



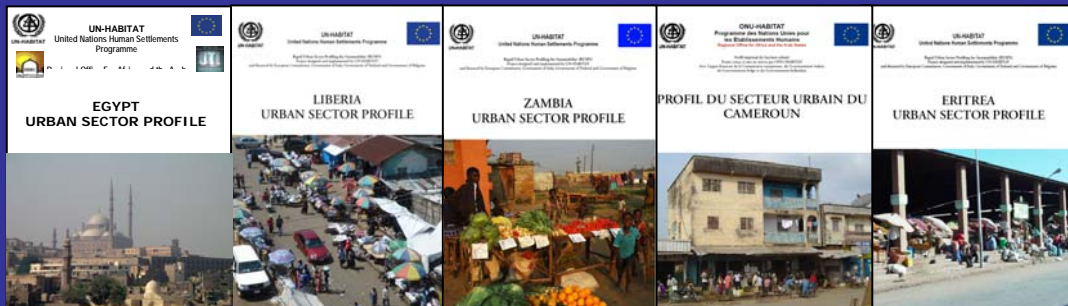
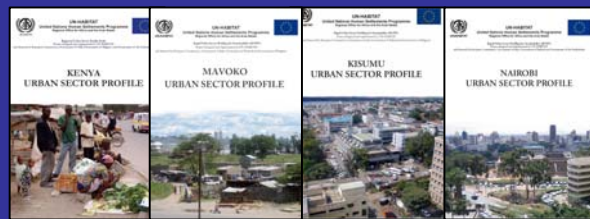
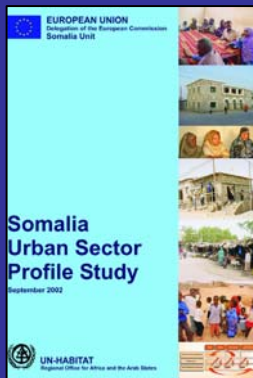
UN-HABITAT

Regional Office for Africa and the Arab States

Evaluation Results 2006

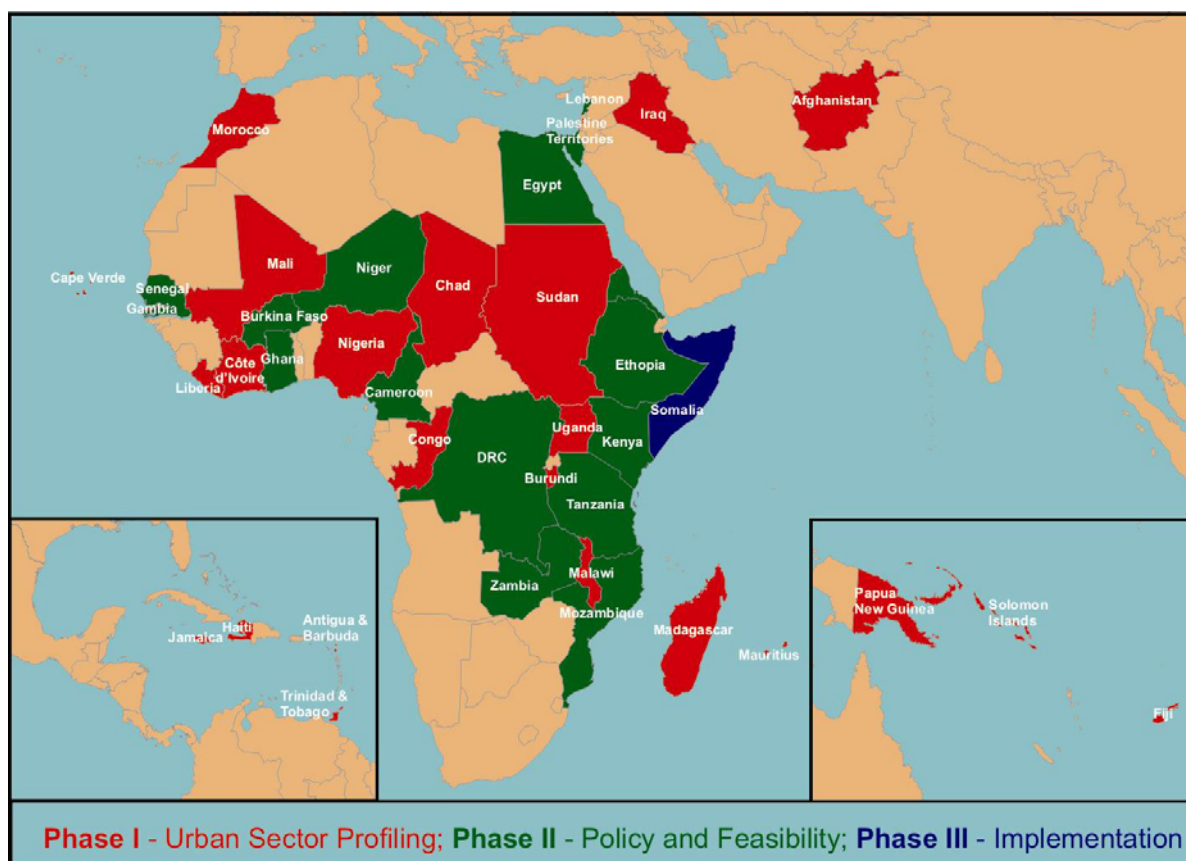
Rapid Urban Sector Profiling for Sustainability

RUSPS, Phase 1



Summary

November 2006



RUSPS countries

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A. Feedback from the RUSPS Phase 1 evaluation

Various stakeholders of the Rapid Urban Sector Profiling for Sustainability (RUSPS) programme completed a total of 39 questionnaires providing the RUSPS Team at headquarters access to solid data and insights. In general, the evaluation shows that RUSPS achieved very positive results in 16 different countries that completed RUSPS Phase 1, the Urban Sector Profiling for Sustainability.

The evaluation reveals that the majority of stakeholders particularly appreciate the participatory methodology, which encourages a change in decision-making and planning processes and adjusts choices through complex needs assessments and situation analyses. Further, the approach motivates stakeholders to focus more on urban issues and development. Whereas before implementing RUSPS most of the countries reported not having adequate urban development policies or strategies, currently more than half of the countries have developed programmes and projects as follow-up activities of RUSPS.

Methodology, outputs and the ownership building as well as the broad participation throughout the process are considered to be the main RUSPS strengths. Those interviewed specify that the support of the UN-HABITAT RUSPS team – consisting of the RUSPS coordinator and his assistants – increased the quality of the programme (expressed in a 88.4 percent confidence rate). But, efficiency in achieving the RUSPS objectives (by addressing urban poverty through increased attention to urban development issues, a comprehensive assessment of needs-response mechanisms, and strengthened participation) also saw a high confidence rate (86.4 percent). RUSPS activities had the lowest confidence rate, but at 81.8 percent this still indicates a high level of satisfaction.

This rate is reflective of the country-specific challenges that were confronted during the planning and implementation process and therefore also reveal the importance to implement RUSPS and to address these challenges. Since these specific problems had an impact on the project – e.g. by extending the timeframe – the UN-HABITAT RUSPS team at headquarters will establish a preparatory training course as an additional tool for introducing RUSPS methodology and themes, as well as tailoring the approach to country specific situations.

The general view that RUSPS provides positive outcomes and motivates stakeholders to further cooperate in local and national activities depicts to RUSPS as an attractive approach for future UN-HABITAT interventions.

“The Government could integrate this process as an instrument to be better informed about urban problems and, challenges and the way forward.”

“The experiences gained from the pilot cities can be replicated to other cities, municipalities and town councils.”¹

¹ These are quotations from interviewed participants of the RUSPS process. Throughout the whole document there are additional such statements.

B. Participation structure

Diverse backgrounds and perspectives were assessed.

The evaluation form was sent to **16 different RUSPS countries; 12 RUSPS teams** provided **39 questionnaires**.

Diverse backgrounds and perspectives were reflected. The evaluation forms were completed by a variety of RUSPS stakeholders summarised below:

Ministry	8
HPM	6
Local/provincial authority	5
Academics	4
NGO	3
RUSPS consultant	3
President of State	1
Private sector	1
In total	31

C. Questionnaire structure

The questionnaire was divided into three sections: **I. General comments on the overall RUSPS process; II. Evaluation of the different working steps and activities; and III. Lessons learned.** The evaluation form included eight questions based on yes/no options, grades, and further comments.

The responses were analysed to identify the strengths and weaknesses of the RUSPS implementation tools and evaluate the quality of the support from the RUSPS team at UN-HABITAT headquarters. The results are summarised and illustrated in this document to allow the UN-HABITAT RUSPS team in Nairobi to learn from their country team's experiences. The results are also being used to improve the RUSPS process before a new group of countries begins Phase I and the participating country teams launch Phase II.

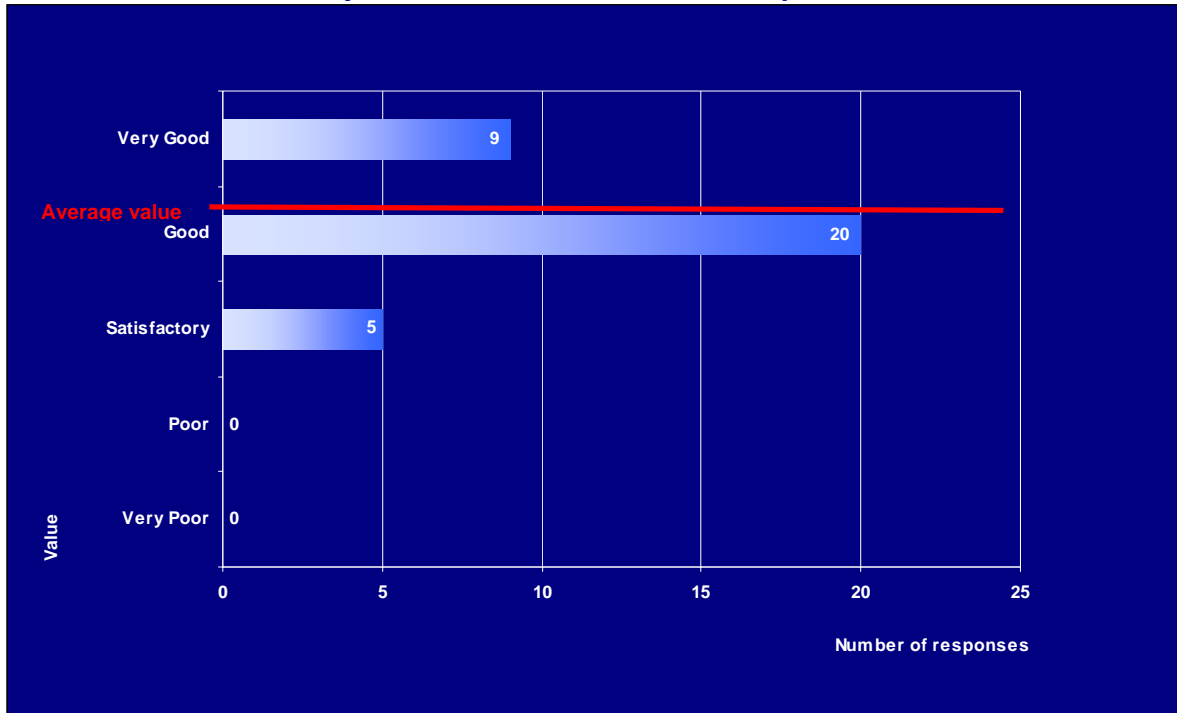
Please refer to the original questionnaire attached in the annex and the quotations selected from the 39 received questionnaires.

D. RUSPS evaluation results

1. Overall RUSPS process

The average value of the overall RUSPS process evaluation is better than “good”. The overall confidence rate shows a very positive perception at 82 percent.

How do you evaluate the overall RUSPS process?



The evaluation of the overall RUSPS process represents an average value of 4.2 points, which is equivalent to the grade “good” with a stronger tendency to “very good” (5 points) than to “satisfactory” (3 points). Nine participants answered “very good” and just five “satisfactory”. None of the participants judged the RUSPS process with “poor” (2 points) or “very poor” (1 point).

Thirty-four responses were received in total.

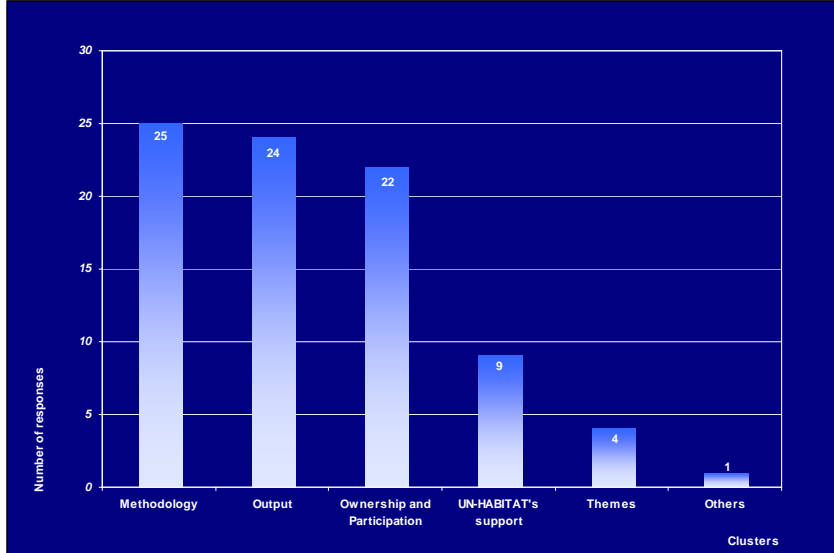
“This initiative brought some understanding, both horizontally and vertically, to the national level, in order to support these initiatives and involve people in the planning exercises.”

“RUSPS provided a forum for governments to explain their role in the development of the country, addressing a rare audience comprising public, private, and popular sector representatives and donors.”

2. Strengths and weaknesses of the RUSPS process

In total, the interviewed participants mentioned 16 more strengths than weaknesses of the RUSPS process.

2a) In your view, what are the strengths of the RUSPS process?

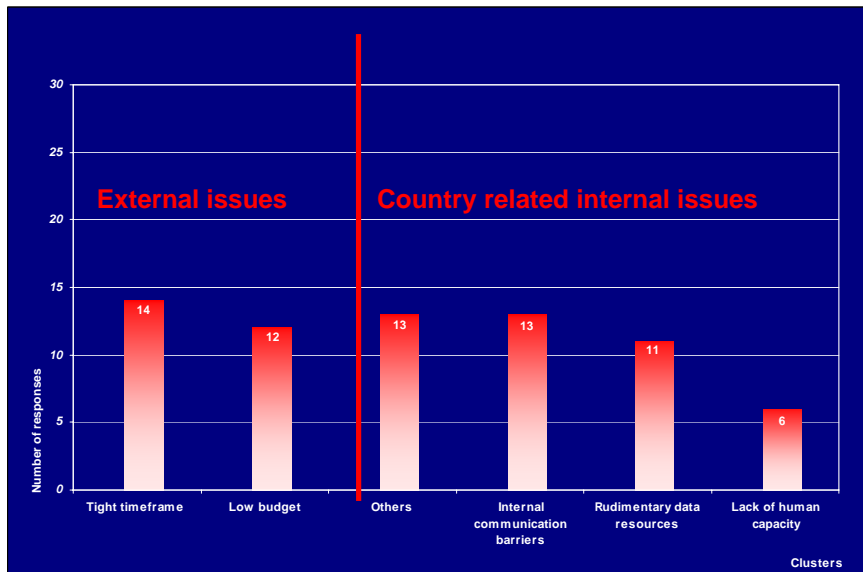


Number of responses: 85

“During this process we learned how to motivate people in order to participate in community development.”

“Through these consultations we learned the methodology of how to create good coordination links among governments, donor agencies, and communities.”

2b) In your view, what are the weaknesses of the RUSPS process?



Number of responses: 69

2c) Explanations of the terms used in the charts

Methodology

- Inclusion of all urban sectors
- Broad involvement of experts and stakeholders
- Short timeframe (rapid assessment)

Output

- Successful needs assessment accomplished
- High stakeholder motivation achieved
- Comprehensive data gathering and analysis accomplished
- Future projects with high potentials identified
- Strong linkages made between local and national challenges
- High awareness of urban needs achieved
- Participatory planning strengthened
- High number of RUSPS-identified issues addressed through national urban plans
- Efficient learning process provided
- New Local Habitat Forum established
- Significant capacity-building outcomes achieved
- Values added through discussions
- Efficiency increased through consensus building
- A culture of tolerance taught

Communication barriers

- Coordination problems between institutions and ministries
- Weak public awareness and media attention
- Translation and adoption of questionnaires delayed assessment process
- Invitation and integration of local stakeholders as well as grass-roots organisations
- Publicity during consultations

Others

- Weak institutionalisation of RUSPS process
- Selective scope consisting of only three cities
- Strong emphasis on technical input
- Instable political situation
- Missing urban-rural linkages

Information and data resources

- Lack of local and national data
- Lack of trainings and preparatory seminars for RUSPS (in order to understand the comprehensive approach)

Lack of capacity

- Weak local capacities for compiling study
- Insufficient RUSPS staff
- Missing national counterparts

2d) Comparison of the strengths and weaknesses of the RUSPS process

In general, the interviewed participants elaborated more responses for “strengths” (85) than “weaknesses” (69) of the RUSPS process. The strengths represent three main clusters: methodology; output; and ownership and participation. The weaknesses are in contrast spread among different clusters. This evaluation reveals that the RUSPS approach is strongly appreciated and has a positive impact on the different countries and their urban development. However, taking into consideration the weaknesses, RUSPS teams seem to be confronted with country-specific challenges that do have an impact on the course of the project.

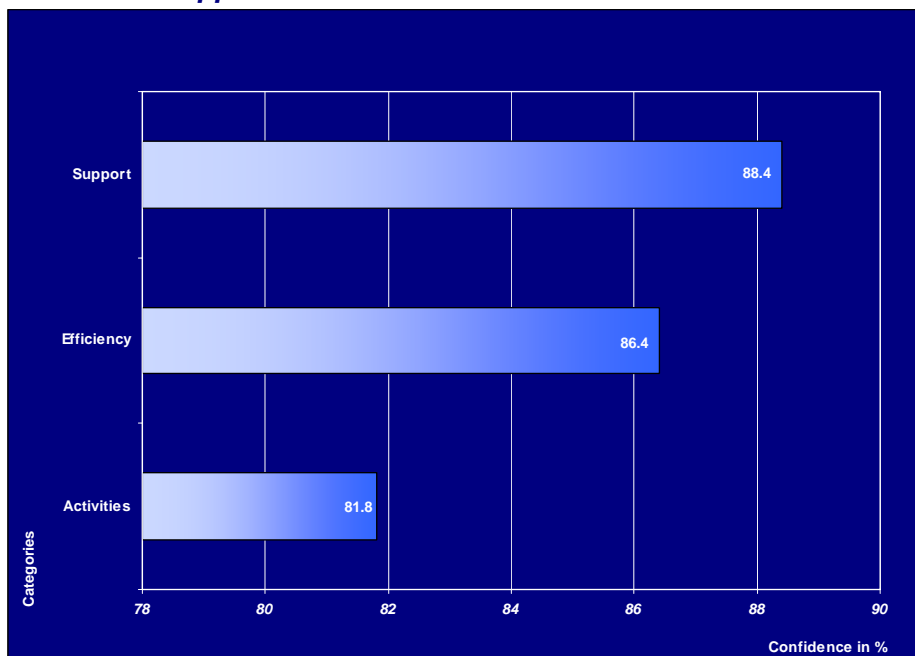
“During these consultations we identified the basic causes of people maintaining their distance and disagreeing with government.”

“We identified and realised the basic root causes of the problems through open discussions with different stakeholders.”

3) Success and confidence in the RUSPS process

The confidence rate in all categories exceeded 80percent.

How do you evaluate the efficiency and success of RUSPS objectives and the support from the UN HABITAT RUSPS team?



Number of responses: 31

The value in percent illustrated in the chart symbolises the degree of confidence concerning the three dimensions:

- ***Support and activities from the UN-HABITAT RUSPS team at headquarters***

The introduction and explanation of the RUSPS process through the RUSPS coordinator, material and guidance provided throughout by the RUSPS team at headquarters, and the selection of the themes had the highest confidence rate (88.4 percent).

“The staff that supervised the exercise did a wonderful job.”

- ***Efficiency of the RUSPS process in achieving the objectives***

Similar to the answer structure regarding strength and weaknesses, efficiency in achieving RUSPS objectives was considered very positive with a confidence rate of 86.4 percent. Interviewed participants confirmed that urban poverty was addressed, priorities and urgent needs were identified, needs-response mechanisms were assessed and participation was strengthened; in addition ownership and partnerships were built.

“The SWOT analysis exercise was a great eye opener to decision making.”

- ***Success of the different activities included in RUSPS***

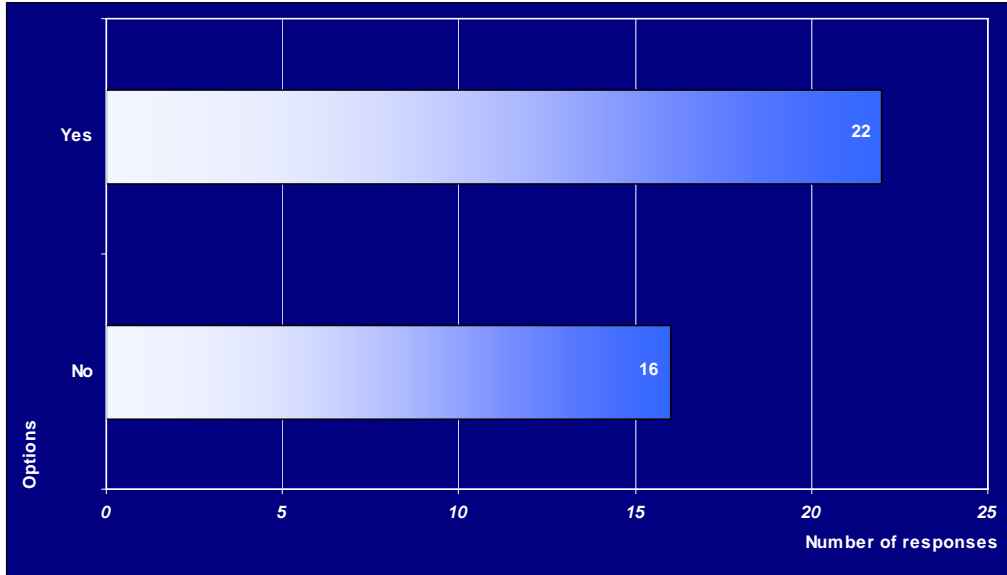
The RUSPS activities received 81.8 percent approval, which still represents a high confidence rate. This result, however, correlates strongly with the country-specific challenges that were highlighted in the evaluation of RUSPS weaknesses in the different countries.

“We learned how to identify the basic necessities and actual needs that we were not aware of.”

4. Follow-up activities of the RUSPS process

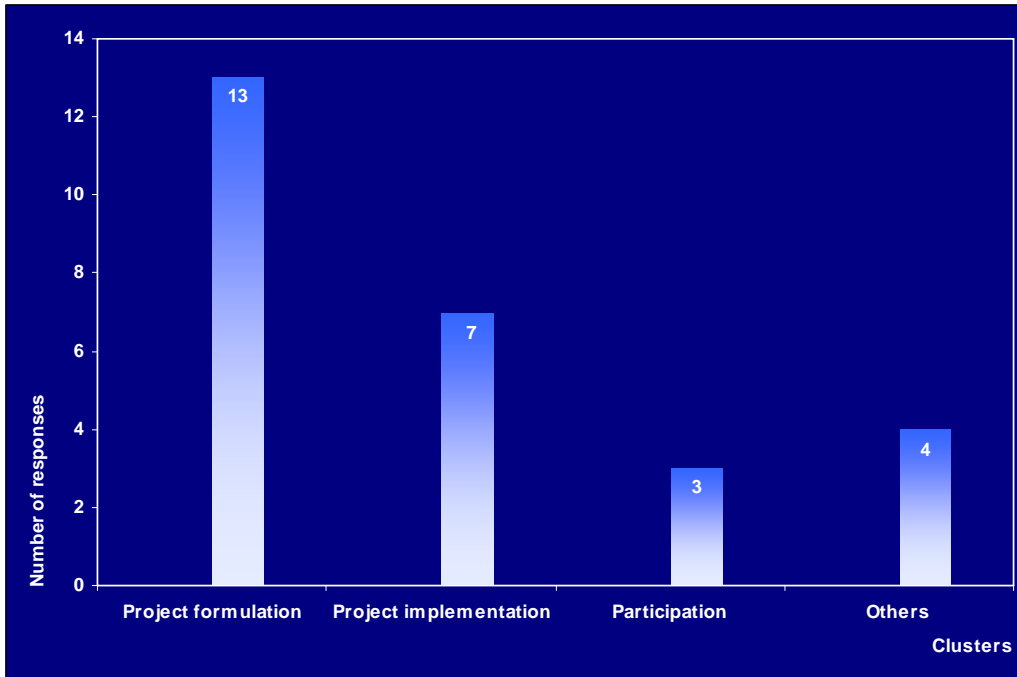
The majority of respondents confirmed the existence of follow-up activities introduced through RUSPS.

4a) Have there been any follow-up activities associated with RUSPS?



Total number of responses: 38

4b) If yes, please elaborate:



Total number of responses: 27

The assessment of the follow-up activities shows that at the end of the first phase of RUSPS, more than half of the participating countries (57 percent) introduced, planned or formulated follow-up activities. Some countries implemented or prepared quite varied follow-up-activities; Egypt implementing the “National Urban Planning Strategy Programme for Small Cities” and the “UN-Joint Slum Upgrading Project”; Afghanistan planned a three-year programme addressing slum upgrading, municipal governance, and waste management in collaboration with CIDA, as well as an expansion of the RUSPS regions with support from CIDA and DFID.

E. Quotes and comments from the RUSPS evaluation

Participation

- *“RUSPS brings everyone together and converges efforts in a unifying manner. It makes linkages and strengthens urban sector interactions between people and urban authorities. RUSPS facilitates investment and programme planning at the local level that is based on broad consensus, agreed priorities, and involving, implementing authorities and service beneficiaries to co-plan proposed actions.”*
- *“Le fait de consulter pratiquement toutes les couches de la population à travers les mini-consultations car le peuple étant habitué à la dictature des gouvernés. Ce processus est un bon exemple d’une approche participative pour un programme de développement par la base.”*
- *There was "willingness and enthusiasm of partners to participate"*
- *"RUSPS provided political and social space for participation and exchange of views."*

Methodology

- *“The procedure of giving active participation to local people during planning making is itself a strong point of this strategy plan.”*
- *“The staff that supervised the exercise did a wonderful job and the SWOT analysis exercise was a great eye-opener to decision making”*
- *“RUSPS has provided a useful tool to undertake not only additional analyses of other cities, but also to undertake deeper analytical perspectives for urban settings in Liberia such as the review of the entire settlement, the classification system, as well as other related functional requirements for cities.”*
- *The process “linked the problems, needs and priorities at the local level with those at national level.”*
- *“This is a new approach. It has received wide-spread support amongst governmental and municipal partners.”*
- *“All stakeholders and community members came together to one platform to discuss the common issues of the city in all aspects of life.”*
- *"SWOT analysis is a useful tool"*

Output

- *“Every plan that is made after discussion and agreement of capable people then adds values.”*
- *“The experiences gained from the pilot cities can be replicated to other cities, municipalities and town councils.”*

- *“RUSPS: Local government authorities need to be strengthened to enable them to perform their coordination rules adequately. That is what RUSPS does.”*
- *“National policies should be reviewed so as to incorporate experiences learned in RUSPS.”*
- *“Ca nous a permis d'identifier les besoins réels des habitants des villes.”*
- *The process "created new visions and motivated the stakeholders".*
- *"The RUSPS has led to the formation of the Local Habitat Forum to coordinate all issues of settlement in the cities."*
- *"RUSPS provided a forum for governments to explain their role in the development of the country to rare audience comprising public, private, popular sector representatives and donors"*
- *"RUSPS has led to establishment a of network of stakeholders working together on matters of urban development both at the national and the city levels"*
- *RUSPS created: "Awareness for major institutional and structural problems"*
- *"RUSPS has paved the way for planned and coordinated urban development."*
- *“During this process we learned how to motivate people to participate in community development.”*
- *“During these workshops, we identified the basic causes maintaining their distance and disagreeing with government.”*
- *“All stakeholders and community representatives became familiarised with city profiling and the RUSPS approach.”*
- *“We learned how to identify the basic necessities and actual needs that we were not aware of.”*
- *“We identified and realised the basic root causes of the problems through open discussions with different stakeholders.”*
- *"Consensus building on priorities among various institutions and interest groups is key."*
- *RUSPS provides an "international assessment".*
- *“Through these workshops we learned the methodology of how to create good coordination links among governments, donor agencies, and communities.”*

Future perspectives

- *“Le Gouvernement de la RDC, par le biais du Ministre de l'Urbanisme et la Cellule d'appui à l'Ordonnateur National, avait manifesté son souhait de participer à la deuxième phase du processus RUSPS. Ainsi, nous attendons de votre part le lancement de cette deuxième phase, et nous sommes bien disposés à nous y investir.”*
- *"There is readiness for action whenever required assistance is available"*
- *"Rapid assessment as a tool from the national authority was accepted."*
- *“Public-private partnerships in municipal service delivery improved for the future through RUSPS.”*
- *RUSPS showed perspectives for “building development synergies.”*

ANNEX

Evaluation FORM in English and French

This evaluation form addresses the different RUSPS-teams, and it serves the UN-HABITAT RUSPS-Team in Nairobi to learn from your country team's experiences with RUSPS. The results will be used to improve the RUSPS process, before a new group of countries will begin Phase I, and your country teams will proceed with the second phase. Your responses will be analysed to identify the strengths and weaknesses of the RUSPS implementation tools and the support team from the UN-HABITAT RUSPS-Team at HQ.

The questionnaire is divided into three sections: **I. General comments on the overall RUSPS process**; **II. Evaluation of the different working steps and activities**; and **III. Lessons-learnt**. The evaluation form includes eight questions base on yes-no-options, grades and further comments. In total, we need responded evaluation forms per country. In total, we need five (5) responded evaluation forms per country. We therefore rely on the support of the HPMS to forward this questionnaire to their team members and key partners (national and local authorities, NGOs e.g.) of the RUSPS process in your country to fulfil the aim to get diverse perspectives on inputs.

You can fill your answers electronically into the boxes and send it via e-mail back to the Nairobi RUSPS-Team at rusps@unhabitat.org or you can post it to Mohamed El Sioufi, UN-HABITAT, PO Box 30030, 00100 Nairobi, Kenya. If you wish to stay anonymous, you also have the option of logging into a hotmail account (created specific for this purpose), and send it as an attachment to our RUSPS-email address. Please login at www.hotmail.com, username: ruspsacp@hotmail.com, password: roaas2006 can use the email service of hotmail (www.hotmail.com) and login to ruspsacp@hotmail.com, password roaas2006 and send us your questionnaire as an attachment to our e-mail address.

The UN-HABITAT RUSPS-Team in Nairobi appreciates your comments and is looking forward to a successful partnership in the Phase II of RUSPS.

If you have any further comments, questions or inputs, please do not hesitate to contact the UN-HABITAT RUSPS-Team:

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I. OVERALL COMMENTS ON THE RUSPS ACTIVITIES IN PHASE I

1) How do you evaluate the overall RUSPS process?

Very good	Good	Satisfactory	Poor	Very poor

Further comments:

2) In your view, what are strengths and weaknesses of the RUSPS process in your country?

2a) Strengths

2b) Weaknesses

3) In your country, what are the main outcomes of the RUSPS process beyond the profile, i.e. generated funding, capacity-building)? Please name them.

II. EVALUATION OF RUSPS ACTIVITIES IN PHASE I

4) How do you evaluate the efficiency of RUSPS concerning following objectives?

Targets	Very good	Good	Satisfactory	Poor	Very poor
Contribution to urban poverty reduction policy development					
Rapid assessment of needs and capacity gaps					
Identification of agreed priority project proposals					
Assessment of needs-and-response mechanisms					
Participation, partnership and ownership building					

Further comments:

5) How do you evaluate the success of following objectives?

Activities	Very good	Good	Satisfactory	Poor	Very poor
Mobilisation of key stakeholders (political & financial support)					
Review and collection of urban indicators					
Assessment of local and national needs and practices					
Conduction of the city consultations					
Conduction of the national consultation					

Production of the SWOT analysis					
Synthesis between local, national and regional levels					
Compilation of the city and/or national urban sector profiles					

Further comments:

6) How do you rate the support from the UN-HABITAT RUSPS-Team at HQ?

Support	Very good	Good	Satisfactory	Poor	Very poor
Introduction to the RUSPS methodology and outputs					
Guidance through the Terms of Reference (ToR)					
Guidance through the interview forms					
Communication and support during the RUSPS process					
Selection of the four themes					

Problems:

III. LESSONS LEARNED THROUGH RUSPS ACITIVITIES IN PHASE I

7) Have there been any follow-up activities associated to RUSPS phase I?

<u>Yes</u>	<u>No</u>

7a) If yes, please enumerate.

7b) If no, please explain why.

8) What were, in your view, the main problems with the overall RUSPS process, and how could it be improved (e.g. timing)?

**PROFILAGE RAPIDE DU SECTEUR URBAIN (RUSPS)
PHASE I**

- ÉVALUATION -

Le présent formulaire d'évaluation s'adresse aux différentes équipes de profilage rapide du secteur urbain (RUSPS) pour leur permettre de faire part à l'équipe centrale du RUSPS à Nairobi de leur expérience dans les pays concernés.

Les résultats seront utilisés pour améliorer le processus de RUSPS avant que de nouveaux pays lancent la Phase 1 et que votre équipe s'engage dans la Phase 2. L'analyse de vos réponses permettra non seulement de cerner les forces et les faiblesses du processus RUSPS et de sa méthodologie, mais aussi de juger de la qualité des instructions provenant de l'équipe centrale du RUSPS auprès d'ONU-HABITAT à Nairobi.

Le questionnaire est divisé en trois parties: (I) Remarques générales concernant le processus RUSPS; (II) Évaluation des différentes activités; et (III) Les enseignements tirés de l'utilisation du RUSPS. L'évaluation comporte huit questions auxquelles on peut répondre par oui/non, par des gradations et/ou par des commentaires.

Nous avons besoin de cinq questionnaires remplis par pays. Nous comptons donc sur les HPM et sur leur soutien pour qu'ils s'adressent aux divers membres de leur équipe et à leurs principaux partenaires (nationaux, locaux et ONG) afin d'obtenir diverses perspectives.

Vous pouvez inscrire vos réponses sur la fiche ci-jointe et les envoyer par mel à l'équipe RUSPS de Nairobi, rusps@unhabitat.org ou par la poste à Mohamed El Sioufi, UN-HABITAT, P.O. Box 30030, 00100 Nairobi, Kenya. Prière de préciser «RUSPS» sur l'enveloppe.

Si vous préférez rester anonyme, vous avez la possibilité d'utiliser notre «Hotmail Account» et de nous renvoyer le questionnaire ci-joint à notre adresse mel, rusps@unhabitat.org. On la trouve sur www.hotmail.com, username: ruspsacp@hotmail.com, mot de passe: roaas2006.

L'équipe ONU-HABITAT appréciera vos commentaires et sera heureuse de coopérer étroitement avec vous pendant la deuxième phase.

Si vous avez des questions, n'hésitez pas à contacter notre Equipe RUSPS:

Alioune Badiane, Directeur, Bureau Régional pour l'Afrique et les Pays Arabes, e-mail: alioune.badiane@unhabitat.org Mohamed El Sioufi, Conseiller technique, Coordinateur RUSPS, e-mail: mohamed.el-sioufi@unhabitat.org E-mail: rusps@unhabitat.org

III. COMMENTAIRES GÉNÉRAUX SUR LES ACTIVITÉS RUSPS, PHASE I

1) Comment évaluez-vous le processus RUSPS?

Excellent	Bon	Satisfaisant	Insuffisant	Très insuffisant

Commentaires:

2) D'après vous, quelles sont les forces et les faiblesses du processus RUSPS dans votre pays?

2a) Forces

2b) Faiblesses

3) Dans votre pays et mis à part le profilage urbain, quels sont les principaux effets positifs du processus RUSPS, par ex. le financement ou le renforcement des capacités? Merci de les énumérer.

IV. ÉVALUATION DES ACTIVITÉS RUSPS EN PHASE I

4) Comment évaluez-vous l'efficacité du RUSPS au regard des différents objectifs?

Objectifs	Excellente	Bonne	Satisfaisante	Insuffisante	Très insuffisante
Contribution à la réduction de la pauvreté					
Identification rapide des carences, des besoins et des capacités					
Identification des projets proposés et des priorités					
Identification des besoins et des mécanismes de réaction					
Participation, coopération et appropriation					

Commentaires:

5) Comment évaluez-vous les résultats dans les divers domaines?

Activités	Excellents	Bons	Satisfaisants	Insuffisants	Très insuffisants
Mobilisation des intervenants-clés (soutien politique et financier)					
Observation et collecte des indicateurs urbains					
Identification des besoins et situations locaux/nationaux					
Déroulement des consultations dans les villes					
Déroulement de la consultation nationale					
Production de l'analyse SWOT					
Synthèse entre niveaux local, national et régional					
Compilation des profils du secteur urbain					

Commentaires:

6) Comment appréciez-vous le soutien de l'équipe RUSPS d'ONU-HABITAT à Nairobi?

Type de soutien	Excellents	Bons	Satisfaisants	Insuffisants	Très insuffisants
Introduction de la méthodologie RUSPS					
Utilité pratique du Cahier des Charges					
Utilité pratique des questionnaires					
Communication et soutien pendant le processus RUSPS					
Sélection des quatre thèmes					

Difficultés rencontrées:

III. ENSEIGNEMENTS TIRÉS DES ACTIVITÉS RUSPS

7) La Phase 1 du RUSPS devrait-elle comporter la mise au point d'activités d'assistance?

<u>i</u>	<u>Non</u>

7a) Si oui, merci de fournir des détails.

7b) Si non, merci de fournir des détails.

8) D'après vous, quelles ont été les principales difficultés qu'a présentées le processus RUSPS en général, et comment peut-on l'améliorer?
