. Meanwhile, as the evaluation revealed, all experts interviewed agreed that the value of WUF was in its non-binding and non-legislative nature and it should remain that way. *"The challenge is to capture truly the spirit of the conference"* ***(citation).*** The WUF10 outcome document is expected to allow for that non-binding nature yet indicating a set of actions most welcomed by the WUF10 participants and stakeholders.

The Declaration of commitments comprised actions from international organizations, national governments, local and regional governments, private sector, civil society, academia and other groups. This part of the outcome document raised several questions. ***First, political legitimacy*** that can be illustrated on the case of the European Commission. The EC delegation at the WUF10 spoke on behalf of the EU and its Member States. This implies that all official statements, such as opening ceremony speech, for instance, must be validated by the Member States and no declared commitments could be endorsed by the EC delegation without validation from the Member States. ***Second, the issue of representation*** – not only for the organizations with 'membership' structure but also for a representatives of a single organization it was hard to make commitments on behalf of the whole organization without prior deliberation and validation from the management and/or the staff. ***Third, the issue of tracking individual commitments*** – who should take the burden of monitoring of the commitments from the hundreds if not thousands of organizations ranging from grassroot to international ones? Wouldn't this create another layer of reporting next to NUA reporting, SDG reporting, etc.? Who should make the linkages between various commitments and make sense of the collective progress made towards realization of the transformative commitments of the NUA? What should the accountability framework for the commitments and for UN-Habitat's role in their monitoring look like? These and many more questions were raised by interviewees.

In the light of above-mentioned, the evaluation found that it was important to differentiate *'declared actions'* from *'individual commitments'.* The 'declared actions' were recommended to strategically direct the collective and individual efforts across the globe for sustainable urbanization and through the prism of the theme of the conference. Stronger declared actions were expected from the WUF10 as emphasized during a number of interviews, however, challenging it could be to

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[29] https://wuf.unhabitat.org/sites/default/files/2020-02/WUF10_final_declared_actions.pdf

reconcile different perspectives and in some cases, to acknowledge the divergence in opinions. High-level discussions are expected to be concluded with definitive call for actions and those actions should inform the Outcome Document. The 'individual commitments' linked to the theme of each WUF could follow only based on deliberate choices made by individuals and organizations, hence, after the WUF10 Declaration was published and cannot/should not be part of the WUF Outcome Document.

It was also worth mentioning the process of development of the Outcome Document, which inevitably impact the quality and the relevance of the final product. As mentioned by some representatives of the Advisory Group who were tasked with the design of the Outcome Document, not all reports from the events were possible to collect or collect in time, i.e. at the end of the same day that the event was held as it would be expected. Meanwhile, drafting the outcome document requires strong technical expertise and deep engagement during the conference which might be at odds with the high-level political role of some of the members of the Advisory Group and their multiple engagements at the conference and beyond. Therefore, while the criticality of the WUF Outcome Document is high, the evaluation revealed that it needs strategic rethinking to ensure its expected long-lasting impact.

6.1.2 EFFECTICEVENESS

The evaluation of the effectiveness of the WUF10 session was concerned with a variety of questions on how the delivery of activities and outputs contributed to the achievement of the intermediary (or thematic) and strategic outcomes of the WUF10. More specifically, the focus was on the progress towards

  A. *achieving seven intermediary (or thematic) outcomes of the WUF10*
  B. *achieving four strategic outcomes (or expected accomplishments) of the WUF10*

  A. Achieving seven thematic (or intermediary) outcomes of the WUF10

Extrapolating from the findings of the impact survey, it was possible to conclude that the majority of the WUF10 participants 'strongly agree' or 'agree' that the WUF10 had achieved each of its intermediary (or thematic) outcomes.

Table 10: Achievement of WUF10 Thematic Objectives

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
WUF 10 provided a common platform to take stock and discuss emerging approaches and practice in harnessing culture and innovation as drivers of sustainable development.	4.3%	1.8%	4.5%	46.9%	42.4%
WUF10 promoted synergies between traditional and modernity, creating space for convergence in multicultural and multigenerational communities.	3.5%	2.9%	7.0%	50.8%	35.9%
WUF10 provided insights into linkages between urbanization, culture and	4.1%	1.0%	7.4%	46.8%	40.6%

innovation as a basis for achieving inclusive and safe cities.					
WUF10 promoted innovative solutions and approaches to address urban development issues.	3.3%	3.3%	6.4%	47.8%	39.2%
WUF10 raised awareness on the role of culture in driving prosperity and socio-economic opportunities.	3.5%	2.5%	10.3%	52.2%	31.6%
WUF10 provided a platform to discuss the role of culture and innovation in implementing the New Urban Agenda.	3.3%	2.1%	9.3%	47.8%	37.5%
WUF10 facilitated inclusive and participatory involvement of leaders, experts and ordinary folk in the discussion of urban issues.	4.1%	2.9%	6.8%	43.0%	43.2%

While 46.9% and 42.4% of respondents of the impact survey respectively agreed or strongly agreed that "*WUF10 provided insights into linkages between urbanization, culture and innovation as a basis for achieving inclusive and safe cities.*" Meanwhile, it should also be mentioned that most of the experts interviewed agreed that there was no clarity on how culture and innovation were perceived in the WUF10 Concept Paper and its background paper.[30] This left the interpretation of the conference theme and, therefore, the achievements of the WUF10 thematic objectives rather arbitrary. *"In the concept paper culture was an abstraction, no clarity on what is meant by culture and how culture integrates in sustainable urbanization and sustainable development goals"* *(citation).* In this light, the thematic objectives of the WUF10 were not sufficiently understood and internalized by the participants, as many of the interviewees revealed. *"The thematic objectives were way too blurred"* *(citation).*

B. Achieving four strategic outcomes or expected accomplishments of the WUF10

The WUF10 strategic objectives (or expected accomplishments (EA)) were formulated towards *(i) increased knowledge, (ii) awareness, and (iii) coordination and cooperation across various stakeholders, and (iv) contribution to NUA reporting.* <u>**NB.**</u> While indicators for each EA are presented in the report to inform the reader, they are not sufficiently guiding to conclude about each EA. To overcome this limitation, the evaluator explores the extent that allows to conclude with confidence about the achievement of each EA.

<u>Expected accomplishment (EA) 1</u>: Improved collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned and the exchange of urban solutions, good practices and policies

Indicators for EA1:

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[30] https://wuf.unhabitat.org/sites/default/files/2019-10/WUF10_Background_Paper-ENG.pdf

1.1 Number of countries and cities that have included urban development goals into their development policies (housing, basic services, livelihood opportunities, plan-led urban development) in alignment with NUA and urban SDGs

1.2 Number of academics that participate in, contribute to and lead knowledge building in urban development related themes in professional learning communities that include a range of professionals from other areas

1.3 Number of public, private people partnerships formed to support the implementation of the NUA and the urban SDGs.

1.4 Number of tools, knowledge products and innovations on urban development themes launched during WUF10 that are relevant to key stakeholders.

The findings from the interviews and surveys have clearly indicated strong evidence that participation at the WUF10 contributed to improve collective knowledge on the theme of the WUF10: *Culture and Innovation* and on sustainable urbanization as an umbrella theme. It has been explicitly acknowledged that the huge diversity of the WUF10 participants and a large variability of the events at WUF10 were a great source of knowledge to everyone. *"Diversity makes WUF strong, sustainable urbanization is interdisciplinary and therefore, WUF is for everyone"* **(citation).**

The 537 events geared to various issues related to sustainable urbanization through the prism of culture and innovation, were the solid demonstration of the space created for knowledge sharing at the WUF10. *''Knowledge and information are everywhere. A participant with focus can get a lot from WUF"* **(citation).** *"I'm going back from WUF10 with a suitcase full of documents"* **(citation)** *"It's a personal choice to determine how much you want to learn in WUF10"* **(citation.)** The number of participants from research and academia at the WUF10 was rather modest, only 10.41 per cent or 997 participants but still high comparing to other types of partners, whereby the lowest participation was 0.3 per cent (for parliamentarians) and the highest 15.39 (for individuals) and 15.19 (for national governments). This level of academia engagement supports the assumption that the science-policy link is further strengthened at the WUF10.

As Figure 11 demonstrates, the findings from the impact survey suggest that over 91 per cent of respondents considered it either 'very likely' or 'likely' that collective knowledge was raised after the WUF10.

Figure 11: Contribution to the WUF10 Expected Accomplishment 1: increased knowledge

Question: Collective knowledge on sustainable urban development is improved through inclusive open debates, sharing of lessons learned and the exchange of urban solutions, good practices and policies.
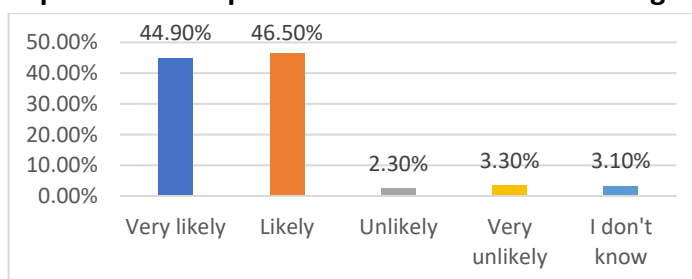
The findings from the consultations suggest a more nuanced understanding of knowledge management, thereby providing a solid source for lessons learned and recommendations for even

stronger performance of the WUF sessions in the future. As Table 11 below demonstrates, there were various events at the WUF10 that served as a great source for the exchange of knowledge developed by various partners at the grassroot, local, national, regional, international, and global levels. Knowledge sharing took place in organized and formalized manner through presentations, books and reports launches, toolkits introduction and similar. Some organizations confirmed that they were deliberately planning their flagship publications to be launched at WUF10 as it gave them a huge visibility and exposure. *"For us WUF is the key platform to share knowledge with non-scientific community and we planned our publications to be launched at the WUF10"* **(citation from a scientific organization)**

Table 11: Number and type of events at WUF10[31]

Type of event	Number
Opening and Closing Ceremonies	2
Dialogues	6
Assemblies	5
Assembly Breakout Sessions	13
Roundtables	16
Special Sessions	16
Urban Talks	3
Networking Events	159
Side Events	79
Training Events	30
Voices from Cities	57
One UN Events	17
Urban Library	35
SDGs in Action	29
Urban Cinema	19
Flagship Programme Launch	5
Award sessions	3
Cities Investment Platform	3
WUF Alumni Event	1
Caucus Meetings	13
Press conferences	5
Press Room events	21
TOTAL	**537***

Knowledge sharing happened not less effectively in an informal way, during networking events, at the coffee corners, and through spontaneous collusions between people. *"The big part of the conference is what happened outside the conference, at coffee corners"* **(citation).** The overwhelming majority of the people interviewed, and the responders of the survey valued the great opportunity provided by the WUF10 to meet new people, especially those, outside their usual cycle of communication and networking. This was considered a huge source of new knowledge, energy, and inspiration. *"I left with impression that I've accomplished what I wanted"* **(citation).**

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[31] WUF10 Report
https://unhabitat.org/sites/default/files/2020/09/report_of_the_tenth_session_of_the_world_urban_forum.pdf

*"WUF brings to your footstep on a silver plate all new knowledge" **(citation).*** To list only few from the huge volume of new tools, publications, strategies, and other knowledge products launched or made public at WUF10, the following could be mentioned:

- Several flagship publications from OECD such as *Cities in the World: A New Perspectives on Urbanization* report,[32] *A Territorial Approach to SDGs: A Synthesis Report*,[33] *Decarbonizing Urban Mobility with Land Use and Transport Policies[34]*
- UNDP, UN-Habitat, and Bahrain Center for Strategic, International and Energy Studies launched *The State of Arab Cities 2020: Financing Sustainable Urbanization in the Arab Region Report*.[35]
- World Bank's report *'The Hidden Wealth of Cities: Creating, Financing, and Managing Public Spaces'[36]*.
- UNESCO launched a *Toolkit for Urban Inclusion in Arab Cities[37]* in cooperation with the European Training Centre for Democracy and Human Rights (ETC-Graz)
- UN-Habitat launched the *SDG Project Assessment Tool*: An Innovative tool for inclusive, sustainable and effective urban projects within the Global Future Cities Programme
- A training was organized on the *Toolkit for the ethnographic study of space[38]*: methods for culturally sensitive and inclusive public space developed by the Public space research group of The Graduate Center, City University of New York, USA
- *European Handbook for SDG Voluntary Local Reviews[39]* was launched.
- At the *UN Library*, 11 events out of 38 events were presented by academia/research. The events included launch, presentation and discussions on sustainable urban development. Specific presentations were on: Africa urban risk language, training capacities for sustainable cities, co-creating innovative and sustainable cities, research programmes on post-carbon, etc. During the Researchers roundtable, of which 50% of attendees came from academia, it was highlighted that the challenges of leveraging research to support global Agendas was inadequate mainstreaming of research into policy and lack of collaboration among the researches and academicians.

While all participants accepted the great value the WUF10 offered in terms of new knowledge accumulated at that conference from all corners of the world, there was a concern on how this knowledge was captured by UN-Habitat, posted, and further disseminated after the WUF10. "*No access to materials afterwards, so much goes in, it doesn't come out" **(citation).***

Training sessions deserve special attention. There were ***30 training*** events organized at the WUF10. Each training was selected based on a unified set of criteria that are applied equally to all

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[32] https://www.oecd.org/publications/cities-in-the-world-d0efcbda-en.htm
[33] https://www.oecd.org/cfe/a-territorial-approach-to-the-sustainable-development-goals-e86fa715-en.htm
[34] http://www.oecd.org/publications/decarbonising-urban-mobility-with-land-use-and-transport-policies-the-case-of-auckland-new-zealand-095848a3-en.htm
[35] https://www.arabstates.undp.org/content/rbas/en/home/library/Sustainable_development/the-state-of-arab-cities-2020.html
[36] https://www.worldbank.org/en/topic/urbandevelopment/publication/the-hidden-wealth-of-cities-creating-financing-and-managing-public-spaces
[37] https://ar.unesco.org/node/318773
[38] https://psrg.commons.gc.cuny.edu/event/wuf-training-event-toolkit-for-the-ethnographic-study-of-space-tess/
[39] https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/european-handbook-sdg-voluntary-local-reviews

applications and by the UN-Habitat's Capacity Development Unit (CDU) staff members. Box 2 provides an indication of the scoring system, based on which the final selection was made.

Box 2: Scoring criteria and ranking for training sessions at WUF10

1. Content & Quality of the Training (1-5 pts)
2. Innovative aspects (1-5 pts)
3. Link with Dialogues and WUF Theme (1-5 pts)
4. Experience / reputation of Training Provider (1-5 pts)
5. Strength of CV/Bio Trainers (1-5 pts)
6. Gender and geographical balance (2 pts each)
7. Participation in previous WUFs (2 pts max)

There were no pre- and post- event evaluations to indicate the usefulness of the individual training sessions, which was a missed opportunity. Instead, there was a standard event reporting template, which was not tailored to the specifics of training events. From the observations and feedback from the UN-Habitat team, an interesting dynamic has been discovered: the events that scored high at the selection stage, scored low at the delivery stage and the other way around. This is an indication of the need to revisit the training selection process and criteria to maximize the expected outcomes. Also, the focus of the training sessions required attention to link the content to the sustainable urbanization. For instance, while the relevance of results-based management (RBM) is high for development initiatives, in general, it is arguable if this content is to be prioritized for a WUF training session.

The participants of the WUF10 were given a possibility for self-assessment on knowledge before and after the WUF10 conference. Figure 12 demonstrated a positive dynamic of their responses.

Figure 12: Knowledge about sustainable urban development before and after WUF10
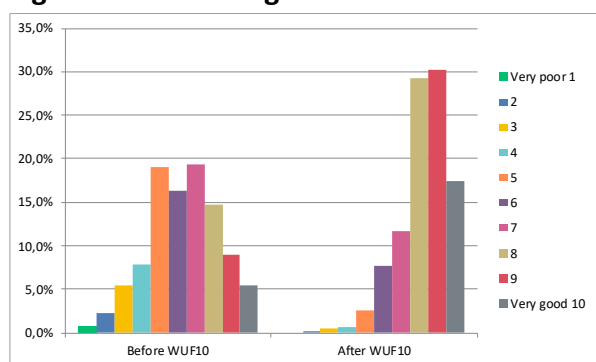
Source: From the impact survey.

Expected accomplishment (EA) 2: Raising awareness on sustainable urbanization among stakeholders and constituencies, including the public

Indicators for EA2:
2.1 Number of national & regional urban forums held to advocate for sustainable urban development based on WUF format (held during inter-sessional periods)

> 2.2 Number of declared actions and commitments to sustainable urban development made at WUF by different partners and participants
>
> 2.3 In the framework of UN Resident Coordinators System, number of Common Country Analysis (CCA) and/or UN Sustainable Development Cooperation Frameworks that incorporates sustainable urban development
>
> 2.4 Number of new partners and participants attending and speaking at WUF for the first time contributing to raise awareness on urban development

Through the consultation process and through the impact and outcome surveys, positive responses were received to indicate that WUF10 improved collective awareness on the issues of sustainable urbanization. The findings from the impact survey demonstrate that the 86% of the respondents consider it 'likely' and 'very likely' that participation at WUF10 helped them to raise their awareness on sustainable urbanization.

Figure 13: Contribution to the WUF10 Strategic outcomes: awareness

Question: Awareness is raised on sustainable urban development among stakeholders and constituencies, including the general public.
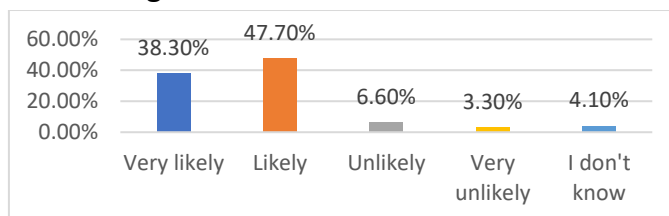
*"Diversity is a source of inspiration and new ideas" **(citation).*** As acknowledged by all experts interviewed, the diversity of the participants, their age, their geographic and sectorial representation at the WUF10 created a great opportunity to increase awareness about specific areas that were not within the immediate professional interests of each participant. It was made explicit that such a cross-fertilization is a huge source of new ideas and new partnerships.

The issue of public relations, communication, and strong ***media engagement*** was raised almost by all respondents. It was recognized that public relations, communication and outreach remained critical and strategic functions of each WUF. Despite the huge volume of work done by the UN-Habitat communication team relying largely on their limited in-house expertise, more attention and resources were required to strategically build public relationships and highlight media presence during the WUFs as well as before and after WUF10. *'Media presence was limited, occasional news' **(citation)*** The support from the host country communication team was very strong in spreading the news through Arab-speaking media channels. There was a total of 268 journalists registered for WUF10, most of which came from the Arab world. The consultations with media representatives revealed that there were unaddressed needs for curating content, packaging newsworthy events, facilitating interviews, access to accurate lists of mayors and VIPs, access to high-level VIPs, availability of media package before arrival, etc. *"Spread the message in a much more strategic way, invest in public relations" **(citation)*** *"We need to create a great buzz" **(citation)***

It is always a trade-off where to invest – to cover participation costs of the representatives of several grassroot organizations or to cover the costs of inviting high-profile media – however, the need for more strategic investment in public relations were acknowledged by the participants and by donors. *"You don't preach among the converged" (citation).* Given the fact that next-door Dubai was the largest regional media hub, it was seen as a missed opportunity of not having reached out to that media hub to the full extent.

Awareness raising includes multiple dimensions including strong **branding**. *"Brand recognition is important. WUF is very recognized among urban developers but not much in other domains" (citation).* In the host country, the branding of the event was visible predominantly at the venue but not elsewhere in the city starting from the airport. Hosting such a global event for the first time in the Middle East region is a great happening and a great experience. There was no feeling that the city was living with this experience and it was recognized by all interviewees as a missed opportunity. As branding goes much beyond simple visibility, more efforts needed to align it with the strategic narrative of the WUF and with the role of UN-Habitat as organization summarized in the motto: *think, do, share, and partner.*

The WUF10 participants learned about the conference largely either from their networks or from the formal invitations sent by UN-Habitat, as findings from the outcome survey suggest. Media, social media, even the WUF10 website were not amongst the first options to find information about the WUF10 conference. One of the reasons could be that each WUF has its own logo, website and there a singular go-to resource for information with strong and recognizable brand for all WUFs.

Figure 14: Sources of information about the WUF10
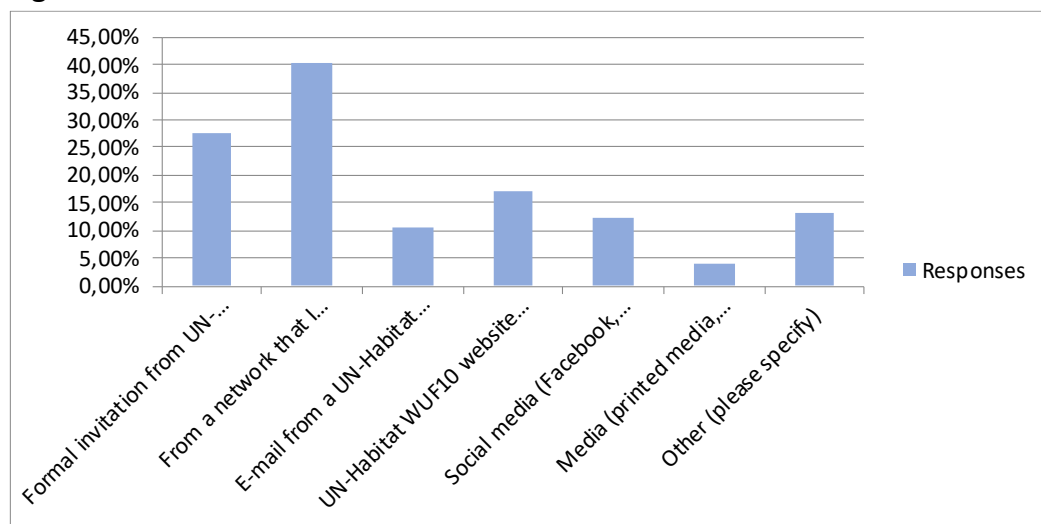
The awareness raising should not have only happened through the WUF10 programme or at the WUF10 venue.

The evaluation revealed that it was important to engage the general public and give a chance to the WUF10 participants to **experience the life of Abu Dhabi**. *"Event is about city, what is the best thing to do if not going out" (citation).* While there were several cultural tours organized by the host

country, the movements of the participants, especially media, outside the venue was to some extend restricted. For instance, for the media to go out there was a special clearance process and special application process with the host country. This was seen by media participants as a strong disadvantage and discouragement. For participants, it was logistically challenging to easily move outside the venue given its location far from the city despite the fact that the host country made transport available free of charge covering several routes. This is explained also by the lack of information about this opportunity on the side of participants. Also, the UN-Habitat's role of ensuring full security of all participants contributed to avoiding the spread of the conference across various locations.

In the road to WUF10, 20 countries organized their National Urban Forums (NUFs), to raise awareness and discuss urban issues, challenges and opportunities, and setting commitments to national urban development agendas. The interviews revealed the importance of stronger conceptual linkages between NUFs and WUFs, creating internal channels for stronger knowledge sharing, informed policy action and engagement with a range of governments and non-government actors for sustainable urbanization.

One of the channels to further raise awareness on sustainable urbanization is the final document of the Forum, the Abu Dhabi Declared Actions. It contains 24 actions and diverse commitments from 41 partners made at WUF10 by different partners and stakeholder groups in support of the New Urban Agenda and the Sustainable Development Goals (SDGs). These numbers cannot reflect the whole range of commitments ready at the Forum to contribute towards sustainable development. The challenges of the development and conceptualization of Abu Dhabi Declared Actions are discussed under the relevance section of this report.

Number of partner countries where sustainable urbanization is integrated into United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) cannot be tracked
through the outcome evaluation of individual WUF sessions. However, given the fact that for the first time in the history of WUFs the UN Resident Coordinators (RCs) from different countries jointed the Forum and have organized the RC's Roundtable, this can potentially lead to increased awareness on sustainable urbanization among them, which in turn could be translated into stronger UNSDCFs with due attention to urban challenges.

__Expected accomplishment (EA) 3__: Increased coordination and cooperation within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals

Indicators for EA3:

3.1 Number of joint projects and MOUs signed between UN-Habitat and other UN agencies contributing to the effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals.

3.2 Number of UN Agencies that participate actively in UN-Habitat events and capacity building activities including regional and national urban forums and the World Urban Forum.

3.3 Number of UN Agencies that monitor and evaluate the impact of actions using urban development indicators in alignment with NUA and SDG11.

"WUF has enough flexibility between what is fully curated by UN-Habitat and the space for the partners to invite their partners, so that new connections are established" **(citation).** *"WUF encourages new stakeholders to come forward"* **(citation).** The achievement of the coordination and cooperation ambitions of the WUF10 should be seen through (a) the processes at the WUF10 that were conducive for coordination and collaboration and (b) actual results achieved. The latter was largely the concern of the impact evaluation, as it takes time before the actual results could be yielded. The former could be seen through the prism of the participants' self-assessment and reflection on the WUF10.

Figure 15: Contribution to the WUF10 Strategic outcomes: coordination and cooperation

Question: Coordination and cooperation is increased within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals.
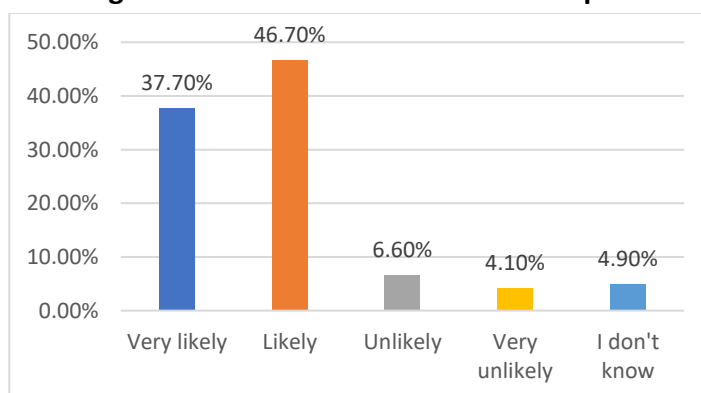
The WUF10 participants rated very highly the coordination and cooperation potential of WUF10 – 84.4% of respondents considered this potential as 'very likely' or 'likely'. Throughout consultations it became obvious that the main arguments for this optimism were in the multiple avenues created at the WUF10 to foster coordination and cooperation of collective efforts.

With over 9,000 participants and 537 events the WUF10 was perceived as a highly successful place for coordination and collaboration of collective efforts. Various organization being put under the spotlight to demonstrate their missions, initiatives, achievements, lessons learned, admissions, capacities, and capabilities. Through increased visibility, the partners got more opportunities to be approached by others. Through learning of each other's' efforts, participants got more opportunities to collectively 'tune' themselves to what works and what does not. *"Networking we do bilaterally, but being in one place urge better coordination"* **(citation).**

Interestingly, it has been mentioned by several organizations that in many cases participation at the WUF was the best opportunity to meet their own colleagues from the same organization and to

discuss on-going issues and deliberate on future initiatives. This indicated that there were coordination processes that took place at the WUF10, even if within the same organization.

Expected accomplishment (EA) 4: Provision of substantive and strategic inputs from multilateral organizations, national and subnational governments and stakeholders into the reporting of the implementation of the New Urban Agenda

Indicators for EA4:
4.1 Number of National Governments submitting their voluntary reporting on the implementation of NUA
4.2 Number of declared actions and commitments to sustainable urban development made at WUF by different partners and participants captured in the NUA platform
4.2 Number of Local Governments submitting their voluntary reviews (VLR) on the implementation of SDG #11 and urban SDGs based on UN-Habitat impact indicators
4.3 Number of declared actions and commitments to sustainable urban development made at WUF by civil society & grassroots community contributing to the implementation of NUA and SDG #11
4.4 Social inclusion perspectives (gender, youth, people with disabilities etc.) are recognized in WUF events.

One of the WUF10 objectives set the expectation that *substantive and strategic inputs from multilateral organizations, national and subnational governments and stakeholders, are provided into the reporting of the implementation of the New Urban Agenda (NUA)*. From this perspective, the achievement of the WUF10 should be explained by how the WUF10 contributed to and facilitated the NUA reporting according to the NUA reporting guidelines prepared in response to Resolution RES/71/256[40] and adopted by the General Assembly on 23 December 2016. The NUA National Reports were deemed to provide essential inputs to the Secretary General's Quadrennial Reports, efforts to measure implementation of the New Urban Agenda and SDG-11.[41] The first SG Quadrennial report on implementation on NUA was in 2018, the next report will be in 2022. The challenge, however, remained that the NUA national reports were less structured if compared to SDG reporting, for instance, and had no defined indicators, which created room for more narratives and storytelling.

While NUA reporting remains "*voluntary, country-led, open, inclusive, multilevel, participatory and transparent*"[42], the WUFs as well as national and regional urban platforms have been recognized as important vehicles to promote the NUA reporting.[43] To fulfill this role, the TOC of the WUF10

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[40]
https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_71_256.pdf
[41] Ibid.
[42] Guidelines for Reporting on the Implementation of the New Urban Agenda, 2016,
https://unhabitat.org/sites/default/files/documents/2019-07/20190628_draft_nua_reporting_guidelines_1.pdf
[43] Habitat III: http://habitat3.org/wp-content/uploads/NUA-English.pdf

explicitly had as objectives: (a) *'Improved policy instruments on the role of culture and innovation in implementing NUA'* and (b) *'Substantive inputs from WUF feeding into NUA reporting'*.

Discussions and presentations at the WUF10 were clearly geared towards the implementation of the NUA and, as the next high-level goal, to the achievement of the SDG11 and all other SDGs. Achievement of the NUA and SDGs was explicit at the Parliamentarian and Professionals roundtable discussions and various presentations of such partners as UNECE, Secretariat of Spatial Planning Platform (SPP) of Japan, Mistra Urban Futures (Sweden), Advisory Group Gender Issues (AGGI) to the UN-Habitat ED, Urbanima- LUPT, Federico II, University of Naples (Italy), Urbanice Malaysia and many more. [44]

Various aspects of the local voluntary contributions were widely discussed at the WUF10. UN-Habitat and the Mayor's Office for International Affairs of the City of New York co-hosted a Special Session during the World Urban Forum on the Voluntary Local Review (VLR), modeled after the Voluntary National Review (VNR). The Joint Research Centre (JRC) of the European Commission (EC) launched the European Handbook for SDG voluntary local reviews at the WUF10. The Foro Ciudades Para la Vida (Peru) shared their experience on voluntary local reports for SDG11. Institute for Global Environmental Strategies (IGES) / ICLEI – Local Governments for Sustainability, The Brookings Institute, PLAN Malaysia (Federal Department of Town and Country Planning), Japan / Germany joined efforts to discuss how to integrate and localize Global Sustainability Agenda through voluntary local reviews in cities. These were only a handful examples of how multiple events explored best practices, lessons learned, and case studies at the WUF10.

The NUA reporting platform which is currently called Urban Agenda Platform https://www.urbanagendaplatform.org was intended to be launched at the WUF10, but for technical reasons the official launch was postponed. The evaluation revealed, this was perceived as a bit of a disappointment by the participants. The NUA platform intends to attract voluntary contributions on the actions towards implementation of the NUA as committed by the Member States but also all other interested stakeholders such as CSOs, international organizations, academia, etc. As it was not yet launched, the only comment was to carefully calibrate this platform with all other existing platforms that collect best practices and avoid possible duplication. An important point to be taken into consideration is that NUA reporting is less known and it requires increased efforts to place it on the landscape of flagship reporting committed by various stakeholders at different levels.

The findings of the impact survey suggested that the large majority of participants, 81,1 per cent of respondents, considered it very likely' or 'likely' that the WUF10 helps to increase the commitments to NUA reporting.

Figure 16: Increased commitments to ensure strategic input to NUA reporting

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[44] Source: WUF10 programme https://wuf.unhabitat.org/sites/default/files/2020-02/WUF10_Programme_FINAL_1-Feb2020.pdf

Question: Increased commitments to ensure substantive and strategic inputs from multilateral organizations, national and subnational governments and other stakeholders feed into reporting of the implementation of the New Urban Agenda.
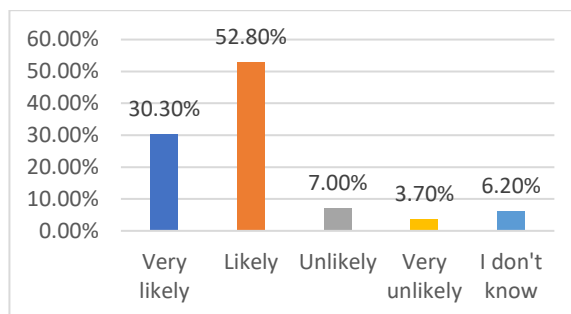
6.1.3 EFFICIENCY

The evaluation of the efficiency of the WUF10 session was concerned with a variety of questions on how WUF10 was organized and has delivered its best value for money. More specifically, the following were explored: (a) the host country selection, venue, and logistics; (b) WUF10 conference programme and efficient use of input (policies, strategies, human and financial resources, the host country relationship, etc.); (c) reporting, monitoring and evaluation of the WUF10; (d) financial management.

a) Host country selection, venue, and logistics

The selection of the host country was a rigorous and thorough process at UN-Habitat. The application process was open four years prior to the event with the deadline for the Expression of Interest on 15 July 2016. Six countries expressed their interest:

- City of Calgary, Canada
- Czech Republic
- City of Katowice, Poland
- United Arab Emirates
- City of Vienna, Austria
- City of Warsaw, Poland

On **31 August 2016** the Bidding procedure and guideline document was provided to the six cities/countries with a deadline of **1 October 2016** to receive their bidding proposal including written commitment of the USD7 million financial cash contribution and the required official documentation from the National Government through the respective Ministry, endorsing the proposed host city. Abu Dhabi, UAE was the only candidate able to provide the full set of documents within the required timeline. No further selection criteria were applied, and UAE was endorsed after several weeks to host the WUF10 conference.

The **venue and logistics** of the WUF10 conference were outstanding. All events of the WUF10 conference were held at the Abu Dhabi National Exhibition Centre (ADNEC) *www.adnec.ae* on Khaleej Al Arabi Street, Abu Dhabi. The venue was highly suitable to accommodate a large number of people and the events. Logistics was very well organized by ADNEC and the host country. *"Excellent technical organization, impressive logistics, the best of all WUFs" (citation).* The registration was exceptionally smooth and well managed. The rooms were large, comfortable, and soundproofed. *"Even coffee was good!" (citation).* Each event was equipped with simultaneous interpretation and adequate equipment. There were once in a while issues with microphones or

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video but as a rare exception only. The venue was so big that some even mentioned that *"you wouldn't bump into people more than you'd expect" **(citation)**. "You almost felt a bit alone" **(citation).*** There were information points all over the venue with volunteers who were supporting very kindly with any questions – many raised big thanks to those volunteers.

b) WUF10 conference programme and efficient use of input (policies, strategies, human and financial resources, host country relationship, etc.)

The preparation of the WUF10 conference was a highly complex process across multiple dimensions and with the myriads of risks to be managed ahead of time; a task that was performed by UN-Habitat and the host country task team with great success - everything was ready on the day of opening to welcome over 10,000 people and to make their week full of well-organized sessions and events. Nevertheless, there is always possibilities to learn from the past experience to reduce the transaction costs and increase the overall impact of the next WUFs.

Staff

The preparation of the WUF10 took place amides structural reforms in UN-Habitat. This included a staff turnover both in UN-Habitat and amongst the task force team of the host country. The previous WUF coordinator retired in June 2019 and the ERD director who was directly overseeing the WUF as delegated to her by the ED moved to a different agency at the end of August 2019. The new programme manager joined only in September 2019 to pick up the processes and managed to lead them to success. At the side of the host country the responsibility for the overall organization also shifted from person to person. All these changes meant some lag time to bring the momentum back. *"We lost organizational momentum during the process" **(citation).*** In this context, the results achieved in the overall organization and performance of the WUF10 were excellent. *"Actual technical team was superb – seek any advice and ask any support when needed and you'd get it" **(citation).***

Programme and stakeholder engagement

The WUF10 conference programme encompassed a highly diverse set of events with very different formats, purposes, composition of participants, thematic focus, level of interaction, duration, complexity, and location. It was designed to cater to the interest of the wide variety of the WUF10 participants. *"Impressive complexity and balance between interesting sessions and many breakouts" **(citation).*** A total of 537 events during the 5 days of the conference and 2 pre-conference days suggests that there were about 107 events happening each day. *"Great discussions and great presentations" **(citation).** "Attended some very interesting events that gave me new insights and new ideas" **(citation).***

This richness of the WUF10 programme was a great source of learning and inspiration however, there was some 'frustration', that it was not possible to attend all events. *"You became happy for the event you attend, but you became nearly as much unhappy for all those events you didn't attend" **(citation).** "Too many parallel events disabled you to attend those you want" **(citation).*** Some accepted this as inevitable given the global and multidimensional nature of the WUF10 and the need to accommodate a huge variety of interests. There were proposals to tighten up the progamme

such as avoidance of repetition of ideas and projects in the programme and to improve the quality of speakers and presentation. There were also a few cases at the WUF10 when the rooms were almost empty, especially towards the end of the week. The huge diversity of the WUF10 programme required a careful balancing act to inform, navigate and to allow for choice comparison in the conference programme. To achieve this, more details on each event in the online version of the programme would be ideal with all relevant information about the speakers, their affiliation, photos, details of the presentation, contacts, and perhaps a possibility to contact them during the conference, etc.

The quintessential issue of the programme, however, was formulated by one interviewee – *"the gravity of urbanization issues is such that more structured approach is required for the WUF conference programme" (citation).* This message was tightly linked with the need to shape the strategic narrative for the WUF and implied to design the WUF conference programme around fundamental issues of sustainable urbanization aligned with the structure of the NUA as much as feasible. The importance is to leverage the strategic priorities of the NUA and UN-Habitat. It is also possible to create a strategic line of comparison and progress measurement from WUF to WUF. Additionally, clear focus on the programme will allow organizers to shape the stakeholder engagement strategy for each WUF in order to strategically engage with all stakeholders.

Planning and speaker management system

Preparation of the WUF10 required very complex planning. A total of 642 thought leaders, speakers, and moderators from 99 countries were at the WUF10. The selection of the speakers was based on their thematic competency with due attention was given to balance on gender, regions, and partners.

Given all the constrains with the staff turnover, the planning of the WUF10 went very well. There was, however, room for improvement and recommendations were raised by the interviewees and respondents. Two points came out clearly: (1) start planning early in the process, and (b) setup a system for speaker management that entails meeting people when they arrive, keeping track of them, etc. It was mentioned several times during the interview process that *"we could have brought first-class speakers should this been planned in due time" (citation). "Late in the process global leaders and influencers are usually already booked" (citation).* The WUF should not become a platform only for the first-class speakers, however, their presence usually brings media attention, raises exposure of the WUF, and intellectually stimulates discussions. Another challenge is that many received confirmation of their acceptance for an event at WUF10 in December 2019 or January 2020. This was particularly challenging for those who needed to obtain visa.

Host country relationship

Very fruitful relationships were developed between the UN-Habitat and the host country through the governance structure established for the successful realization of the WUF10 conference. After the initially lost organizational momentum was found, the relationships between the UN-Habitat and the host country were excellent as indicated from both sides. Timely engagement, fluent communication, adequate feedbacks – all ingredients for a successful partnership.

Not being a resident UN agency in UAE, UN-Habitat managed to establish exceptional relationships with the Residence Coordinator Office (RCO) in UAE and strategically position RCO in its negotiations with the host country government. This was one of **the best practices set at WUF10** – the relationships with the RCO at the host country. From the first meeting the RCO was the right-hand of UN-Habitat in all negotiations with the host country government. This gave a strong message that UN leadership is present in the country even if UN-Habitat is not. Strategically, this gave a strong sense of continuation of efforts after the WUF10, which is yet to be explored.

It remains critical to ensure continuation of this partnership and to continue building legacy with the host country after the WUF10. There were clear indications that UN-Habitat, the host country, and the regional representatives were eager to continue efforts. For instance, appointment of HRH Princess Lamia Bint Majed Al Saud as The First UN-Habitat Goodwill Ambassador for the Arab Region[45] was one step in that direction. Active position of the RCO to continue the legacy of the WUF with the UAE is another.

(c) Reporting, monitoring and evaluation of the WUF10

A **conference reporting** system was introduced at WUF10 and was used to facilitate the development of the WUF10 Outcome Declaration, the Abu Dhabi Declared Actions. Each event at WUF10 had a session focal point who was tasked with developing the event report according to the proposed reporting template. All reports were accumulated at the WUF10 Advisory Group at the end of each day with the purpose of informing the Advisory Group on the daily activities and insights from each event. This was envisaged to facilitate the development of the outcome document by the Advisory Group.

Each session focal point was requested to provide the report using the template prepared by UN-Habitat. It was the duty of the rapporteur to capture knowledge and define if there was a best practice to report albeit not having clear guidance or criteria on what 'best practice' entailed and how to report on it. Not to limit this process to a strictly formalized approach towards defining 'the best practice', a more participatory and transparent approach could be explored. For instance, the best practices could be submitted to UN-Habitat prior to the WUF and then, through public voting the best practices could be defined. Knowledge management need to be more structured (e.g. across tools, projects, reports, research, etc.) and be systematically captured throughout the whole conference.

Regular newsletters were published during the WUF10 with the purpose to 'report' to participants and to general public on some highlights of the day. In each case, the reporting was used as a tool for very specific purposes. The reporting system could be enhanced by also considering reporting progress on WUF strategic objectives and on the WUF programme 2018-2022 respectively, which would be possible if the WUF conference programme is more structured.

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[45] https://wuf.unhabitat.org/sites/default/files/2020-02/Press%20Release%20UN-Habitat%20Arab%20States%20Goodwill%20Ambassador%208%20Feb%202020docx.pdf

Based on the experience from this outcome and impact evaluation, some observations are made by the evaluator for consideration in order to strengthen the accountability system of the individual WUFs and the WUF programme 2018-2022, in general. The impact and outcome evaluations have had a slightly different focus and the best timing for their implementation varied too. While the outcome evaluation is relevant for each WUF, it is best to implement the impact evaluation after a while when the results have become visible. It would be useful to consider impact evaluation for the WUF programme 2018-2022, while continuing outcome evaluations for each individual WUF sessions. It remains critical to develop an *impact evaluation framework* for the WUF Programme 2018-2022 and adjust/update it for each next WUF programme accordingly.

(d) Financial management

The total funds for WUF10 was is USD7 million – of which USD2 million was administered by the host country on UN-Habitat's behalf. One key reason that was given was for the ease of administering funds on the ground avoiding multiple transfers for activities such as providing participants (as outlined in the HCA) with their per diems when in Abu Dhabi. .

While the budget allocations are reasonable and fully justify the needs of the WUF10, two points require closer attention: the costs associated with the UN-Habitat staff expenses and those associated with the subsidies for the participants from developing countries and LDCs. There was a range of UN-Habitat staff out of WUF Secretariat that were supported for a period of 12 or 18 months from the WUF10 budget. Understandably, these costs require close scrutiny to avoid situation when UN-Habitat's core staff is fully dependent on the WUF budget. As for the travel subsidies – it remains critical to ensure pro-poor focus of the WUF and encourage participation of grass-root organizations that cannot afford expensive travels. Hence, the importance of travel subsidies remain high, and more funds are required to support grassroot organizations.

(e) Risk management and Contingency planning

While it is usual practice to consider safety and security at the conference venue through various insurance schemes, the COVID-19 crisis revealed the need for more consistent risk assessment and contingency planning for each WUF session. In the case of the WUF10 there were various contingency plans incorporated into the contract with ADNEC to address *force majeure* situations, but 'risk' thinking was not part of the mainstream management of the WUF10 conference.

It remains critical to carry out adequate integrated risk assessment of each WUF and design a tailored contingency plan with clear division of roles and responsibilities in emergency, crisis, and disaster situations. Many UN agencies and their partners have an established good experience with building their Enterprise Risk Management (ERM) and Business Continuity Management (BCM) and it would be important for the WUF conferences to ensure a more rigorous approach to risk management and contingency planning. A framework of enterprise risk management for the WUFs is required to facilitate risk assessment and subsequent risk management for each individual WUF conference.

Given the high level of uncertainty related to the COVID-19 crisis, it is strongly recommended to start with ERM early in the process and update it as the risk landscape around the WUF11 changed.

6.1.4 COHERENCE

The issue of coherence of the WUF10 depended significantly on how the WUF10 was strategized / strategically placed and its value proposition for UN-Habitat and for the partners. Coherence within the context of this evaluation was concerned with the extent to which the WUF10 was implemented in consistency, complementarity and synergy (a) internally, and (b) with other development actors, partners and events.

Each partner found something that was highly relevant and important for his/her organization, activities, something that complemented their interests, their repertoire of instruments, and their network(s). *"Urbanization is inter-disciplinary issue and it concerns everyone"* **(citation).** The situation when one of the heads of a UN delegation had challenges to allocate time to attend the WUF10 for its full duration of <u>five days</u> but after attending the whole conference suggested that for the next WUF *"we should mobilize bigger team to attend"* **(citation)** further illustrated the point.

(a) Internal coherence within UN-Habitat

UN-Habitat is *the* UN agency that holds the mandate of the UN General Assembly *to build inclusive, safe, resilient and sustainable cities and communities*.[46] The vision of the organization clearly indicates its bold ambition to promote *transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action*.[47] Together with the World Habitat Day and World Cities Day[48] the WUFs remain *the* flagship initiatives of the UN-Habitat that strongly position the organization in the densely population landscape of international and inter-governmental organizations, including UN. *"WUF is the only global event on urbanization"'* **(citation).**

As a convener UN-Habitat has its strategic and programmatic priorities related to the WUF10. The relevance of the WUF10 to UN-Habitat can be seen, through how the WUFs are positioned in the organizational strategy. "*The Strategic Plan for 2020–2023 repositions UN-Habitat as a major global entity, a centre of excellence and innovation. In that respect, the organization is refocusing its niche position as the "thought leader" and the go-to programme for issues pertaining to its work, setting the global discourse and agenda on sustainable urban development*".[49] The Strategic Plan makes general references to the WUF (under point 31, 171, 186, and 216 respectively), without defining the strategic narrative of the WUFs and how WUF is linked internally with the organization's mission, vision, and the TOC. It does not reflect on how the WUF itself contributes to the achievement of the organizational strategic objective, i.e. "*sustainable urbanization is advanced as a driver of*

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[46] https://unhabitat.org/about-us
[47] https://unhabitat.org/about-us
[48] Urban October: https://urbanoctober.unhabitat.org/past-events
[49] UN-Habitat Strategic Plan 2020-2023

development and peace, to improve living conditions for all in line with the SDGs".[50] It is surprising given that the ***WUF is the most recognized brand of UN-Habitat*** as mentioned by most of the respondents to this evaluation.

The WUF's strategic positioning for UN-Habitat is partially defined by shaping the WUF programme spanning WUF9, WUF10, and WUF11,[51] which acknowledged that WUF is integral in '*the strategy and work of UN-Habitat in its role as a United Nations system focal point*'.[52] However, the WUF programme 2018-2022 is still on-going and further thinking is required to strategically position WUF in achieving UN-Habitat's mandate. The evaluator finds that the strategic positioning of the WUFs is critical to explain why WUF exists and what makes it unique, providing a clear statement of a shared purpose for a wide variety of stakeholders and how UN-Habitat engages in partnerships with various stakeholders to fulfill that purpose. This will provide a starting point for a viable TOC of each WUF programme and individual WUF conferences respectively.

(b) External coherence

There was a high representation of the national governments (15.19%), academia (10.41%), local and regional government (24.6%), even private sector (12.07%) compared to a relatively low representation of the UN partners (4.61%) and CSOs (8.07%). This created an impression among some of the respondents that WUF was becoming a *"boutique event" (citation)*, a *"bourgeois event" (citation)* leaving out the grassroot organizations. *"WUF is losing its charm of having difficult conversation in open space, it has become a bourgeois event" (citation).* The whole issue of *"representing poor" (citation), "addressing inequalities" (citation),* and *"addressing the needs of urban poor" (citation)* had been raised multiple times throughout the interview process. A concern was raised that less grassroot organizations were visible at the WUF10. Another concern raised during the consultations about the balance of discussions at the WUF10 that were geared towards issues that require a resource sufficient context versus those that are important for those leaving in poverty and deprived from basic services. For instance, utilization of zero emission electric public transportation was irrelevant for the urban slums; they had urgent needs but of very different nature. There was a growing expectation towards WUF10 to put under the spotlight the needs and challenges that the growing number of urban poor were facing and to search for adequate solutions.

Also, ***UN agencies*** were largely engaged in the WUF10. While in total the 4.61% from all participants might seem low, in absolute numbers a total of 422 United Nations system organisation representatives attended the Forum. These included four Under-Secretary-Generals, five Assistant-Secretary-Generals, and the United Nations Secretariat departments and offices. The overall participation of the United Nations System, included the One UN Roundtable, with the participation of several United Nations agencies, programmes and United Nations Resident Coordinators,

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[50] Ibid.
[51] WUF prodoc for WUF9, WUF10, and WUF11 titled Tenth Session of the World Urban Forum in Abu Dhabi (WUF10) 2020
[52] Ibid.

provided the opportunity to strengthen collective knowledge, coordination and cooperation in the United Nations System on sustainable urban development.

UN engagement was particularly important because UN has adopted the *UN-wide Strategy on Sustainable Urbanization* in 2019.[53] It was explicitly recognized in that document that there were *"opportunities for synergies are underutilized, and there is a very real risk of a duplication of effort by agencies and a lack of collective learning"*[54] and therefore, the WUFs, and its regional and national equivalents were envisaged as vehicles for *"more effective coherence and coordination across the United Nations system".*[55] This could help to create bigger network of partners, inject innovation, and strengthen the brand of 'urban forums' at regional and national levels.

The theme of the conference suggested the avenues for active engagement of UNESCO; however, this was not realized to its full extent, especially during the early development of the concept paper for the WUF10. A stronger role of UNESCO was expected for shaping the content of the WUF10, capturing knowledge, and for the follow up actions of translating knowledge into policy solutions and programmatic recommendations. Nevertheless, UNESCO was involved in the external review of the concept paper and UNESCO representatives were key speakers in a number of events and were included in the Advisory Group.

There was also room created for strong engagement with ***associations of local authorities*** such as Local Government for Sustainability (ICLEI)[56] and United Cities and Local Governments (UCLG).[57] ICLEI is a global network of more than 1,750 local and regional governments, UCLG represents over 240,000 cities and towns across the globe. Given the WUF10 theme on culture and innovation, the evaluator finds it was a lost opportunity not to engage UCLG more actively in exploring this theme since they had very strong focus on culture. UCLG published Agenda 21 for Culture[58] and organize a regular Global Summit on Culture.[59] Out of nine events with the involvement of UCLG only one was directly related to culture: *Culture2030 goal: Strengthening the global platform on culture and the SDGs.*

During the One-UN round table at the WUF10, a strong criticism was heard from the Director of UCLG about the lack of space for their engagement: *"We come here to talk to national authorities and UN but don't get the space" (citation).* There was a clear message from the UCLG that they required more space for increased dialogue of local and regional governments with the overall UN System: *"The system that has to govern multilateralism is outdated. It does not have the right partners around the table" (citation).* This message has strong value in the context of multilateralism and multilevel governance*.* While there could be room for better engagement with all stakeholders

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[53] http://www.unece.org/fileadmin/DAM/RCM_Website/RCM_10.12.2019_Vienna/Item_4_CEB_System_wide_strategy_urban_development.pdf
[54] Ibid.
[55] Ibid.
[56] https://www.iclei.org
[57] https://www.uclg.org
[58] http://www.agenda21culture.net/documents/agenda-21-for-culture
[59] https://www.uclg.org/en/taxonomy/term/1638

at the WUF, it should also be acknowledged that the uniqueness of the WUF is in its openness because *'anyone can join" **(citation),** "WUF is an event where all participants have equal voices and equal legitimacy be they national authorities, grassroot organizations, or citizens",* as highlighted during the many interviews. All interviewees highlighted that it was important to keep the WUF as a politically neutral arena for open participation and discussions with all stakeholders. "*This makes WUF strong" **(citation).***

While the representation of the UN agencies was quite significant, there was another **best-case example** that was introduced at the WUF10 - UN-Habitat's engagement with the **UN Resident Coordinators (RCs)** from different countries by organizing the RC's Roundtable. The RCs were invited to the WUF10 to raise their awareness about various aspects of sustainable urbanization, heighten their knowledge on various tools and solutions, and deliberate among each other on how best to translate the NUA requirements into programmatic and policy solutions in the UNSDCFs in their respective countries of operation. This was **the first time in the history of the WUFs** that an avenue was created for the RCs to strategically deliberate and coordinate their actions through their respective UN country teams (UNCT) towards sustainable urbanization.

Engagement of **private sector** was quite visible in percentage - 12.07%, but this percentage does not necessarily reflect the industry representatives as they were largely private consulting companies or small professional organizations. Not to diminish the value of their engagement in the WUF10, it was acknowledged by many that industry presence and importantly, specific expertise they bring, was absolutely critical. One of the incentives for private consulting companies attending the WUF10 was the know-how and solutions developed within different development projects that could be easily available for them to copy and replicate. This is a solid incentive for many of them to invest in their participation at WUF. To attract other private sector organizations, it is important to create incentives. *"WUF is not considered valuable for professional organizations" **(citation).*** *"WUF is not interesting for the industry representatives" **(citation).*** The need raised by some is to bridge the needs of industry and cities, and that WUFs could become an avenue and an instrument for this. It is important to acknowledge a more nuanced approach to private sector is needed, by avoiding unnecessary generalization of 'private sector' and finding ways to best engage with professionals and industry, small and big consulting companies in deliberating on sustainable urbanization.

As many interviewees mentioned, there was a growing interest from the private sector, they recognize resilience and sustainable development as part of their sustainable business models. *"People don't work for money alone; you want to be part of something bigger" **(citation).*** It is therefore important, to define the strategy of how WUF can engage with private sector for knowledge exchange, better coordination of efforts and also, for mobilizing funding for initiatives on sustainable urbanization in resource-constrained cities. The latter was the reason of introducing the *Cities Investment Platform* at the WUF10 to promote investments and direct relationships between cities and potential investors.

WUF10 provided **a landmark of achievement** on how to engage **people with disabilities** as stakeholders – it was the **biggest delegation in the history of the WUFs**. A special session on accessibility in urban areas was held, and the Abu Dhabi Declared Actions clearly recognized them as stakeholders in the urban discourse. Also, the engagement of **old people** (66 years and above) was remarkable at the WUF10 – 1.93% or 168 persons. Having set the bar so high, more is expected now from UN-Habitat. Following the *Global Compact on Inclusive & Accessible Cities*[60] it is considered important for the WUFs to 'walk the talk' and to introduce social inclusion and accessibility policy for the WUFs and advise the same approach for the regional and national urban forums, stimulating thereby the realization of the global compact. For instance, even though the WUF10 was very explicit towards the needs of the people with disabilities, important aspects such as use of universal sign language at the venue was very low as indicated by the members of their delegation. Such a policy could be developed in close cooperation with the *World Blind Union (WBU)*[61] and *Disability Inclusive and Accessible Urban Development (DIAUD) Network*.[62]

Engagement of **youth** was exceptionally well organized at the WUF10. There were several events such as the Special Session on *Youth, Culture and urbanism*,[63] or *Children and Youth Roundtable,*[64] or *Youth Assembly*,[65] or *Local Pathways Fellowship: Empowering Youth to Implement the New Urban Agenda in Their Cities*,[66] and many more.

For engagement with **foundations and philanthropies,** it is expected that UN-Habitat will put the agenda and establish a more strategic dialogue. There is expectation that **donors** receive appreciation from the organization and the possibility of in-person meetings with the Executive Director, not having a meeting left some of them with a sense of frustration. All big stakeholders wanted to be given a spot at the opening ceremony and often this was the condition for their top leaderships' participation. Here the tradeoff was for UN-Habitat to continue building the trust with its major partners and attract leaders to the WUF but at the same time avoid overloading opening ceremony.

In terms of **coherence with events**, the most important issue for the WUFs is to define the strategic coherence with **the regional and national urban forums**. By stimulating and technically supporting organization and implementation of the regional and national urban forums, UN-Habitat triggered **a movement** that can benefit from better coordination and cross-event learning. This was the purpose of the Guideline on National Urban Forums, developed by UN-Habitat and its continuous technical support to the countries interested in organizing such forums. Yet, it remains to further define how these forums inform the WUF and how the knowledge is captured across the forums. There were various regional and urban forums held worldwide in the run up to WUF10[67] but not necessarily contributing to the WUF10. These included, 41 national urban forums and five regional

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[60] http://www.cities4all.org/compact/
[61] http://www.worldblindunion.org/English/Pages/default.aspx
[62] http://www.cities4all.org/disability-inclusive-and-accessible-urban-development-network/
[63] https://wuf.unhabitat.org/sites/default/files/2020-02/WUF10_Programme_FINAL_1-Feb2020.pdf
[64] Ibid.
[65] Ibid.
[66] Ibid.
[67] https://unhabitat.org/national-urban-forums

ones in Asia-Pacific (2018), Caribbean Urban Forum (2018), Latin American and the Caribbean Conference on Cities (2018), Pacific Urban Forum (2015) or the 4th Cities Forum (2020) organized by the European Commission.[68] The regional and national urban forums are gaining momentum, hence, the on-going discussion on a Nordic urban forum preparations for the Moscow Urban Forum (2021),[69] and many more. With all these events happening at different times between the WUFs, there is a sense of growing 'struggle' on the side of potential participants to which one to prioritize and attend.

It remains critically relevant for the next WUF's ambitions of contributing towards the successful realization of the NUA to explore **policy coherence** at global, regional, and national levels, as it was indicated also in the first quadrennial report *Progress on the Implementation of the New Urban Agenda*[70] (A/73/83-E/2018/62). This was the preconditions for the coherence between partners at the programmatic level.

6.1.5 SUSTAINABILITY

The sustainability perspective is usually concerned with whether the net benefits of the intervention are likely to continue. In the case of WUF, the net benefit of it is in its ripple effects or its impact across the stakeholders and across various aspects of sustainable urbanization. Instead, the sustainability focus of this evaluation was on the WUF format, it's governance structure and its financial modality.

WUF Format
The WUF10 was the last WUF of the pre-Covid-19 era. It is hoped that the WUF11 to be held in 2022 would not be affected by any of the current Covid-19 measures. If the situation persists, then UN-Habitat should review the WUF format.

The evaluation revealed the very strong value all interviewees allocated to the face-to-face format of the WUF10. *"Learning and absorbing of knowledge is a human interaction. We don't learn by listening only!"* **(citation).** *"here is something in human interaction that helps to gain and retain knowledge"* **(citation).** WUFs solely based on digital formats was perceived as a loss and not a gain. In the meantime, it was considered critical to increase the digital space of the WUFs to reach out to those remote areas and partners who couldn't attend the WUF in person and wish to participate and contribute to the activities of the WUF. Therefore, a careful balancing act is required for each next WUF to ensure space for both in-person and digital formats.

WUF governance model
The governance mechanism established for WUF10 had proven as highly viable and functional. There was clear division of responsibilities between UN-Habitat and the host country and a

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[68] https://ec.europa.eu/regional_policy/en/conferences/cities_forum_pt/
[69] https://mosurbanforum.com
[70] https://undocs.org/A/73/83

functional management line within each partner. This mechanism catered for very smooth and fruitful relationships among partners.

There were however, two instances that requires closer attention as it had been raised by many interviewees. First, the role of Advisory Group; the existence of the Advisory Group was not known to the wider audience of the WUF10 participants including the composition and the work they did. *"I didn't know there was an advisory group. What they have advised on?"* **(citation).** The evaluation revealed that the purpose was slightly confusing even for the members of the Advisory Group who may not have internalized their ToRs. They were confusing their role with some sort of evaluation or oversight function during the conference. It remains important to clarify the role of the Advisory Group holding important steering function before and during the conference. Broader solicitation of nominees for the Advisory Group, clear reference to this group in the programme and on the website would be welcomed including a defined mechanism of accountability. The second instance that requires closer attention is the drafting of the WUF outcome document. While the Advisory Group includes high-level political figures with multiple engagements in the WUF, the task of drafting the outcome document requires strong technical expertise and deep engagement throughout the whole conference. The feasibility of combining both functions is not justified, splitting them into high-level Advisory Group and Technical Group for drafting the outcome document might further strengthen the WUF governance mechanism.

WUF financial model
The WUF10 financial model is viable and relies on the contribution of the host country. This implies though that (a) WUF sessions dependent on the willingness of a host country to fund the event and therefore, to the interests and agenda of the host country, and (b) that the countries that cannot bear the cost of the WUF session have no opportunities to host the event. For more sustainability of the WUF funding and for creating more equal access to the possibility of hosting a WUF session, it is worth revisiting the financial model of the WUF, recognizing its limitations but also exploring opportunities to provide equal access to this opportunity to all countries if all non-financial criteria are met.

6.2 Impact evaluation

This section explores the impact of the WUF10 conference, addressed through the prism of the limitations caused by the Covid-19 crisis.

The WUF10 conference was set to produce long-lasting transformative change across multiple stakeholders and across various dimensions on sustainable urbanization through their improved knowledge, awareness, and coordination. It is important, to highlight that ***the actual impact of the WUF10 differs significantly from the expected one due to the Covid-19 crisis*** as a global lockdown followed the WUF10 conference held on 8-13 February 2020. Since around the mid-March the world entered into a different reality, transforming all interactions into virtual format, which inevitably slowed down many initiatives, canceled or put on-hold the others. In this context, the impact analysis of WUF10 should be seen as indicative with no pretention to capture all of it, which was hardly possible given the complexity and richness of the WUF10.

The impact survey revealed the results of self-assessment of the WUF10 participants, as demonstrated in Figure 17 below.

Figure 17: Impact of the WUF10, participants self-assessment
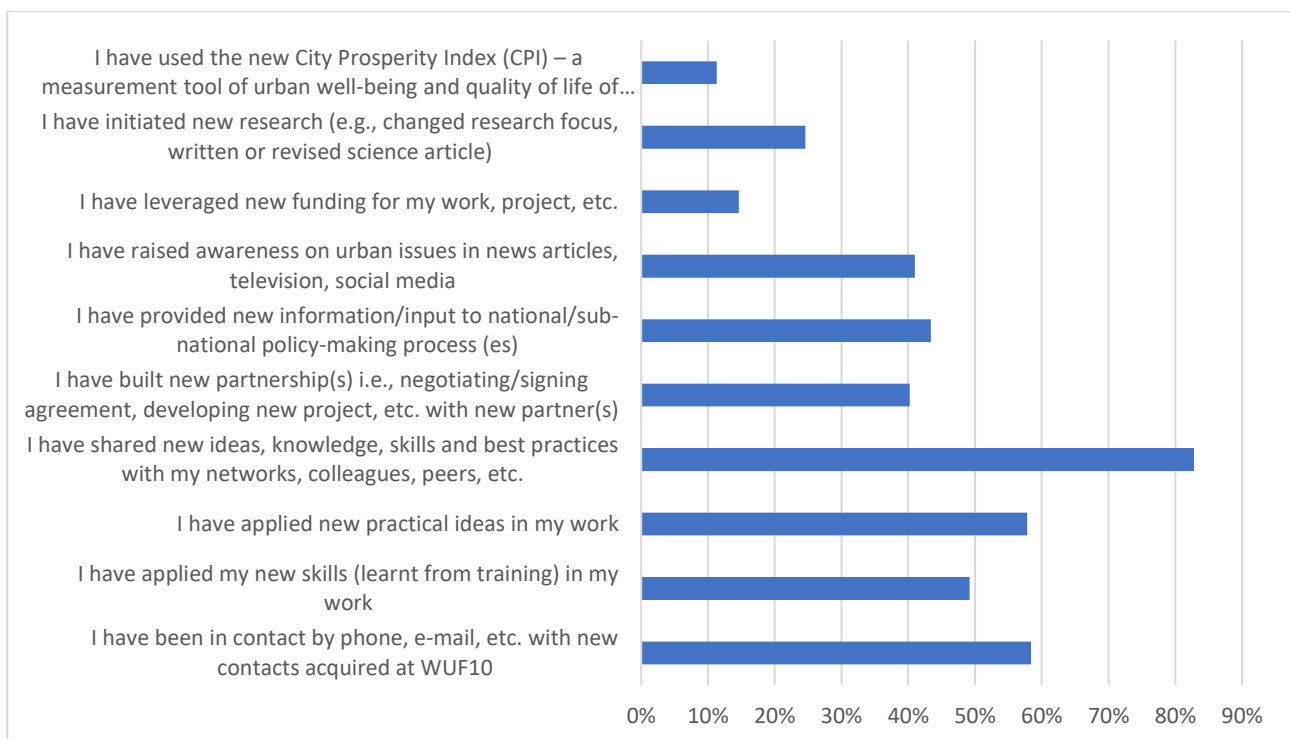
The findings suggest that the impact was most to be expected from the new ideas, knowledge, skills, and best practices that the participants have shared with their colleagues and network (82.8%). This was probably the most important criteria demonstrating that the WUF10 did not remain within its participants only. Instead, the WUF10 participants become *the agents* to pass the knowledge and information further to their networks. More than the half of the respondents (58.4%) confirmed that they were in contact by phone, email, or otherwise with their new contacts acquired at WUF10. This was also very positive indication of the fact that the interactions between people does not stop

with the WUF10 and exchange of ideas and plans continued after the WUF10. Also, quite a large number of respondents (57.8%) confirmed that they have already applied new practical ideas in their work. It was also encouraging to see that large majority of the respondents (43.4%) had a chance to provide new knowledge obtained at WUF10 to national and sub-national policy making.

'I came across very fascinating projects I didn't' know about and I start thinking how to make connections" **(citation)** Some examples of the impact triggered by the WUF10 could be illustrated by the following examples, ranging from very practical to very high-level effects.

- Various organizations signed **new agreements** or extend the existing ones. In this way, the WUF10 impact extents through the partnerships made and the follow up actions. Hence, UN-Habitat and *The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)* has been extended their Memorandum of Understanding (MoU). UN-Habitat signed a declaration of partnership with the *University of Pécs.*[71] ICOMOS and UN-Habitat signed a new MoU.[72]

- Representatives of various organizations interviewed for this evaluation agreed that they draw new ideas in each WUF and then explore those ideas into **new publications**. *"At one WUF we consult and at the next WUF we launch"* **(citation)** For instance, the World Bank discussed the ideas of putting culture in the center of reconstruction and recovery at the WUF9[73] and already at the WUF10 launched the publication *Culture in City Reconstruction and Recovery*.[74] Clearly, the WUF impact could be tracked through the ways how new ideas at WUF materialized and become practical guidance, tools, solutions for various partners across the globe.

- New collaborations emerge from participating at the WUF10. *"I'm in touch with local authorities from UAE who wants to be trained, learn more, and have similar projects on public space"* **(citation)** *"I was invited to go to speak to other events"***(citation).** Hence, the WUF10 impact could be tracked through the new contacts that people establish and explore to design new initiatives and to stimulate new ideas.

- **New initiatives** were launched at the WUF10 such as *Global Resilient Cities Network (GRCN)*[75] as a bottom-up city-led endeavor, planning to drive urban resilience action by expanding its membership and partnerships. The GRCN following 100 Resilient Cities initiative of the Rockefeller Foundation. Also, the WUF10 impact is seen through is multiplier effect – when providing a platform for an initiative to be launched at WUF and get maximum exposure possible.

- **New projects** were launched between different organizations. For instance, a new initiative *Framework on Cities and Creativity* was launched between UNESCO-the World Bank. The WUF10 impact is also visible in very concrete programmatic agreements made between various organizations.

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[71] **https://wuf.unhabitat.org/index.php/wuf10-programme/press-conference-room/signing-ceremony-partnership-enhance-knowledge-and-ideas**

[72] https://www.icomos.org/en/focus/un-sustainable-development-goals/73719-icomos-signs-mou-with-un-habitat-amplifying-the-voice-of-cultural-heritage-at-the-world-urban-forum-wuf10

[73] https://en.unesco.org/news/unesco-and-world-bank-place-culture-core-city-reconstruction-and-recovery-processes-9th-world-0

[74] https://openknowledge.worldbank.org/handle/10986/30733

[75] https://www.rockpa.org/project/global-resilient-cities-network/

- Participants **strengthened collaboration** within their own networks. For instance, at the WUF10 the members of the *World Urban Campaign*[76] agreed to (a) explore specifics of urbanization in Nigeria, (b) work with universities on digital entrepreneurships using digital platforms in Nepal, (c) explore *National Urban Policies*[77] as an important instrument to address emerging challenges. The National Urban Policies was a product of another initiative *The National Urban Policies Programme (NUPP)*[78] launched jointly by OECD, UN-Habitat, and *Cities Alliance*[79]at the Habitat III Conference in Quito, Ecuador, in October 2016. Another interesting phenomenon mentioned at WUF10 is the possibility of better synergy and coordination within various large network or membership organizations – through participation at WUF they create space for internal deliberation to maximize the cumulative impact of their organization.
- Promote projects that **build capacities of newly elected mayors** from developing countries through the Mayors Academy, a partnership between UN-Habitat and ESCAP conceptualized in July 2019. The first class of 12 Mayors, after receiving the remaining two training sessions in Abu Dhabi, had formally graduated from the Mayors Academy at WUF10 and was ready to continue building strong legacy and impact through their work. The impact of the WUF10 could also be found in giving a start to the new Mayors to start applying their knowledge and skills learned at the Mayors Academy. It's a moment of pride and elevated level of commitments to motivate them in their professional journey.

Many interviewees referred to the cumulative impact of all previous WUFs in light of Covid-19 response activities: *"if not for the experience that we've gained over the last 18 years since the first WUF, the impact of Covid-19 could have been larger because it is local authorities that* covered the breath of local relief*" **(citation)***

Another initiative worth mentioning due to its expected impact was the one of the WUF10 legacy initiatives, i.e. *City Investment Platform (CIP)*[80], initiated by UN-Habitat following the recommendations raised from the WUF9 conference. Launched at WUF10, the CIP brought together cities and investors, fostered new partnerships and provided support towards making sustainable urbanization investable. It was **the first time at a WUF** that such an initiative was organized to match interests of the investors and local authorities, whereby raising capital for infrastructure projects with minimum budget of USD 20million. Many interviewees consider this as **the best practice** where city leaders pitched projects to the panels of renowned investors who offered feedback on the bankability of the projects. In September 2019 an open call was organized by UN-Habitat and over 120 applications were received[81]. Figure 19 below provides an overview of the thematic focus of the applications. A robust selection process was put in place and after the first screening, 30 projects were further considered for the technical support from the side of UN-Habitat

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[76] https://www.worldurbancampaign.org
[77] https://www.oecd-ilibrary.org/governance/the-state-of-national-urban-policy-in-oecd-countries_9789264271906-en
[78] https://www.oecd.org/gov/national-urban-policies.htm
[79] https://www.citiesalliance.org
[80] http://cip.flywheelsites.com
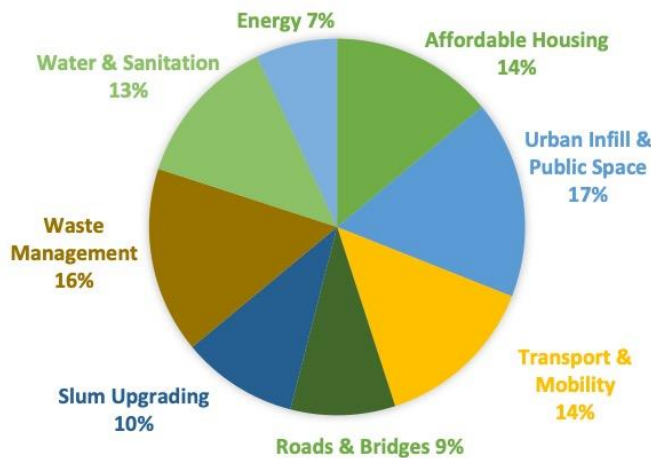[81] https://wuf.unhabitat.org/page/cities-investment-platform

and its partner, the *Global Development Incubator[82]*. The final 10 of the proposals were presented to the panel of investors[83]. As a result, three projects were committed to be funded by the investors.

Figure 18: Thematic focus of the applications

After WUF10, UN-Habitat continued working with the remaining seven projects to increase their bankability and expose the projects to potential investors under its new initiative *Cities Investment Facility (CIF).* Four priority thematic dimensions were selected to continue working on: *affordable housing, informal settlements upgrading, water & sanitation, and waste management.* **The uniqueness of this initiative** was the fact that UN-Habitat worked with the projects from the early stage of their design and brought in investors to provide their feedback and support increasing the bankability of the project from the early stages. With this initiative, the WUF10 is set to create a lasting impact on how WUF cooperates with the private sector and how the gaps in cities' capacities to make projects bankable can actually be closed with support from the private sector.

While all above-mentioned were indications of where and how the impact of the WUF10 was indicated, it remains critical to rethink the impact assessment of the WUFs linking it to the WUF Programme 2018-2022 and to the NUA. An impact evaluation framework is needed to guide the impact assessment but also to help shaping each WUF programme and the conference programme for each individual WUF session.

6.3 Additional focus areas

As of the TOR, next to evaluation criteria, the evaluation also looked closely into two aspects of the WUF10: (i) *coordination, cooperation, and partnership at all stages of the WUF10, and (ii) social inclusion such as human rights, gender, children, youth, older persons and PwD at the WUF10.*

(i) coordination, cooperation, and partnership at all stages of the WUF10

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[82] https://globaldevincubator.org
[83] https://wuf.unhabitat.org/sites/default/files/2020-01/CIP.pdf

As described under the previous sections of this report, the design of the programme was carried out in through various coordination mechanisms.

- **Within UN-Habitat:** Strong internal connections were established within UN-Habitat through regional focal points and in close consultations with the Member States. The linkages with the NUFs is yet to be strengthened. The Stakeholder Engagement Advisory Group (SAGE) was mobilized to ensure fair and inclusive processes at all stages of design and implementation of the WUF10 conference.

- **Within UN:** Strong cooperation was established with UN Agencies to ensure their broad representation and active participation. Hence, 50 UN Agencies were represented at the WUF10 as provided by Annex 6. They took active part in the programmy through 69 events and also actively contributed into shaping the outcome document of the Forum.

- **With the host country:** A multi-layered governance mechanism was established both within the UN-Habitat and with the host country, which has led to highly successful preparation and implementation of the event.

- **External:** The range of external collaborators is very high and includes all types of organizations from all regions. An Advisory Group was established to support the management of the WUF10 and to shape the outcome document. While in general coordination and collaboration with external partners to plan and implement the WUF10 was highly appreciate by the interviews, there are few areas to improve in the future: (i) more strategically engage with partners and early enough to ensure their availability and readiness for the event, (ii) more strategically engage with the private sector organizations raging from small 1-2 persons consulting companies to large multinationals, (iii) differentiate the function of high-level steering of the WUF10 from technical writing of the outcome document, and (iv) recover the strategic focus on grassroot organizations and broaden space for discussion and solutions geared to the problems of urban poor population.

(ii) social inclusion such as human rights, gender, children, youth, older persons and PwD at the WUF10

As discussed in the report, the WUF10 has demonstrated a high degree of social inclusion. Out of total number of 9,580 participants, 60,78% were males, and 39,22% females. The first time a gender parity was achieved among speakers. The WUF10 hosted the biggest delegation of people with disabilities and many discussions were on accessibility of urban space. Engagement of **youth** was too exceptionally well organized with several sessions to explore youth, culture, and sustainable urbanization. Also, the engagement of **old people** (66 years and above) was remarkable at the WUF10 – 1.93% or 168 persons. The bar of the social inclusion was set really very high at the WUF10 and therefore, there are heightened expectations from UN-Habitat. As already mentioned, it is expected to shape and promote a policy on social inclusion and accessibility as a standard to be applied throughout all NUFs and WUFs.

The human rights issues were respected at the Forum with due diligence. There were, however, strong concerns raised by media representatives who felt restricted in their movements beyond the venue.

7. Evaluation Conclusion

The Tenth Session of the World Urban Forum (WUF) has proved to be a *highly successful conference that* has largely *achieved its thematic and its strategic priorities*. The conference was well attended with over 9,000 participants from across the globe. Over 500 events were held at the conference that illustrates the range of thematic issues covered by the conference programme and the variability of formats engaged for the realization of the conference programme.

The WUF10 was unique in many aspects as it held several *'first time in the history of WUFs'* points. Hence, for the first time in the history:
- The gender parity amongst the speakers
- The WUF10 was organized in the Middle East region
- There was a shift from statements to actions in the Outcome Document following an explicit call from the UN-Habitat's Executive Director
- An avenue was created for the Residence Coordinators (RCs) to strategically deliberate and coordinate their actions at the RC's Roundtable to translate the issues of sustainable urbanization through the country programme portfolios in their respective UN Offices
- The biggest delegation of people with disabilities attended the WUF10 and The Abiu Dhabi Declared Actions explicitly recognized them as stakeholders in urban discourse
- A new practice was introduced to match interests of the investors and local authorities to raise capital for infrastructure projects with minimum budget of USD20million.

The expected accomplishments of the WUFs should be seen through the prism of continuously growing expectations of the stakeholders towards the WUFs. Hence, the expected accomplishments of the WUF10 are highly valuable and can be considered completed from *the before-event perspective*. *From the after-event perspective*, however, there are more expectations, and the recommendations aim to provide the new solid ground for setting the bar of the WUF11 even higher.

The conclusions of this evaluation along the *evaluation criteria* are the following:

Relevance
The evaluation concluded high relevance of the WUF10 for UN-Habitat, host country, and a wide range of its stakeholders and beneficiaries. The outcome document, i.e. the Abu Dhabi Declared Action, of the WUF10 has heightened its relevance as it is the first time in the history of the WUFs, it highlights actions beyond statements. A critical voice to be raised on the quality of the WUF10 TOC and its M&E system, which requires urgent revision.

Effectiveness:

The conclusions about effectiveness of the WUF10 are based on interviews, desk studies, and outcome and impact surveys. The WUF10 LogFrme was instrumental in this process and is expected to be further fine-tuned to become sufficiently guiding not only for M&E purposes but also for design, planning, and implementation of the next WUFs.

The findings on the effectiveness of the WUF10 were explored along the following:

(i) achievement of the seven thematic (or intermediary) outcomes of the WUF10

The evaluation contribution analysis concludes that the WUF10 has largely achieved its thematic objectives. This conclusion is supported by the findings of the impact survey among participants. A solid ground to evidence the participants opinion could be further found in the overview of the large variability of the events during the WUF10 that were geared towards its seven thematic objectives: (i) taking stock of emerging innovative approaches and practices; (ii) providing greater insights into the linkages between urbanization, culture and innovation; (iii) promoting synergies between the past and the future; (iv) promoting innovative solutions and approaches to urban development; (v) building of cultural diversity to improve quality of life in cities and communities; (vi) exploring the role of culture and innovation in implementation of the New Urban Agenda and (vii) achieving urban related SDGs.

The conference became a solid mix of events to explore various aspects related to culture, urban space, and society. Emphasizing the role of culture as the fourth pillar of sustainable development, the Forum has placed culture at the forefront of the debates on urbanization and opened space to present new ideas, emerging practices, challenges and opportunities related to cultural diversity in the sustainable urbanization discourse. While culture is understood in a broad sense as knowledge, art, beliefs, capabilities, habits, morals and behaviors, the Forum kept the scope of 'culture' wide enough avoiding putting unnecessary boundaries by providing a strict definition of it.

(ii) achievement of the four strategic outcomes (or expected accomplishments) of the WUF10

The evaluation contribution analysis concludes that the WUF10 has largely achieved its EAs and has become a valuable source for lessons learned and recommendations for the next WUFs. The strategic objectives of each WUF remain as ever moving targets, while the successful realization of them at each WUF should be seen through the progress made towards those objectives. As we learn more and improve our practice on sustainable urbanization, the strategic objectives of the WUF remains still relevant and critical to guide our collective efforts:

1. Improved collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned and the exchange of urban solutions, good practices and policies;

2. Raised awareness on sustainable urban development among stakeholders and constituencies, including the public;

3. Increased coordination and cooperation within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals;

4. Provision of substantive and strategic inputs from multilateral organizations, national and subnational governments and stakeholders into the reporting of the implementation of the New Urban Agenda (aligned with Op. 167 of the New Urban Agenda).

The evaluation concludes that *the EA1, EA2, and EA3 are reached fully and EA4 partially.* The EA4 on NUA reporting achieved partially because there must be clear requirements towards NUA reporting in the first place. The WUF10, however, has provided a large volume of best practices that is a potential input for NUA reporting.

Efficiency:

While efficiency component of the evaluation is concerned with a variety of questions, the analysis suggests that through the prism of the challenges faces (e.g. staff turnover), all WUF10 operations including planning, design, and implementation were managed with necessary efficiency. More focused risk management and contingency planning and more systematized reporting and monitoring is further expected from the WUFs.

Coherence:

The issue of coherence of the WUF10 depended significantly on how the WUF10 was strategized / strategically placed and its value proposition for UN-Habitat and for the partners. The evaluation concludes that the WUF10 has demonstrated the critical level of consistency, complementarity and synergy both internally, and with other development actors, partners and events. Stronger synergy and complementarity is further expected between WUFs and NUFs in the future. Also, stronger and more guiding strategy is required for stakeholder engagement.

Sustainability:

The question if the net benefit of the WUF10 is likely to be continued could be responded positively with strong confidence level. The WUF10 triggered ripple effects across all stakeholders and there is a solid ground to expect sustained results of the event. While this is yet to be observed, the sustainability of the following could be concluded already at this stage:

- *WUF format:* the WUF format has been proven as highly viable. Yet given growing interest towards WUF sessions from various parts of the world and not excluding the possible COVID-19 or other public health related constrains in the future, it is critical to ensure a hybrid format balancing on-line and off-line events but the on-line format remains a strong preference of all interviewees.

- *WUF governance model:* the WUF10 governance mechanisms is proved to be very effective and viable. It could however, be further strengthened by revising the TOR of the Advisory Group and separating high-level advisory function from technical drafting of the Outcome Document.

- *WUF financial model:* the financial model of the WUFs depends on the willingness and capacities of the host country to cover the expenses. It is useful to start exploring other financial modalities to allow countries with less financial capabilities to potentially host the Forum.

Impact:

It is too early to conclude about the WUF10 impact with certainty. However, the early signals of the potential impact suggest the wide range of implications triggered at the WUF10, though, the COVID-19 pandemic has put a significant limitation to the impact to evolve with the pace otherwise envisaged. The major impact from the participants perspective is expected with regards to the impact from the new ideas and networking opportunities offered at the WUF10.

Reflection on two focus areas:
- **coordination, cooperation, and partnership at all stages of the WUF10:** the WUF10 reached out to a very large range of stakeholders to coordinate, cooperate, and to build partnerships. The efforts could be further strengthened with sharpened focus on urban poor at the next WUFs.
- **social inclusion such as human rights, gender, children, youth, older persons and PwD at the WUF10:** the WUF10 has demonstrated high social inclusion and respect for human rights though the latter was criticized by media representatives whose access to areas beyond the venue was restricted to some extent.

The achievement of the WUF10 according to the EAs is presented in Table 12. Through, it is important to highlight that the achievement cannot be measured by the indicators of the LogFrame, instead, the progress towards the realization of the EAs is measured based on participants reflection and the critical mass of information collected by the evaluator. The outstanding aspects related to the WUF10 design, planning, performance, and follow up were further summarized under the lessons learned and recommendations sections.

Table 12: Achievements of WUF10 at Expected Accomplishment level

Expected Accomplishment	Achievements	Assessment of the achievement
EA1: Collective knowledge on sustainable urbanization	A large volume of knowledge materials were presented and widely disseminated at the WUF10. Opportunities were created for spontaneous interactions among participants, which is a highly valuable source of novel ideas. The spread of knowledge on sustainable urbanization and on role of culture in it was guaranteed across all participants. The findings from the surveys and interviews strongly support the assumption that all the avenues created for knowledge sharing were adequately used and appreciated by the participants. The knowledge was there, it was shared, it was explored, and the benefits of it should be visible through the impact evaluation at the later stage. *"Knowledge and information are everywhere. A participant with focus can get a lot from WUF"* **(citation).**	**Achieved**

EA2: Increased awareness on sustainable urbanization	The awareness raising on sustainable urbanization took place through various avenues and among those who attended the event those who did not. At the event, various professionals confirmed the raised awareness on sustainable urbanization from different perspectives, not immediately linked to their profession at first site. The efforts were made to also inform the public of the host country about the events. One of the indications of an increased awareness among professionals is the RC's Roundtable, where a none-traditional audience for the WUFs, i.c. the Resident Coordinators, discussed various aspects of sustainable development, which is expected to have its implications through the UNSDCFs, hence, extending the awareness on sustainable urbanization to a much broader audience. A critical point raised at the WUF10 to ensure that the awareness raising goes beyond the usual audience of the WUFs. *"You don't preach among the converged"* **(citation).**	**Achieved**
EA 3: Coordination and cooperation across all stakeholders	As it has been mentioned by the participants, WUF is a meeting place. It is a place where new contacts and connections among various stakeholders originate. Without taking a full stock of all possible coordination and cooperation agreements reached but only through the feedbacks from the participants it is possible to conclude with full confidence that the WUF10 triggered a wide range of new partnerships already during and in the aftermath of the Forum. The assumption is that much more to come at the later stages after the event, despite or, on the contrary, triggered by the current pandemic context. *WUF has enough flexibility between what is fully curated by UN-Habitat and the space for the partners to invite their partners, so that new connections are established"* **(citation).**	**Achieved**
EA 4: Substantive input in the NUA reporting	During the Forum much information has been produced regarding the progress various stakeholders make towards sustainable urbanization. This includes also the VLRs, good practices, and many more. While all this information should inform the NUA reporting, the reporting is yet to be clearly structured. The huge mass of relevant information created at the WUF10 on the background of the absence of clear guidance for NUA reporting, suggests only partial completion of this objective.	**Partially achieved**

8. Lessons Learned

This section highlights most important lessons learned from the evaluation findings.

Lessons learned 1: the WUF10 participants valued the possibility of interacting with the host country to learn its culture, its way of 'urbanizing' and domestic projects. It is important to encourage free interaction with the host city and the host country, if security context allows.

Lessons learned 2: the WUF10 participants valued face-to-face human interaction as the main medium for knowledge transfer and learning. It is important to maintain the face-to-face format of the WUF while blending it with different on-line options that might be required due to lasting pandemic context.

Lessons learned 3: the WUF programme is not sufficiently structured to guide interests of the participants aligning with the objectives of the conference.

Lessons learned 4: the WUF10 participants appreciated having various information sources about the conference programme with many on-site information boards and with information points where more questions could be asked.

Lesson learned 5: investing in public relations, communication and branding of the WUF is considered as a significant success multiplier.

Lessons learned 6: a well-designed governance mechanism for the WUF10 was the key to highly successful coordination and cooperation with the host country and contributed to the overall success of the WUF10.

Lessons learned 7: the non-binding nature of the WUF is valued by all stakeholders. The diversity of the WUF10 stakeholders is a great source of inspiration, knowledge and opportunities. It remains critical to maintain this non-binding, inclusive, politically neutral nature of the WUFs for transparent and if relevant, uneasy discussions, about all aspects of sustainable urbanization.

Lessons learned 8: the WUF10 participants acknowledged that the strength of the WUF is in its diversity, embracing all partners from all sectors, ages, geographic regions, interests as sustainable urbanization is truly inter-disciplinary and requires inter-disciplinary approach.

Lessons learned 9: if WUF is to provide substantial contribution to the NUA reporting, as it is expected, then two critical points to be considered: (i) NUA reporting is a process with no defined indicators and reporting structure, and (ii) WUF is not the only source to contribute to the NUA reporting.

Lessons learned 10: the WUF evaluation process could be strongly facilitated if the top management would inform the participants about the ongoing evaluation and invite them to cooperate. Strong emphasis on the evaluation process by the top management could ease access to all participants, add to the weight of its findings, and facilitate the prospects of their further application. Otherwise, the importance of the process could be significantly downgraded.

Lessons learned 11: The experience has shown that it is possible to achieve gender parity within speakers is possible with the right level of prioritization and follow up with partners.

Lessons learned 12: The incomplete LogFrame of the WUF Programme 2018-2023 limits its guiding capacity towards individual WUF sessions, while the lack of adequate output and outcome indicators (with clearly defined baselines and targets) limit the capacity to evaluate the performance of each session and improve each next one.

9. Recommendations

This section highlights most important recommendations from the evaluation findings.

Strategic

Recommendation 1: Sharpen the strategic narrative of the WUF prior to the WUF11

Strategic narrative implies the whole rationale for the WUF as a *phenomenon*, as a *programme*, and as *a global event*, including its vision, mission, its theory of change and indicators. It is also important to explain how WUF is linked with UN-Habitat strategic ambitions defined in its Strategic Plan 2020-2023 and how the legacy of WUF can be multiplied through connectivity of its themes, links with regional and national forums, and stronger focus on disadvantaged groups such as urban poor. From this perspective, WUF is not only one of the 'organizational performance enablers' as it is explained under 'advocacy, communication and outreach' in the Strategic Plan 2020-2030. It has a weight of shaping the whole narrative of sustainable urbanization and shaping collective actions towards its achievement. It is from this perspective that WUF should be reflected directly in the results framework of the areas of domain and in an 'Advocacy, Communication and Events Strategy 2020-2023'. Importantly, the strategic narrative is expected to provide a solid conceptual basis to link quickly evolving national and regional urban forums, providing an umbrella framework for all those events geared towards shared strategic objectives and using similar format.

Recommendation 2: Separate outcome evaluation from impact evaluation of the WUFs

Based on the identified indicators, carry out regular outcome evaluations after each WUF, but leave more intervals to implement impact evaluation. Make it explicit that outcome evaluation can only indicate early signals of an evolving impact but it cannot include a full-fledged impact evaluation as its part. It is strongly recommended to carry out the study on all previous WUF sessions to extract lessons learned and to shape the WUF impact measurement framework before the next WUF Programme cycle beyond 2022.

Recommendation 3: Strengthen the WUFs M&E framework

Complete the WUF M&E framework by shaping adequate output and outcome indicators with baselines and targets. This would allow avoiding overreliance on qualitative data from interviews, surveys and use of quotes. Besides, the effective M&E system should include indicators for both thematic and strategic objectives of each WUF.

Recommendation 4: Review financial model of the WUFs

Review the financial model of the WUFs, which is fully dependent currently on the capacities of the host country to bear its costs, and explore options under which the less financially strong countries could also apply for hosting the Forum.

Delivery of WUF

Recommendation 5: Establish a WUF Secretariat fully working on WUF session
This implies a team of full-time experts to ensure continuous success of the WUF Programme and its legacy by linking all WUF sessions as well as regional and national urban forums in a strategic way. When necessary, WUF ear-marked funds could be allocated to acquire necessary expertise internally, but not to fund UN-Habitat's staff costs beyond their direct engagement in the WUF programme.

Recommendation 6: Strengthen the 'action approach' introduced at the WUF10
The 'action approach' first proposed at WUF10 was highly appraised by the participants. To further strengthen this shift to action imperative, it is recommended to shape collective actions as guiding and high-level actions towards sustainable urbanization, separating them from the 'individual actions', which need to have more specifics on what, when, and how. The individual commitments should not be part of the WUF outcome document. Instead, the individual commitments are recommended to be registered, *self-monitored* and *self-reported* through the Urban Agenda Platform, as it currently offers such functionality. It is also recommended to start shaping 'collective actions' prior to each WUF, while using the WUF conference for finetuning and finalizing those actions instead.

Recommendation 7: Strengthen knowledge management at each WUF
A rigorous knowledge management process at each WUF session is required to capture the collective knowledge and disseminate it broadly after the event. As the knowledge generation happens along the several dimensions, the recommendation too highlights them:
- The collective knowledge related to the thematic focus of each WUF session is recommended to be linked with and translated into the UN-Habitat's World Cities Reports, linking thereby two flagship initiatives of UN-Habitat.
- An important dimension in knowledge management is how the 'best practices' are defined and presented during the WUF10. It is recommended to: (i) sharpen the definition of 'best practice' allowing more clear guidance for the nomination; and (ii) create more interactive and transparent methods for nominating and selecting the best practices.
- Another important dimension of knowledge generation at WUF is its training programme. It is recommended to ensure more targeted capacity development, i.e. careful selection of the themes related to the thematic focus of each session, careful selection of speakers/trainers, introduction of robust before-after evaluation process, etc.

Recommendation 8: Further strengthen the WUF governance mechanism

(c) Clarify the role of the Advisory Group and accountability mechanism on how the members have understood and performed that role and this should be approved by the UN-Habitat Executive Director. It is also recommended to widely solicit nominations for the membership in the Advisory Group.

(d) It is recommended to consider separating advisory function from drafting the outcome document, whereby the Advisory Group can maintain a high-level steering function before and during the conference, while a more technical team can be set up to draft the outcome document during the conference. This would require strong technical expertise and deep engagement throughout the whole conference.

Recommendation 9: Sharpen the focus and the quality of the conference programme

This implies three perspectives:

(d) Strategically link the programme with the main theme. The logic and the structure of the conference programme should also be revisited to ensure better navigation through the events. There are controversial and conflicting suggestions to reduce the number of events and to accept more events from the partners. A careful balancing act is required. However, it is recommended to reduce the number of events per day and consider a hybrid format mixing on-line with off-line solutions with strong preference to off-line ones, if pandemic situation permits.

(e) Invest resources and ensure upfront planning to guarantee quality speakers and avoid significant fluctuations in the quality of the sessions. While there are myriads of efforts and initiatives that might be interesting for any WUF, it requires a balancing act to provide space to those that are of high relevance to each specific WUF. This does not imply only 'big names' at WUF, it implies selection of events with clearly defined response to 'why' question.

(f) Preserve and enlarge the space for 'spontaneous' and 'unplanned' meetings of the WUF participants through networking events, coffee spaces, space to rest and socialize for both on-line and off-line arrangements.

Recommendation 10: Maintain strong focus on the problems of urban poor and create more space for grass root organizations

Ensure WUF is not drifting away from the problems of urban poor towards what could be seen as 'luxury' problems. This implies more opportunities for grass root organizations, urban poor, to attend WUFs and to raise their voices, be active participants of various WUF events and to actively contribute in urban agenda setting at the global level. With more expanded use of blended - on-line and off-line arrangements - the participation from the grass root organizations could also be addressed, however, providing an eye-marked travel grants is also recommended.

Recommendation 11: Shape stakeholder engagement strategy prior to each WUF

For each WUF and similarly, for WUF10, there was a strategic question which partners to engage with and based on which rationale. It is recommended to shape a partnership strategy concept for each WUF to be further verified by the Advisory Group, which would explain and define the composition of the whole programme. While the wide range of stakeholders will remain relevant

for each WUF, more accentuation of specific partnership might open a perspective for more structured programme of each next WUF.

Recommendation 12: Strategically engage with private sector

Following the logic of leaving no one behind, the WUF10 demonstrated first strong attempt of engaging the private sector. Private sector comprises a wide variety of different stakeholders with different interests and expertise. It is recommended to design and to strategically define why and how to engage with various segments of what comprises 'private sector' with due attention to industry, investors, asset owners, small and big consulting companies, etc. This should be part of the stakeholder engagement strategy for each WUF as proposed under the recommendation 10.

Recommendation 13: Ensure robust risk management and business continuity of each WUF

Develop Enterprise Risk Management (ERM) system and framework for the WUFs and design a business continuity plan for each WUF individually.

Recommendation 14: Invest in public relations to promote WUF beyond its usual audience

It is recommended to combine all previous WUFs with different logos, websites under one WUF umbrella and position WUF as one global phenomenon. It remains important to invest resources in public relation and media attention beyond the regular work of the UN-Habitat's communication team. For instance, develop media packages ahead of the event and guidelines with clear requirements on WUF branding for the host country and adequate monitoring of its implementation from UN-Habitat.

Recommendation 15: Encourage interaction with the host city, the host country, and the general public, if security situation permits

It is important to showcase and share local urbanization models / concepts with the participants of the WUF, which implies more interaction with the local population, culture, urban neighborhoods. The importance of this might require adding new selection criteria of the host country, that is, the possibility of free interaction with the local communities.

Recommendation 16: Maintain high level of social inclusion and accessibility to UN facilities and services as demonstrated at WUF10

Ensure high level of social inclusion and accessibility of facilities and services across all regional and national urban forums, following the adoption of the Convention on the Rights of Persons with Disabilities on 13 December 2006 (resolution A/RES/61/106) [84] and in line with 'leaving no one behind' imperative.

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[84] https://documents-dds-ny.un.org/doc/UNDOC/GEN/N06/500/79/PDF/N0650079.pdf?OpenElement

10. Annexes

TERMS OF REFERENCE

Evaluation of the Outcomes and Impact of the Tenth Session of the World Urban Forum, 8-13 February 2020, Abu Dhabi, United Arab Emirates

1.   Introduction

Organized and convened by the United Nations Human Settlements Programme (UN-Habitat), the World Urban Forum (WUF) has evolved to become a premier international event for exchanging views and experiences on sustainable urbanization. It is held biennially and attracts among others key Habitat Agenda partners including national, sub-national and local governments, United Nations system, civil society, private sector, academia and professionals among others.

The mandate to evaluate the WUF Session ten (WUF 10) originates from Governing Council Resolution 23/5 of April 2011, which requested assessment of the impact and outcome of each WUF session, using a results-based approach. The Governing Council document HSP/GC/23/5 observed that … *"the unique value and potential for the Forum lies in its comparatively "informal" nature arising from its non-legislative status. Unless the capturing of its outcomes is strengthened and a follow-up mechanism established to track its impact and progress among key partners, in this   attribute lies its potential demise[85].* Subsequent, GC resolutions on WUF requested the assessment of the impact and outcome of the Forum including GC resolution 26/6[86].

This evaluation will be carried out as a corporate evaluation, conducted by an external consultant, managed by the Independent Evaluation Unit and guided by an Evaluation Reference Group. This is in line with the UN-Habitat Evaluation Policy[87] and in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) – ST/SGB/2016/6, specifically to determine as systematically and objectively as possible the relevance, efficiency, effectiveness and impact of the organizations activities in relation to their objectives.

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[85] HSP/GC/23/5: Proposed work programme and budget for the biennium 2012-2013. Annex V. page 104.
[86] OP5, GC26/6. "Further requests the Executive Director, in consultation with the Committee of Permanent Representatives, to assess the impact and outcome of each session of the Forum using a results-based approach, including various evaluation tools and mechanisms".
[87] Paragraph 44: "Centralized evaluations: All evaluations that are prioritized by UN-Habitat due to their strategic, thematic or demonstration importance will be conducted as corporate centralized evaluations by external consultants or the Evaluation Unit" […] They will be managed by the Evaluation Unit in consultation with the relevant programme unit".

Overall, it is anticipated that the evaluation will provide an objective account of the WUF10 achievements, outcomes and impact as well as opportunities, challenges, and provide recommendations for future strategic implementation of WUFs. It is expected that the evaluation results will be used by UN-Habitat management and staff, UN-Habitat Executive Board, the Host Country of WUF10 and other Habitat Agenda Partners to improve planning, organization and effectiveness of future WUFs.

2. Background and Context

The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States regarding sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda, in collaboration with other United Nations entities.

Since the establishment of UN-Habitat in 1978, forums have been the main mechanism for UN-Habitat advocacy efforts as part of normative work. In the 1990's, UN-Habitat was organizing two major forums: The Urban Environment Forum (UEF) and the International Forum on Urban Poverty (IFUP). The World Urban Forum is convened pursuant to the resolution 18/5 of 16 February 2001 , in which the Commission on Human Settlements requested the Executive Director of UN-Habitat "to promote a merger of the Urban Environment Forum and the International Forum on Urban Poverty into a new urban forum, with a view to strengthening the coordination of international support to the implementation of the Habitat Agenda. Subsequently, General Assembly decided, in its resolution 56/206 of December 2001, that the forum would be a "non-legislative technical forum in which experts can exchange views in the years when the Governing Council of UN-Habitat does not meet.[88] At the same session, the General Assembly, through resolution 56/205, encouraged local authorities and other Habitat Agenda partners to participate as appropriate, in the World Urban Forum.

The United Nations General Assembly in its resolution 69/226 further recognized the World Urban Forum as the foremost global arena for interaction among policymakers, local government leaders, non-governmental organizations and expert practitioners in the field of sustainable urban development and human settlements.

Since its inaugural session in 2002, nine (9) sessions of WUF have been held in different locations with the following participants:

WUF1 - Nairobi, Kenya (April 2002), 1,195 participants
WUF2 - Barcelona, Spain (September 2004), 4,389 participants
WUF3 - Vancouver, Canada (June 2006), 10,471 participants
WUF4 - Nanjing, China (November 2008), 8,000 participants
WUF5 - Rio de Janeiro, Brazil (March 2010), 10,634 participants

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[88] The United Nations General Assembly decided, in its resolution 56/206 (2001), that the Forum would be a "non-legislative technical forum in which experts can exchange views in the years when the Governing Council of the United Nations Human Settlements Programme does not meet." At the same session, the General Assembly, in paragraph 7 of its resolution 56/205, encouraged "…local authorities and other Habitat Agenda partners" to participate, as appropriate, in the World Urban Forum in its role as an advisory body to the Executive Director of UN-Habitat.

WUF6 - Naples, Italy (September2012), 6,516 participants
WUF7 - Medellin, Colombia (April 2014), 18,000 participants
* WUF 8 did not take place because of Habitat III that took place in Quito, Ecuador.
WUF9 - Kuala Lumpur, Malaysia (February 2018), 19,237 participants
WUF10 - Abu Dhabi, United Arab Emirates (February 2020)
WUF11 – Scheduled to take place in Katowice, Poland in February 2022.

2.1   Overarching WUF Objectives

The objectives of the WUF, as originally formulated in the UN-Habitat (2003) Report of the first Session of the World Urban Forum are:

(i)   To facilitate the exchange of experiences and the advancement of collective knowledge among cities and their development partners in the field of shelter and sustainable development;

(ii)   To promote strong participation by Habitat Agenda Partners and relevant international programmes, funds and agencies, thus ensuring their inclusion in the identification of new issues, the sharing of lessons learned and the exchange of best practices and good policies;

(iii)   To promote further cooperation and coordination among development agencies in the implementation of the Habitat Agenda, the Declaration on Cities and other Human Settlements in the New Millennium and the United Nations Millennium Declaration.[89]

2.2   Description of World Urban Forum Programme 2018-2022

In October 2016, Member states adopted the New Urban Agenda (NUA) at the Habitat III Conference in Quito, Ecuador, calling for sustained efforts towards a coordinated international and multi-stakeholders support to its implementation. The NUA refers to the World Urban Forum as an existing platform conducive to share progress on the implementation of the NUA and gather substantive inputs from governments and stakeholders for the preparation of the quadrennial report, coordinated by UN-Habitat[90]. The WUF would also contribute to global mobilization and advocacy for the common vision on sustainable urban development and advancing on the achievement of the 2030 Agenda and the Sustainable Development Goals.

Subsequently, through its resolution 26/6 of May 2017, the GC expressed appreciation for the successful organization of the previous seventh sessions of WUF and the growing interest of the global community in the Forum. It requested UN-Habitat to ".... Identify clearly focused objectives and measurable indicators of success, designing conducive event formats and strengthening reporting mechanisms to enable effective collection of the substantive outcomes of sessions of the WUF.

In fulfillment of resolution 26/6, UN-Habitat designed a result- oriented WUF programme for the period of 2017-2022. It focuses on transformative change from three WUFs: WUF9 (2018) in Kuala Lumpur, Malaysia; WUF10 (2020) in Abu Dhabi, United Arab Emirates; and WUF11

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[89] UN-Habitat (2003), Report of the First Session of the World Urban Forum
[90] Paragraph 167 of the NUA; … the report should build on existing platforms and processes such as the World Urban Forum convened by UN-Habitat. The report should avoid duplication and respond to local, subnational and national circumstances and legislation, capacities, needs and priorities.

(2022) in Katowice, Poland. The WUF programme heightens the thematic focus of WUF sessions to being events that bring about transformative change. The Programme purpose is to contribute to the advancement of the coordinated implementation of the NUA, to ensure that sustainable urban development is increasingly incorporated in the political and media global agendas, and to ensure that knowledge and awareness are created at all levels including the general public.

Building on the overarching WUF objectives, the outcomes of the WUF programme for the period of 2018-2022 are:

Outcome 1.　　Collective knowledge on sustainable urban development is improved through inclusive open debates, sharing of lessons learned and exchange urban solutions, good practices and policies;

Outcome 2　　Awareness is raised on sustainable urbanization among stakeholders and constituencies, including the general public;

Outcome 3:　　Coordination and cooperation are increased within the United Nations system and with different stakeholders and constituencies for an effective implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals;

Outcome 4:　　Substantive and strategic inputs from multilateral organizations, national and subnational governments and other stakeholders are provided into the reporting of the implementation of the New Urban Agenda.

The WUF programme builds on the work done by UN-Habitat at the global, regional, national and subnational level. A WUF event constitutes a significant occasion to share progress and plan for future actions. Each WUF and following editions build on the investments made at the previous sessions, in terms of expertise, plans as well as lessons learnt, based on past WUF evaluations and other WUF reports.

2.3　　Description of World Urban Forum 10

The Tenth Session of the World Urban Forum (WUF10) will take place from 7 to 13 February 2020 in Abu Dhabi, United Arab Emirates (UAE), under the overall theme "***Cities of Opportunities: Connecting Culture and Innovation***".[91] It is a joint undertaking of UN-Habitat, as convener, in partnership with the Abu Dhabi Department of Urban Planning and Municipalities, the Abu Dhabi Department of Culture and Tourism, Ministry of Foreign Affairs and International Cooperation, General Secretariat of the Executive Council, and the Abu Dhabi National Exhibition Centre.

The theme of WUF10 underlines how, in many aspects, culture is regarded as one of the pillars of sustainable development. The 2030 Agenda on Sustainable Development and the New Urban Agenda have placed culture at the forefront of current debates on urbanization. The notion of culture, in its broad sense of knowledge, art, beliefs, capacities, habits, morals, and behaviors, plays a key role in city growth. The cultural diversity of cities that foster inclusivity, tolerance and participation is a social asset which can be harnessed in a variety of ways.

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[91] Information about the WUF10 programme is available at: https://wuf.unhabitat.org/node/145

With 55 per cent of the global population residing in urban areas, and with cities becoming heterogeneous, cultural diversity had important implications for how urban areas are planned and managed to ensure that everyone living in the city can access its benefits and cultural advantages. At the forum, views and experiences on emerging innovative approaches and practices in harnessing culture and innovation as drivers for sustainable urbanization will provide insights into linkages between urbanization, culture and innovation as a basis for achieving inclusive, safe, resilient and sustainable cities and human settlements.

WUF10 will take stock of emerging innovative approaches and practices in harnessing culture and innovation as drivers for sustainable urbanization and provide greater insights into the linkages between urbanization, culture and innovation as a basis for achieving inclusive, safe, resilient and sustainable cities and human settlements. The forum will promote synergies between tradition and modernity, creating spaces for convergence in multicultural and multigenerational communities and explore the role of culture and innovation in implementation of the New Urban Agenda and achieving urban dimensions of the 2030 Agenda for Sustainable Development.

The specific thematic objectives of WUF10 are:
i.   To take stock of emerging approaches and practices in harnessing culture and innovation as drivers of sustainable urbanization;
ii. To provide greater insights into the linkages between urbanization, culture and innovation as a basis for achieving inclusive, safe, resilient and sustainable cities and human settlements;
iii. To promote synergies between the past and the future, creating spaces for convergence in multicultural and multigenerational communities;
iv. To promote innovative solutions and approaches to urban development, building on the value of cultural diversity to improve quality of life for all in cities and human settlements;
v.   To explore the role of culture and the creative economy in driving prosperity and socioeconomic opportunities for all in cities and communities;
vi. To explore the role of culture and innovation in implementing the New Urban Agenda and achieving urban dimensions of the 2030 Agenda for Sustainable Development;
vii. To build on the lessons learned of previous World Urban Forums, especially with respect to bottom-up approaches to sustainable urbanization.

To achieve these objectives several events have been included in the WUF10 programme.They include:

Six dialogues, which are high-profile events to discuss policy recommendations on:
1) Urbanization, Culture and Innovation
2) Implementing the New Urban Agenda to drive Sustainable Change
3) Tradition and Modernity: A Creative Convergence for Sustainable Cities
4) Frontier technologies and innovation for inclusive, sustainable and resilient smart cities
5) Urban Planning and Heritage Preservation - Regeneration
6) Partnerships and Initiatives Supporting Culture and Innovation in Cities

Sixteen Roundtables with various partner constituent groups:

1) Ministerial Roundtable
2) Local and Regional Governments Roundtable
3) One UN Roundtable
4) Traditional Authorities Roundtable
5) Women
6) Children and Youth
7) Business and Industries
8) Grassroots/Civil Society Organizations
9) Foundations and Philanthropies
10) Indigenous Peoples
11) Older Persons
12) Parliamentarians
13) Persons with Determination
14) Professionals
15) Researchers
16) Universities

Sixteen Special Sessions generating debate on specific technical aspects:
1) Sustainable Urban Development in the Arab/MENA Region
2) Addressing inequality through culture and innovation
3) Driving shared urban prosperity through cultural lens
4) Urban culture and climate change action
5) Culture, the creative industry and their impact on urban reconstruction and resilience
6) Migration and the Open City: the role of culture in enabling inclusive societies
7) Youth, culture and urbanism
8) Financing for sustainable urban development
9) Local 2030 – A global network to localize Agenda 2030
10) Platform on the implementation of the New Urban Agenda
11) Affordable Housing Innovation to Foster Cities' Culture and Diversity
12) Enhanced resilience of the built environment and infrastructure
13) Community Outreach: A mandatory investment for inclusive, sustainable and liveable cities
14) Land governance and urban growth - Leveraging land value to achieve sustainable urbanization
15) Voluntary Local Review
16) National Urban Forums

Five Assemblies providing voice to key stakeholders from broader segments of the society:
1) Women's Assembly
2) Youth Assembly
3) World Assembly of Local and Regional Governments
4) Grassroots Assembly
5) Business Assembly

In addition, there will be Networking, Side and Training Events as well as Integrated Initiatives consisting of legacy projects such as the WUF Alumni Initiative, the Cities Investment Platform and the Culture and Urban Development Initiative, Integrated Spaces, including Voices from Cities Room, One UN Room, Urban Cinema, and Urban Library.

The logical framework of the WUF programme 2018-2023 contains key indicators to measure achievement of outcomes. The evaluation of the outcome and impact of the Ninth Session of the World Urban Forum recommended that the log frame of the WUF programme 2018-2023 be revised to ensure a comprehensive WUF results chain, with outcome indicators to enable measurement of outcomes and impact. It also emphasized the need to update the working arrangements of the World Urban Forum to reflect changes in urban development and in UN-Habitat since the first Forum was held in 2002. In response, the WUF logical framework was amended for the WUF10 to focus on four expected accomplishments and include more indicators capturing qualitative change achieved during the event and the inter-sessional period.

3. Purpose and objectives of the Evaluation

The main purpose of this evaluation is to assess outcomes and impact of the Tenth session of the World Urban Forum. It is in line with the UN-Habitat Evaluation Policy 2013. Timely evaluations of UN-Habitat programmes and processes that demonstrate effectiveness and impact of UN-Habitat is an established priority in the reform of UN-Habitat.

The evaluation will assess outcomes and impact, of WUF10, and identify lessons, innovations, challenges and providing recommendations that could influence decision-making to improve future WUFs. The evaluation encourages and promotes the use of results-based approaches in future WUFs, with the intent of achieving greater impact. Further, the evaluation will provide a basis for UN-Habitat's accountability to key stakeholders on the results and impact the WUF achieves. It will contribute to enhanced learning in the UN-Habitat and lead to continuous improvements.

The key users of the evaluation are UN-Habitat management and staff; the governing bodies, host country, donors, partners, experts in the field of urban development, policy makers and other key stakeholders.

4. Objectives of WUF 10 evaluation

The evaluation has five specific objectives:

5. To assess how UN-Habitat has efficiently and effectively achieved WUF10 thematic objectives;

6. To assess WUF10's relevance, sustainability, impact and coherence with other UN-Habitat's work (internally) as well as other international forums (externally);

7. To assess the extent to which inclusion, coordination, cooperation and partnership, were integrated and effective in planning, organizing and delivery of WUF10;

8. To assess how social inclusion issues such as human rights, gender, children, youth, older persons and those with disabilities have been integrated and impacted by WUF10;

9. To identify lessons and make recommendations on how WUF planning process, organizing and delivery and related work could be improved to enable the effective monitoring of the substantive outcomes and impact of future sessions of WUFs.

4.1 Scope of Evaluation

The scope of the evaluation is the tenth WUF session with a focus on planning, organizing and delivery of the Forum and assessment of its outcomes and impact. It includes assessment of

the resources mobilized for planning, organizing and delivery of WUF10, activities implemented, outputs produced and the resulting outcomes and impact. The scope extends to how WUF10 links with the implementation of the UN-Habitat programme, strategic plan 2020-2023, the New Urban Agenda and the 2030 Agenda.

4.2 Key Evaluation Questions

The evaluation will seek to answer the following overarching evaluation questions.

(i)   To what extent did WUF10 achieve its thematic objectives?
(ii)   To what extent did WUF10 contribute to raising awareness on sustainable urbanization among stakeholders and constituencies?
(iii)   To what extend did WUF10 contribute to improve the collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned, and exchange of best practices and good policies?
(iv)   To what extent, did WUF10 increase coordination and cooperation between different stakeholders for the advancement and implementation of sustainable urbanization?
(v)   To what extent has UN-Habitat learned from WUF10 on approaches to reporting on the implementation of New Urban Agenda?
(vi)   To what extent did WUF10 integrate gender, human rights and equity and to what extent were innovations developed?
(vii)   What are critical challenges in respect to achieving effects and impacts of WUF10?

The proposed evaluation questions will be supplemented with sub-questions along the criteria of relevance, effectiveness, efficiency, sustainability, impact and coherence. The evaluation will also assess to what extent the recommendations from previous WUF evaluations were implemented. The evaluator will develop an evaluation matrix and include it in the inception report.

The following evaluation questions, in line with the evaluation criteria, are just a guide to be expanded on by the evaluator:

Relevance

- To what extent do WUF10 design and intended outcomes, respond to priorities of key stakeholders and are aligned with UN-Habitat's policies, strategies and mandate?

- To what extent did the planning of WUF take into consideration linkages with work of UN-Habitat at global, regional and country level?

- Given the thematic objectives WUF10, to what extent did WUF activities and outputs contribute to achievement of its thematic objectives and the outcomes of the WUF Programme 2017-2022?

Effectiveness

- What evidences are there that WUF10 is contributing to achievement of planned outcomes in WUF programme of 2017-2022?

- To what extent has WUF10 coordination, cooperation, and partnership efforts progressed into the implementation of and the reporting on the New Urban Agenda and Agenda 2030?

- To what extent has WUF10 raised awareness on sustainable urbanization among stakeholders and constituencies?

- To what extent has WUF10 improved collective knowledge on sustainable urban development is improved through inclusive open debates, sharing of lessons learned and exchange urban solutions, good practices and policies?

Efficiency
- How efficiently did UN-Habitat use its inputs (policies, strategies, human and financial resources, and partnerships) to plan, organize and deliver WUF10?
- To what extent were implementation processes and management issues efficient to deliver WUF results?
- What were the most innovative and effective approaches used to deliver WUF10?
- How efficiently was the planning and implementation of WUF10 monitored and reported on?

Sustainability
- To what extent will the benefits from WUF10 be continued and sustained over the medium and long-terms?

Impact
- To what extent did WUF10 produce positive or negative changes in advancing sustainable development?

Coherence

- To what extent was WUF10 supported and interlinked with other substantive activities undertaken by UN-Habitat and complemented by other international forums focusing on sustainable development?

Cross-cutting Issues
- To what extent did WUF10 integrate on social inclusion issues of human rights, gender, youth, children and older persons, and disability?

6. Evaluation Approach and Methodology

The evaluator will apply a result-based approach (Theory of Change Approach), using the amended WUF logical framework and other evaluation tools to properly measure outcomes and impact. In the inception report, the evaluator will construct a theory of change describing how WUF10 was intended to achieve its objectives and to identify key assumptions and hypotheses to be tested.

In addition, a systems approach will be used to help with identifying issues and explain linkages that the theory of change does not do well. This approach helps to understand the complexity of the WUF programme in terms of relationships, connectedness and contexts of key stakeholders.

Further, the evaluation will adopt a participatory approach, while maintaining its independence. It will be conducted in a consultative and transparent way as an external and independent evaluation in line with the United Nations Evaluation Group Norms and Standards for Evaluation and the UN-Habitat Evaluation Policy. The assessment will be based

on evaluation criteria of relevance, effectiveness, efficiency, sustainability, impact and coherence. The evaluation will identify impact, outcomes, achievements, lessons, challenges and opportunities for the World Urban Forum and inter-sessional period. The evaluation is expected to be instrumental in providing recommendations for the effective implementation of the remaining period of the WUF Programme.

Phases of the Evaluation

Inception Phase. This phase will include a review of policy documents relating to WUF, its project document, amended logical framework, sub-programmes, concept note, as well as evaluation reports of previous WUFs. It will include a review of WUF10 events' reports and UN-Habitat main sessions reports, as well as other reports, including from the Host Country. In this phase, the evaluator will review the evaluation questions and come up with a matrix of updated evaluation questions, data collection tools and instruments. The Theory of Change (TOC) will be reconstructed and drafted within the inception report. Once the inception report is 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 Evaluator's contract.

Data Collection Phase. The evaluation will use both secondary and primary data. Secondary data will mainly come from documentation reviewed in inception phase. Primary data will be captured using surveys, interviews, focus groups and on-site observation of WUF events. The evaluator will map key informants for interviews.

Data analysis and report writing phase. In this phase, primary and secondary data collected will be analyzed, interpreted and synthesized into a draft evaluation report. The draft evaluation report will be reviewed, fact-checked and then revised.

Methods to be used

A variety of methods will be applied to collect data. The robustness of this evaluation will depend on triangulation of a wide variety of data and information sources. Methods to be used include, but not limited to:
- Review of relevant documents to be provided by the WUF Secretariat; including amended logical framework, resolutions on WUF, WUF10 documentation, website and previous WUF reports and WUF evaluation reports
- Interviews with key stakeholders using semi-structured interviews and focused group discussions (a transparent criterion will be used for the selection of the interviews)
- Several participants' surveys during and post WUF10 will be administered with the aim of identifying results of WUF10)[92]
- If considered useful by the evaluator, interviews with members of the host country organizing committee as well as UN staff members such as the WUF Secretariat or others.

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[92] A Survey to be administered to all participants registered in the WUF10 registration database. Survey software should ensure only one response per registrant. The post-WUF10 survey shall be open for three weeks, with reminders sent out before the response deadline.

8. Stakeholder Involvement

One of the key determinants of evaluation utilization is the extent to which stakeholders are meaningfully involved in the evaluation process. It is expected that this evaluation will be participatory, involving external stakeholders, partners, beneficiaries of WUF10, the Executive Board, Committee of Permanent Representatives (CPR), donors and other interested parties. Some key stakeholders, including stakeholders involved in the implementation and users/recipients/beneficiaries will participate through interviews, questionnaires or focus group discussions. The extent to which different stakeholder groups should participate will be discussed with the Evaluator given implications of costs, timing and other practical aspects, such scope of data collection and analysis.

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 utilization.

The evaluation will target all groups of participants, including organizers, participants, and donors. Key participants' stakeholder groups include:
* Local authorities, regional/local governments and municipalities: mayors, representatives of local authority councils, townships, prefectures and provinces.
* Civil society organizations: representatives of women's organizations, youth organizations, social/peoples' movements, indigenous peoples' organizations, trade unions, faith-based organizations, professional associations and foundations.
* National governments: heads of state, heads of government, representatives of governments, diplomats.
* Parliamentarians
* Professionals
* Private Sector
* Foundations and international financial institutions
* United Nations agencies
* Other international organizations
* Universities and research institutions: academics, researchers, research assistants and librarians
* Media.

9. Management and conduct of the evaluation

The evaluation was mandated by the Governing Council. The Independent Evaluation Unit of UN-Habitat will manage and provide support to the evaluation process, ensuring that the evaluation is contracted to a suitable evaluation team; providing advice on methodology and code of conduct of evaluation; providing technical support as required; ensuring that contractual requirements are met; and approving all deliverables (Inception report, draft and final evaluation reports). The WUF secretariat will be responsible for providing information, documentation required and coordination with relevant WUF stakeholders for provision of evaluation information. The WUF Secretariat will also promote the evaluation during WUF10, informing participants and other target groups of the evaluation.

An Evaluation Reference Group (ERG) will be established to oversee the evaluation processes with members from the WUF Secretariat; Independent Evaluation Unit; Management Advisory Compliance Division; Global Solutions Division; Strategy, Planning, Knowledge, Advocacy and Communications Division and the Regional Programmes Division. Its role is to guide the evaluation process and ensure quality of process and outputs of the evaluation. The group will endorse the TOR, inception report and draft evaluation reports.

10.   Qualifications of the Consultant

Education
Advanced academic degree in economics, sociology statistics, urban planning, project management, or other related areas.

Work Experience
Minimum of 10 years of proven evaluation experience, Knowledge and understanding of UN and UN-Habitat's role in promoting sustainable urbanization and human settlements issues in general. Experience in delivery of advocacy and global outreach through programmes and experience in results-based management.

Language

Fluency as well as excellent writing skills in English is required; working knowledge of other United Nations official languages is an advantage.

11.   Work Schedule

The evaluation is a part time assignment. It will be conducted over a period of five months from February to June 2020. A negotiated lumpsum will be paid upon satisfactory delivery of specified deliverables. The evaluator is expected to prepare a detailed work plan in the inception report that will operationalize the evaluation. The provisional timetable is as follows.

Main Tasks	Jan	Feb	March	April	May	June
TOR and Recruitment of Evaluator	X	X				
Inception Phase		X	X			
Data Collection Phase			X	X	X	
Data Analysis, Report writing Phase and Review						X

12.   Deliverables

The evaluation has three primary deliverables:
(a)   **Inception report.** The evaluator will prepare an evaluation inception report to operationalize and direct the evaluation. The inception report will include interview protocols and questionnaires as well as the work plan to operationalize the evaluation.
(b)   **Draft evaluation reports.** The evaluator will prepare evaluation report draft(s) in English to be reviewed by the Reference Group. The draft should follow UN-Habitat's standard format for evaluation reports (Annex II: Requirements for UN-Habitat

Evaluation Reports). The drafts maybe more than one, until a draft meets the basic requirements of UN-Habitat reports and is approved.

(c) **Final evaluation report.** The evaluator will ensure the report does not exceed 50 pages (excluding annexes). In general, the report should be technically easy to comprehend for non- evaluation specialists.

13. Resources

The evaluator(s) will be paid an evaluation fee based on the level of expertise and experience. DSA will be paid only when travelling on mission outside official duty stations of the consultant. All travel costs will be covered by UN-Habitat.

Annex 2: Questionnaire for outcome survey

This survey is part of the evaluation of WUF10 conducted by UN-Habitat. The evaluation, which is managed by UN-Habitat's Independent Evaluation Unit, will focus on planning, organizing and delivery of the Forum and assessment of its outcomes and impact. It includes assessment of the resources mobilized, activities implemented, outputs produced and the resulting outcomes and impact. All responses will be treated as anonymous and confidential.

1. Which WUFs have you attended?
   - ☐ WUF1 - Nairobi, Kenya (April 2002)
   - ☐ WUF2 - Barcelona, Spain (September 2004)
   - ☐ WUF3 - Vancouver, Canada (June 2006)
   - ☐ WUF4 - Nanjing, China (November 2008)
   - ☐ WUF5 - Rio de Janeiro, Brazil (March 2010)
   - ☐ WUF6 - Naples, Italy (September2012)
   - ☐ WUF7 - Medellin, Columbia (April 2014)
   - ☐ WUF9 - Kuala Lumpur, Malaysia (February 2018)
   - ☐ WUF10 - Abu Dhabi, UAE (February 2020)

2. Which country do you come from?

   _____

3. Which type of partner group do you belong?

   - ☐ National Government
   - ☐ Parliamentarian
   - ☐ Regional/Local Government and Municipality
   - ☐ Academia/Research
   - ☐ Civil Society Organization
   - ☐ Private Sector
   - ☐ Foundations
   - ☐ United Nations System
   - ☐ International Financial Institutions
   - ☐ Intergovernmental Organization
   - ☐ Media
   - ☐ Individual

4. What is your gender?

   - ☐ Female
   - ☐ Male

5. What is your age range?
   - ☐ Less than 18
   - ☐ 18-24
   - ☐ 25-32
   - ☐ 33-45
   - ☐ 46-55

Annex 3: Questionnaire for impact survey

UN-Habitat has commissioned an independent evaluation of impact and outcomes of the 10th Session of the World Urban Forum (WUF10), under the theme Cities of Opportunities: Connecting Culture and Innovation that took place on 8-13 February 2020 in Abu Dhabi, United Arab Emirates. As a participant, organizer, facilitator, speaker, moderator, etc., kindly share your WUF10 experience through the survey.

This online survey will take less than 10 minutes to complete.

The deadline for survey completion is Thursday 30 July 2020. Your individual responses will remain strictly confidential.

1. What is your Nationality?

2. What is your organizational affiliation?
   o National Government
   o Parliamentarian
   o Local and Regional Government
   o Inter-Governmental Organizations
   o Civil Society Organization
   o Foundation
   o Private Sector
   o United Nations System
   o Academia/Research
   o Media
   o Individual
   o Other (please specify)

3. To what extent do you agree or disagree with the following statements, in terms of WUF10 achieving its thematic objectives? (Strongly disagree, Disagree, Undecided, Agree, Strongly agree)

   o WUF 10 provided a common platform to take stock and discuss emerging approaches and practice in harnessing culture and innovation as drivers of sustainable development.
   o WUF10 promoted synergies between traditional and modernity, creating space for convergence in multicultural and multigenerational communities.
   o WUF10 provided insights into linkages between urbanization, culture and innovation as a basis for achieving inclusive and safe cities.
   o WUF10 promoted innovative solutions and approaches to address urban development issues.
   o WUF10 raised awareness on the role of culture in driving prosperity and socio-economic opportunities.
   o WUF10 provided a platform to discuss the role of culture and innovation in implementing the New Urban Agenda.
   o WUF10 facilitated inclusive and participatory involvement of leaders, experts and ordinary folk in the discussion of urban issues.

4. How would you rate the relevance of the WUF10 theme – Culture and innovation – for sustainable urban development?

Annex 4: People interviewed

#	Name / Organization
**Local authorities, regional/local governments and municipalities**
1	*Mr. Christian Hubel*, Head of Strategic Unit, City of Mannheim, Germany
2	*Mr. Maung Maung Soe,* Mayor of Yangon, Myanmar
**Civil society organizations**
3	*Mrs. Elin Fabre*, Responsible for the Global Utmaning program for sustainable cities, Global Utmaning, Sweden
4	*Mr. Thomas Melin*, Senior Urban Advisor at Global Challenge (Global Utmaning), Sweden, Former UN-Habitat staff coordinating WUF
5	*Mr. Jordi Pascual Ruiz*, UCLG, Culture Council Coordinator
6	*Mrs. Mary Jane C. Ortega*, Special Advisor, CITYNET
7	*Mrs. Sri Sofjan*, Huairou Commision, Member of UN-Habitat Advisory Group on Gender (AGGI) issues since 2012
8	*Mr. Malick Gaya*, Director of ENDA an environmental NGO active in the urban space, a long time UN-Habitat partner since the preparatory process of Habitat II in 1995
9	*Mrs. Kathryn Travers*, ED of Women in Cities International (WICI)
10	*Mr. Richard Scott*, UK Urban Ecology Forum
11	*Dr. Muhammad M. Gambo*, Manager, Policy, Research and Partnerships, Shelterafrique
12	**Mrs. Kathy Kline,** Advocate of the older persons constituency, Secretary of the General assembly of Partners (GAP), joined the urban movement in 2015 in the preparatory process of Habitat III
13	*Mrs. Celine D'Cruz*, Slum Dwellers International, currently serving as Urban Practitioner for the Asia Coalition for Housing Rights, Vice President of Block by Block organization
14	*Mr. Hannes Juhlin Lagrelius,* Program officer, Bilateral Associate Expert, Global Program for Inclusive and Accessible Urban Development, Co-chair, General Assembly of Partners-PCG Persons with disabilities
**City associations**

15	*Mr. Gino van Begin,* Secretary General, ICLEI
16	*Dr. Rene Peter Hohmann,* Head of Global Programmes, Cities Alliance
17	*Mrs. Yamila Castro,* Communication officer, Cities Alliance
18	*Dr. Najat Zarrouk,* Director of the African Local Government Academy, Vice-President of APS-HRMnet, UCLG Africa

Host country, UAE

19	*Mr. Bill Lashbrook,* Senior Planning Manager - Infrastructure Planning Planning and Infrastructure Sector
20	*Mr. Gregory Baeker,* Culture Planning & Development Director Culture Planning & Development Department, Department of Municipalities and Transport, Government of Abu Dhabi

Next host country for WUF11, Poland

21	*Mr. Wojciech Porczyk,* Counsellor to the Minister World Urban Forum in Katowice 2022 Coordinator European Affairs and International Cooperation Department Ministry of Development Funds and Regional Policy
22	*Mrs. Monica Kusina-Pycinska,* Director of International Cooperation Department, Ministry of Development Funds and Regional Policy
23	*Mrs. Joanna Sliz,* Head of Unit on Bilateral and Multilateral Cooperation, International Cooperation Department, Ministry of Development Funds and Regional Policy

Private sector

24	*Mr. Donovan D. Rypkema,* Heritage Strategies International, USA
25	*Mr. Rodney Swink,* Heritage Strategies International, USA
26	*Mr. James Donovan,* CEO, Adec Innovations, Philippines
27	*Mr. Jan Deman,* Executive Director, Busworld Foundation

Residence Coordinator

28	*Mrs. Dena Assaf,* RC UAE

	UN-Habitat staff	
29	*Mr. Victor Kisob*, United Nations *Assistant* Secretary-General and *Deputy* Executive Director of *UN-Habitat*
30	*Dr. Fernanda Lonardoni*, Programme Manager WUFs, External Relations, Strategy, Knowledge and Innovation Division
31	*Mr. Roi Chiti*, Advisor, ROLAC
32	*Mr. Lars Stordal*, Regional Focal Point, ROAP
33	*Mrs. Susannah Price*, Chief of Communication, Media and Outreach Section External Relations Division (ERD)
34	*Mr. Eduardo Moreno*, Chief, Knowledge & Innovation Branch
35	*Mr. Åsa Jonsson*, Chief, Best Practices Unit, UN-Habitat HQ Coordinator for Project Coordination Office for Countries of the CIS
36	*Mr. Victor Mgendi,* Chief of Unit, Public Information
37	*Mr. Chris Williams,* Director at UN-Habitat New York Office
38	*Mr. Aman Gupta,* Sustainable Finance Consultant, Special Projects, Office of the Executive Director
39	*Mrs. Helen Odera,* Associate Programme Officer, External Relations and Partnerships Branch, External Relations, Strategy, Knowledge and Innovation Division
40	*Mrs. Trang Nguyen,* Associate Programme Management Officer, Capacity Development and Training Unit, Programme Development Branch, Global Solutions Division
41	*Mr. Daniel Biau,* Retired Director UN-Habitat, Consultant, Urban Guru & Co.
	Donors	
42	*Mrs. Nayoka Martinez Bäckström,* Senior Program Manager/ Thematic Coordinator – Urban Development, Unit for Global Cooperation on Environment, Department for International Organisations & Policy Support, Swedish International Development Cooperation Agency (Sida)
43	*Mr. Brandon Jovan Jackson,* International Relations Officer, Office of Economic and Development Affairs, USAID
44	*Mrs. Katherine Connell Marinari,* Program Analyst, International and Philanthropic Affairs, USAID
45	*Mr. Terje Thodesen,* Senior Adviser, Department of Multilateral Cooperation, MFA, Norway
	Professionals / Professional associations	

46	***Dr. Luisa Bravo,*** City Space Architecture, University of Firenze *Founder, President* CITY SPACE ARCHITECTURE
47	***Dr. Dyan Currie,*** President and Trustee, Commonwealth Association of Planners
Foundations and think thanks	
48	***Mr. Bert Smolders,*** Coordinator World Urban Campus, ARCADIS
49	***Mr. Erik Berg,*** former Director at Norway's Ministry of Foreign Affairs, member of AGGI since 2017, president of Habitat Norway
50	***Mrs. Juliana Kerr,*** Global Cities and Immigration, Chicago Council of Global Affairs
UN Agencies	
51	***Mrs. Renata Rubian,*** Policy Advisor, Inclusive Growth (Global Policy Network – Cities and Urbanization) Bureau for Policy and Programme Support
52	***Mrs. Jana El-Baba,*** Programme Specialist, Social and Human Sciences, UNESCO Regional Bureau for Science in the Arab States, Cluster Office for Egypt, Libya and Sudan
53	***Mrs. Neba Nosseir,*** Programme Associate, Social and Human Sciences, UNESCO Cairo Office, Regional Bureau for Science in the Arab States, Cluster Office for Egypt and Sudan
Academia	
54	***Dr. Sahar Atia,*** a member of the UN-Habitat Stakeholder Engagement Advisory Group (SAGE), **Professor of Architecture & Urban Design, Department Of Architecture, Faculty of Engineering - Cairo University**
55	***Dr. Eugénie L. Birch,*** University of Pennsylvania
56	***Dr. Amy R. Tuininga,*** Director, PSEG Institute of Sustainability Studies, Colleague of Science and Mathematics, Montclair State University
European Commission / JRC	
57	***Mrs. Laura Liger***, Policy Analyst, European Commission - Directorate General for Regional and Urban Policy, Unit DDG.03 - Inclusive Growth, Urban and Territorial Development
58	***Dr. Wallis Goelen,*** Head of Unit, Inclusive Growth, Urban and Territorial Development, DG REGIO

59	Dr. Alice Siragusa, Project Officer, European Commission Joint Research Centre, Directorate B - Growth and Innovation Territorial Development Unit
OECD	
60	Mr. Joaquim Iliveira Martins, Deputy Director Centre for Entrepreneurship, SMEs, Regions and Cities, OECD
Other international organizations	
61	Mr. Peter Phillips, Secretary General, ICOMOS
62	Mr. Andrew Potts, Coordinator of the ICOMOS Climate Change and Heritage Working Group
63	Dr. Roshan R. Shrestha, Deputy Director, Water, Sanitation & Hygiene, Global Growth & Opportunity, Bill & Melinda Gates Foundation
Media	
64	Mr. Greg Scruggs, NextCity

Annex 5: Evaluation Matrix

Evaluation focus/Criteria	Evaluation questions	Data Sources	Data Verification
Achievement of WUF10 objectives	- To what extent did WUF10 achieve its thematic objectives? - To what extent did WUF10 contribute to raising awareness on sustainable urbanization among stakeholders and constituencies? - To what extend did WUF10 contribute to improve the collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned, and exchange of best practices and good policies? - To what extent, did WUF10 increase coordination and cooperation between different stakeholders for the advancement and implementation of sustainable urbanization? - To what extent has UN-Habitat learned from WUF10 on approaches to reporting on the implementation of New Urban Agenda? - To what extent did WUF10 integrate gender, human rights and equity and to what extent were innovations developed?	Documents reviewed, Survey results, Interviews, Session reports, UN-Habitat Website	Triangulation

	• What are critical challenges in respect to achieving effects and impacts of WUF10? • To what extent were commitments of various stakeholders made to ensure substantive reporting on the implementation of New Urban Agenda?		
RELEVANCE *Are the WUF10's adopted strategies pertaining to its intermediary and strategic objectives valid?*	• To what extent do WUF10 design and intended outcomes, respond to priorities of key stakeholders and are aligned with UN-Habitat's policies, strategies and mandate? • To what extent did the planning of WUF take into consideration linkages with work of UN-Habitat at global, regional and country level? • Given the thematic objectives WUF10, to what extent did WUF activities and outputs contribute to achievement of its thematic objectives and the outcomes of the WUF Programme 2017-2022?	Documents reviewed, Survey results, Interviews, Session reports, UN-Habitat and WUF 10 Websites	Triangulation
EFFECTIVENESS *Are the delivery of activities and outputs contributing to the*	• What evidences are there that WUF10 is contributing to achievement of planned outcomes in WUF programme of 2017-2022? • To what extent has WUF10 coordination, cooperation, and partnership efforts progressed into the implementation of and the reporting on the New Urban Agenda and Agenda 2030?	Documents reviewed, Survey results, Interviews, Session reports, UN-Habitat and WUF10 Websites	Triangulation

achievement of the WUF10 intermediary and strategic outcome?	• To what extent has WUF10 raised awareness on sustainable urbanization among stakeholders and constituencies?		
	• To what extent has WUF10 improved collective knowledge on sustainable urban development through inclusive open debates, sharing of lessons learned and exchange urban solutions, good practices and policies?		
	• To what extent has WUF10 improved global inventory of solutions on sustainable urban development inclusive open debates, sharing of lessons learned and exchange urban solutions, good practices and policies?		
	• To what extent has WUF10 raised collective knowledge on the proposed theme, i.e. culture and innovation for sustainable urbanization?		
	• To what extent has WUF10 supported commitments of different stakeholders to ensure substantive reporting to the NUA?		
EFFICIENCY *What is the efficiency of the WUF10?*	• How efficiently did UN-Habitat use its inputs (policies, strategies, human and financial resources, and partnerships) to plan, organize and deliver WUF10?	Documents reviewed, Survey results, Interviews, Session reports,	Triangulation

	• To what extent were implementation processes and management issues efficient to deliver WUF results? • What were the most innovative and effective approaches used to deliver WUF10? • How efficiently was the planning and implementation of WUF10 monitored and reported on? • What is the cost-benefit analysis of the chosen location? • How transparent was the bidding process for the host country?	UN-Habitat and WUF10 Websites	
SUSTAINABILITY *To what extent are the WUF10 results sustainable?*	• To what extent will the benefits from WUF10 be continued and sustained over the medium and long-terms? • What is the governance sustainability of the WUF10 model? • How financially sustainable is the WUF model?	Documents reviewed, Survey results, Interviews, Session reports, UN-Habitat and WUF10 Websites	Triangulation
IMPACT *Are there reasonable grounds to conclude that the WUF10 is*	• To what extent did WUF10 produce positive or negative changes in advancing sustainable development? • What are the impact multipliers for the WUF10 and WUFs in general?	Documents reviewed, Survey results, Interviews, Session reports, UN-Habitat and WUF10 Websites,	Triangulation

set to achieve its impact?	• How are lessons learned from the previous WUFs being incorporated into the WUF10 to achieve its impact?	WUF10 Urban Impact (report), Responses to WUF9 Audit Recommendations	
COHERENCE *How coherent is the WUF10 across all its actors, partners, and events?*	• To what extent was WUF10 implemented in coherence, complementarity and synergy with other development actors, partners and events?	Documents reviewed, Survey results, Interviews, Session reports, UN-Habitat and WUF10 Websites, Statistics of the registration and session speakers	Triangulation

Annex 6: List of UN System Agencies represented at the WUF10

	United Nations Organization, Programme, Offices and Specialized Agencies
1	Food and Agriculture Organization (FAO)
2	International Labour Organization (ILO)
3	International Organization for Migration (IOM)
4	International Telecommunication Union (ITU)
5	Office of the United Nations High Commissioner for Human Rights (OHCHR)

6	Special Representative of the UN Secretary-General for Disaster Risk Reduction
7	The World Bank Group
8	UN Global Compact
9	UN Resident Coordinator's Office in Bahrain
10	UN Resident Coordinator's Office in Belarus
11	UN Resident Coordinator's Office in Comoros
12	UN Resident Coordinator's Office in Fiji
13	UN Resident Coordinator's Office in Iran
14	UN Resident Coordinator's Office in Kuwait
15	UN Resident Coordinator's Office in Montenegro
16	UN Resident Coordinator's Office in the Republic of Azerbaijan
17	UN Resident Coordinator's Office in the United Arab Emirates
18	United Nations
19	United Nations Capital Development Fund (UNCDF)
20	United Nations Centre for Regional Development (UNCRD)
21	United Nations Children's Fund (UNICEF)
22	United Nations Conference on Trade and Development (UNCTAD)
23	United Nations Department of Economic and Social Affairs (UN DESA)
24	United Nations Department of Global Communications (UNDGC)
25	United Nations Development Programme (UNDP)
26	United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP)
27	United Nations Economic and Social Commission for Western Asia (UN ESCWA)
28	United Nations Economic Commission for Africa (UNECA)
29	United Nations Economic Commission for Europe (UNECE)
30	United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC)
31	United Nations Educational, Scientific and Cultural Organization (UNESCO)
32	United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN)
33	United Nations Environment Programme (UNEP)

34	United Nations High Commissioner for Refugees (UNHCR)
35	United Nations Human Settlements Programme (UN-Habitat)
36	United Nations Industrial Development Organization (UNIDO)
37	United Nations Interregional Crime and Justice Research Institute (UNICRI)
38	United Nations Office at Geneva (UNOG)
39	United Nations Office at Nairobi (UNON)
40	United Nations Office for Disaster Risk Reduction (UNDRR)
41	United Nations Office for Disaster Risk Reduction (UNDRR)
42	United Nations Office for Project Services (UNOPS)
43	United Nations Office for Sustainable Development (UNOSD)
44	United Nations Office on Drugs and Crime (UNODC)
45	United Nations Population Fund (UNFPA)
46	United Nations Sustainable Development Group (UNSDG)
47	United Nations System Standing Committee on Nutrition (UNSCN)
48	United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS)
49	United Nations Volunteers (UNV)
50	World Health Organization (WHO)

Note: The list does not reflect the United Nations Department for Safety and Security

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