

“Asserting People's Habitat Rights at all Levels” global project of the Habitat International Coalition (HIC)

Evaluated period: 2014 – 2019

Evaluation Report (2019)



Cooperative housing development in Nairobi (Photo: SUM Consult, 2017)

Submitted to MISEREOR and the Habitat International Coalition (HIC)

by

Joanna Kotowski, SUM Consult Wiesbaden, Germany,

and

Prof. Dr. Samia Satti Mohamed Nour, University of Khartoum, Sudan

24 February 2020

Table of Contents

List of Tabular overviews, Tables and Figures	D
List of abbreviations and acronyms.....	E
Acknowledgements	G
Executive summary.....	i
1. Description of the evaluated project.....	1
1.1. Evaluation subject	1
1.2. Project context and framework conditions.....	1
1.2.1 Institutional context	1
1.2.2 Socio-economic and political context.....	2
1.3. Project target groups.....	3
1.3.1 Direct target groups and intermediaries	3
1.3.2 Indirect target groups.....	4
1.4. Project objectives and intervention logic.....	4
1.4.1 HIC's mission and central objectives	4
1.4.2 Overview of project objectives.....	5
1.4.3 Projects' Theory of Change.....	6
1.4.4 Strategic action lines.....	8
1.5. HIC structure and management	8
1.6. Nature and scope of cooperation with MISEREOR and other donors	10
1.7. Reason for and objectives of the evaluation.....	11
2. Evaluation process and data collection methods employed.....	11
2.1. Evaluation process and participants.....	11
2.1.1 Evaluation Process	11
2.1.2 Evaluation Team	12
2.2. Data collection methods employed	12
2.2.1 Data collection methods.....	12
2.2.2 Description of the survey sample	13
2.2.3 Means of data analysis	14
3. Results of data collection and evaluation	14
3.1. Results of documental review	14
3.1.1 General results.....	14
3.1.2 Reported main project actions.....	15
3.1.3 Overview of HIC's recent General Assemblies	19
3.2. Results of consultations with HIC structures (staff and Board).....	20
3.2.1 Results of the SWOT analysis.....	20
3.2.2 Results of the stakeholder network analysis.....	22
3.3. Results of the online survey 2019	23
3.4. Results of the interviews with key informants.....	24
3.4.1 Scope and opinions.....	24
3.4.2 Means of communication and interaction	26
4. Assessment of the information collected.....	27
4.1. Results related to general evaluation questions.....	27
4.1.1 Verification of the implementation of previous evaluation recommendations	27
4.1.2 Relevance of GPR2C.....	29
4.1.3 Importance of MISEREOR for HIC's mission	30
4.2. Results related to the DAC criteria	30
4.2.1 Relevance of the HIC projects.....	30
4.2.2 Effectiveness.....	33
4.2.3 Outcomes and impacts.....	45

4.2.4	Efficiency.....	51
4.2.5	Sustainability	56
5.	Overarching conclusions and recommendations	58
5.1.	Conclusions.....	58
5.1.1	To what extent is HIC fulfilling its mission through the MISEREOR projects.....	58
5.1.2	Recent challenges faced by HIC and ways to overcome them.....	58
5.1.3	Recent achievements and advantages from the roles of HIC-GS and HIC-HLRN	59
5.1.4	Major lessons learnt	60
5.2.	Recommendations.....	60
5.2.1	Recommendations related to HIC structures	60
5.2.2	Recommendations related to communication and coordination with Members and to Member and grassroots involvement	61
5.2.3	Recommendations related to communication between Members.....	62
5.2.4	Recommendations related to HIC strategies and central objectives	63
5.2.5	Recommendations related to administration and management.....	63
5.2.6	Recommendations related to cooperation with MISEREOR	64

ANNEXES

Annex 1: Evaluation ToR

Annex 2: Inception Report

Annex 3: Evaluation schedule

Annex 4: List of people interviewed

Annex 5: Relevant global framework processes and Habitat time line

Annex 6: Comparison activities planned vs. implemented

Annex 7: Inception workshop summary

Annex 8: Results SWOT analysis

Annex 9: Overview HIC allies and networking partners

Annex 10: Summary of survey results

Annex 11: Overview on informants responses

Annex 12: Review of the implementation of previous evaluation recommendations

Annex 13: Summary of the final workshop in Barcelona

Annex 14: HIC's validation of recommendations presented by the evaluators at the final workshop

Annex 15: Reference documents

- Asserting People's Habitat Rights at all levels (600 600 2535 ZG) – Project documents
- Integrating People's Housing and Land Rights with Sustainable Development (600 600 2415 ZG) – Project documents
- Strengthening HIC Operation Coordination, Member Capabilities and Advocacy (600 600 2109 ZG) – Project documents
- Other relevant HIC documents
- Other relevant documents
- Relevant web pages

List of Tabular overviews, Tables and Figures

List of Tabular overviews

- Overview 1 – Evaluated projects (evaluation phases 1 – 3)
- Overview 2 – Project finance (evaluation phases 1 – 3)
- Overview 3 – Results of the HIC SWOT Analysis
- Overview 4.1–4.3 – Assessment of outcome and indicator achievements (projects 1 to 3)
- Overview 5 – Assessment of HIC’s contribution to the overall goals (projects 1 to 3)
- Overview 6 – Summary of recommendations

List of Tables

- Table 1 – Overview of HIC’s Allies
- Table 2 – Overview of conducted informant interviews
- Table 3 – Active HIC Members (regional distribution)
- Table 4 – HIC Members with the right to vote (regional distribution)
- Table 5 – Target group estimate

List of Figures

- Figure 1 – Regional distribution of HIC Members
- Figure 2 – Projects Theory of Change
- Figure 3 – HIC’s organisational structure
- Figure 4 – Evaluation process overview
- Figure 5 – Participation in General Assemblies 2014-2019
- Figure 6 – Participation in General Assemblies – regional distribution of participants
- Figure 7 – Survey sample
- Figure 8 – HIC’s “sandwich strategy”
- Figure 9 – HIC’s world wide networking and advocacy
- Figure 10 – HIC’s influence on governmental approaches (Members’ perception)
- Figure 11 – HIC’s influence on international agendas (Members’ perception)
- Figure 12 – HIC Members’ satisfaction ratings
- Figure 13 – Usefulness of HIC’s projects (Members’ perception)
- Figure 14 – HIC Members’ participation in planning and monitoring
- Figure 15 – HIC’s central involvement areas
- Figure 16 – Current intersection between HIC-GS’s and HIC-HLRN’s main issues

List of abbreviations and acronyms

AFINUA	Action Framework for the Implementation of the New Urban Agenda
AR	Annual Report
ATI	Academic and Training Institution
BM	Board Meeting
CBO	Community based organisation
CEDaW	Committee for the Elimination of All Forms of Discrimination against Women (UN)
CEIRPP	Committee on the Exercise of the Inalienable Rights of the Palestinian People
CERD	Committee on the Elimination of Racial Discrimination (UN)
CESCR	Committee on Economic, Social and Cultural Rights (UN)
CFS	Committee on World Food Security (FAO)
CIDOB	Barcelona Centre for International Affairs
CISDP	Committee on Social Inclusion, Participatory Democracy and Human Rights (UCLG)
CLACSO	Consejo Latinoamericano de Ciencias Sociales
COP	Conference of Parties
CS&GO	Civil Society and Grassroots Organization(s)
CSCG	Civil Society Constituency Group (HIC WG)
CESCR	Committee on Economic, Social and Cultural Rights (UN)
CSM	Civil Society Mechanism
CSM4CFS	Civil Society Mechanism for relations with the UN Committee on Global Food Security
CSO	Civil Society Organization
CSocD	Commission on Social Development
DCAM	Développement Communautaire et Assainissement du Milieu (Benin)
DESC	Derechos Económicos, Sociales y Culturales (Economic, Social and Cultural Rights)
DIAUD	Global Network on Disability Inclusive and Accessible Urban Development
DPA	Division for Palestinian Rights (UN)
DPPA	Department of Political and Peacebuilding Affairs (DPPA)
ECLAC	Economic Commission for Latin America and the Caribbean (UN)
ECOSOC	Economic and Social Council (UN)
ESCAP	Economic and Social Commission for Asia and Pacific (UN)
ESCER	Economic, Social, Cultural and Environmental Rights
ESCR	Economic, Social and Cultural Rights
ESCR-Net	International Network for Economic, Social and Cultural Rights
ESCWA	Economic and Social Commission for Western Asia (UN)
FAO	Food and Agriculture Organisation (UN)
FIAN	Food First Information and Action Network
FPH	Fondation Charles Léopold Mayer pour le Progrès de l'Homme
GA	General Assembly
GAP	General Assembly of Partners (HIC WG)
GFHS	Global Forum on Human Settlements
GLTN	Global Land Tool Network
GPR2C	Global Platform for the Right to the City
GS	General Secretariat (HIC)
HA	Habitat Alternativo
HIC	Habitat International Coalition
HLPF	High-level Political Forum on Sustainable Development (UN)
HLRN	Housing and Land Rights Network (HIC)
HRAH	Human right to adequate housing
HRC	Human Rights Council (UN)
HRCAC	Human Rights Council Advisory Committee
HRHO	Human Rights Habitat Observatory (HIC)
IAI	International Alliance of Inhabitants
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICLEI	<i>International Council for Local Environmental Initiatives</i> – now: Local Governments for Sustainability
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development (UN)

ILO	International Labour Organization (UN)
IOM	International Organization for Migration (UN)
IPC	International Planning Committee for Food Sovereignty
IPC4CSM	International Planning Committee for Food Sovereignty for participation in the CSM4CSF
IUT	International Union of Tenants
KZE	Katholische Zentralstelle für Entwicklungshilfe
LA	Latin America
LG	Local Government
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
NGO	Non-governmental Organisation
NUA	New Urban Agenda
OHCHR	Office of the United Nations High Commissioner for Human Rights (UN)
ORU Fogar	United Regions Organization / Forum of Regional Governments and Global Associations of Regions
PPP	public-private partnership
R2C	Right to the City
RACG	Researchers and Academic Constituency Group
SDG	Sustainable Development Goal(s)
SINA	Settlements Information Network Africa (West Africa)
SPH	Social Production of Habitat
SR	Special Rapporteur (UN)
SR-AH	Special Rapporteur on Adequate Housing (UN)
TOC	Theory of Change
TOR	Terms of Reference
UAE	United Arab Emirates
UCLG	United Cities and Local Governments
UN	United Nations
UN Habitat	United Nations Human Settlements Programme
UNDP	UN Development Programme
UNEP	UN Environment Programme
UNHCR	United Nations High Commissioner for Refugees
UPR	Universal Periodic Review
VDB	Violations Database
VIAT	Violations Impact Assessment Tool
WFP	World Food Programme
WG	Working Group
WSF	World Social Forum
ZG	<i>(MISEREOR reference to KZE in project numbering)</i>

Acknowledgements

The evaluators would like to acknowledge in a special way, and express their gratitude to all those who made the evaluation exercise successful and this report possible, especially all the informants of HIC Member organisations, NGOs, CSOs and international agencies, for dedicating their time to the evaluation. The evaluators hope that for most of the people involved the evaluation was not a one-way information delivery, but a real dialogue and learning process which they also benefited from.

We also thank all HIC personnel for their patience and passion in contributing to the evaluation and in providing comments and corrections to the report: the General Secretary, who accompanied the whole evaluation process, the Programme Officers based in Barcelona, the Regional Coordinators from Cairo, Mexico and New Delhi, as well as the representatives of the Board, including the previous and the current HIC President.

We would like to thank MISEREOR as well, for offering all necessary support for the completion of this evaluation.

Finally, whereas the issues and information contained in this report are the product of both secondary data sources as well as primary information from informants cited above, the evaluators take ultimate responsibility for its contents, judgements and conclusions, and any and all errors of analysis or omissions that may be made in the report.

Executive summary

Habitat International Coalition (HIC), established in 1976, is the global network dedicated to action for recognition, defence and full implementation of the right of everyone to a secure place in which to live in peace and dignity, in all countries. The core of the Coalition is its global membership and their General Assembly (GA) held every year. The GA is a composite body of all HIC Members and holds the highest authority in HIC.

HIC is currently implementing the project '**Asserting people's habitat rights at all levels**' (project No. 600 600 2535 ZG), co-funded by MISEREOR-KZE, jointly with Ford Foundation, FAO and FPH (Fondation Charles Léopold Mayer pour le Progrès de l'Homme). The partnership between HIC and MISEREOR began already in the year 1985. Currently, MISEREOR, through KZE, finances 56.72% of the HIC-GS (General Secretary) and HIC-HLRN (Housing and Land Rights Network) budget.

The HIC external evaluation of the MISEREOR projects implemented jointly by HIC-GS and HIC-HLRN took place between June 2019 and February 2020 and concentrated on the current project (03/2018-12/2020) and the two previous projects (600 600 2415 ZG and 600 600 2109 ZG) related to '**Integrating People's Housing and Land Rights with Sustainable Development**' (02/2017-02/2018) and '**Strengthening HIC Operation Coordination, Member Capabilities and Advocacy**' (01/2014-01/2017), thus covering the overall implementation period since January 2014 until December 2019.

The evaluation concentrated on the work done by the **HIC General Secretariat (GS)**, in charge of the global membership, communication, networking, global project implementation and reporting, and **HIC-HLRN** (Housing and Land Rights Network), a thematic reference centre focused on global human right advocacy, knowledge creation and training. HIC global bodies (HIC President, HIC Board, HIC General Assembly of Members), other HIC Reference Centres (HIC-Latin America and HIC-MENA), Focal Points and a selection of HIC Members and Allies participated in the evaluation process as key informants. The aim of the evaluation was to explain: (1) To what extent is **HIC fulfilling its mission through the MISEREOR projects**; (2) **Recent challenges** faced by HIC and ways to overcome them; and (3) **Recent achievements and advantages** from the current roles of the HIC-GS and HIC-HLRN.

After presenting the project context and main framework conditions, this evaluation report describes, in the first chapter, the project as planned referring to project target groups, project objectives and its intervention logic, HIC's structure and management, and the nature of cooperation with MISEREOR and the other donors. The second chapter details the evaluation process and data collection methods employed, which mainly included **documental review**, an **online survey with HIC Members** conducted between September and October 2019, and **key informants interviews**. In the third chapter the main results of data collection and evaluation are explored, including the description of main project action lines, results of the survey and of consultations with HIC structures and key informants. In chapter 4 the **collected information is assessed against the key evaluation questions** and project's **contribution to the five DAC criteria of relevance, effectiveness, impact, efficiency and sustainability are verified**. Finally, in chapter 5, conclusions and recommendations are made for the current and further implementation periods.

Context of the Project

The framework conditions that have favoured, challenged and continue to shape the work of HIC include:

- Habitat III Conference and the (unsatisfactory) implementation of Habitat II and the New Urban Agenda
- High-level Political Forum (HLPF) meetings on SDG implementation: Presentation of CSO statements, best practices and participation at the HLPF to discuss the implementation of SDGs and Agenda 2030
- Regular mechanisms and Special Procedures of the Human Rights System
- Presentation of CSO statements, organisation of side events and participation at the Commission on Social Development (CSocD)
- CSO meetings in the World Social Forums and the upcoming UN Habitat World Urban Forum in Abu Dhabi
- Global Platform for the Right to the City (GPR2C) activities coordinated with its Members (including CSOs, networks, Foundations) as well as with local governments
- Coordination with partners in the Civil Society and Indigenous Peoples' Mechanism for relations with the UN Committee on World Food Security (CSM4CFS), in the International Planning Committee for Food Sovereignty (IPC) and in the Open-ended Working Group on Peasant Rights
- Presentation of CSO statements and participation at the Conference of Parties (COP) to the Paris Agreement on climate change
- Human Rights Habitat Observatory (HRHO) approach and presentation of parallel reports and SDG progress reviews grounded in the human rights of states under review.

HIC was involved with the above mentioned processes when sustaining and strengthening its role to defending habitat, housing and land rights, improving and integrating people's housing and land rights with sustainable development and

asserting people's habitat rights at all levels. A special collaboration with HIC Members was developed for each of the processes listed above.

Project objectives

The three evaluated projects follow a similar logic in terms of their goals. The overall goal of the current project is to achieve **"a world in which everybody has a safe place to live in peace and with dignity**, with coordinated, trained and strong civil society and social movements that advance towards gender equality and equity; defend the right to a healthy environment; promote and implement the Social Production of Habitat; fight against violations of all rights related to habitat; and where all government spheres recognize, defend and fully implement the human right to housing, land and other human rights related to habitat." The previous project phase was "forging coalitions and alliances at a local, regional and global level in cooperation with civil society initiatives for the purpose of **defending housing and land rights in urban and rural areas**, especially those of informal settlements dwellers threatened by eviction." The first evaluated project phase concentrated on the contribution "to coordinated global efforts from and to the civil society for the **recognition, defence and full implementation of housing and land rights**, especially in favour of the demands of the poorest and most vulnerable social sectors in every region."

The project objectives indicate the expected improvement of HIC tools and services to its Members in order to enhance the legal protection of the human right to adequate housing and the improvement of their knowledge and advocacy capacities for the defence and realisation of housing and land rights; the establishment of the Human Rights Habitat Observatory (HRHO) for monitoring global agendas; and the adoption of HIC recommendations by current global policy debates related to the New Urban Agenda (NUA), SDGs and Climate Agreements.

Project achievements

HIC's work is **relevant** for the target groups and partners HIC is working with and in the current global context. In particular, by confirming defence and full implementation of habitat, housing and land rights, HIC's work is consistent with the longstanding UN global goals related to human rights and the UN sustainable development goals (SDGs). HIC is recognised as a very unique organisation. There is no other NGO focusing on the integral approach towards habitat-related human rights.

The relevance of HIC for its Members is demonstrated from the fact that HIC builds up capacities developing and applying concepts, communication techniques and advocacy methods; most important topics are housing and habitat rights, then social production of habitat, then environmental sustainability; the gender topic has less emphasis during the review period, but is emerging more prominently in recent years. The emerging work around the right to the city developed by the GPR2C has gained traction in the last 6 years since the inception of this platform.

HIC is also relevant for many other local organisations and networks up to international platforms and UN processes. For instance, jointly with its Members, HIC is playing the role of gathering and sharing of information about local and global situations and participating in campaigns related to habitat rights and their violation. In addition, HIC is also important for other CSOs, grassroots organisations and social movements. For instance, HIC facilitated the incorporation of grassroots' and social movements' priorities in the Habitat III and NUA processes. Furthermore, HIC's relevance for the external stakeholders is confirmed from the fact that HIC contributes to international habitat and human rights related processes and provides relevant expertise, to UN bodies, to the Special Rapporteur on Adequate Housing (SR-AH), and also to municipalities and national to local governments. The involvement of HIC with UN allows to create spaces and to work systematically around habitat-related human rights or SDG issues.

HIC has been **effective** in achieving its set objectives. It develops its strategies in a realistic way, being at the same time very ambitious, and thoroughly follows the implementation of established plans and targets, but leaving sufficient space for flexibility in order to react to new conditions or urgent needs.

HIC has achieved many important **outcomes and impacts**:

- By orienting the Habitat III Conference and the New Urban Agenda (NUA), as well as the Sustainable Development Goals (SDGs) related to habitat, HIC contributed to coordinated global efforts for the recognition, defence and implementation of housing and land rights, in favour of the vulnerable social sectors of the societies, despite of multiple obstacles to fully achieve them. The implementation of the NUA is very slow and the SDG fulfilment is behind track. But, only recently, the concepts have been taken up by local governments organised under UCLG, and received support and orientation from the GPR2C and HIC. There is improved understanding of the main concepts of habitat-related human rights (including right to housing, land and water) within the UN system, the GPR2C, and at the local government level through partnering with UCLG and Cities Alliance. HIC was one of the key players when establishing the Global Platform for the Right to the City (GPR2C), leading together with other organisations its design and implementation; the Platform increases the international awareness for habitat rights and its violations but also the visibility of HIC.

- The results of the HIC Survey (2019) provide evidence that confirms HIC's contribution to relevant outcomes and impacts. For instance, HIC contributed to knowledge exchange and capacity building of its Members. It supported community-based efforts for the recognition, defence and implementation of housing and land rights. HIC Members confirm that civil society and social movements benefit from improved tools and services offered by HIC. HIC provides a unique expertise, links the grassroots knowledge and its reality with solid legal and academic knowledge. This constant back and forth process is highly valuable and enriches both the conceptual capacity and the strategic actions in the field.
- HIC is promoting coalitions and alliances and is establishing bridges from local grassroots to international levels; additionally to housing and land rights in urban and rural areas, HIC is highlighting the general inequalities faced by urban poor, the interlinkages with rural areas, and the necessity of holistic solutions. HIC is very efficient in establishing networks and in bridging organisations at different levels; it brings habitat-related human rights violations to the front line. Together with Members and partners HIC raises awareness for the needs of the marginalised and visualises human and habitat rights violations of the urban poor (e.g. when participating in the UN processes and when disseminating cases of habitat rights violations). HIC creates opportunities for Members to interact among each other and with local, national to international instances of governance.
- HIC uses the Human Rights Habitat Observatory (HRHO) approach to align local and national processes with the SDG targets and to orient the development of concrete and measurable indicators. By monitoring the implementation of habitat-related SDGs, people's housing and land rights are being increasingly integrated with Sustainable Development (e.g. SDG 1, indicator 1.4.2 on tenure security, SDG 2 on human right to food and nutrition, SDG 5, target 5.a on women's equal access to, and control of land and productive resources, SDG 6 on human right to water and sanitation, SDG 11 on human settlements and human right to adequate housing, SDG 15 on human right to life on land). HIC is conceptually integrating people's housing and land rights with sustainable development and is pushing it's putting into practice. There was alignment of certain local and national processes with the SDG targets using the HRHO approach.
- HIC has influenced the management of urgent action cases, the management of habitat/human rights violation cases and a better commitment to habitat/human rights by certain governments. Examples are various social media campaigns with other partners, recently, for instance, the campaign for habitat human rights defenders. With its Members, HIC supports locally based campaigns, recently, for instance, the stop evictions campaign in Zimbabwe.
- Jointly with FIAN and other partners, HIC also oriented the FAO approach towards urban food security and food sovereignty.

Usually, HIC does not intervene alone (e.g. through its office staff or Board members), but together with its partners, Allies and affiliated Members. Therefore, all outcomes and impacts are joint effort achievements.

HIC and its Member and partner networks operation is highly **efficient**. HIC is efficient in its use of personnel and financial resources. It gets all managerial tasks handled, in spite of operating globally in a 24 time zone with minimum staff and resources. It produces relevant reports and documents on time and in good quality. HIC is efficient in serving its Members: The majority confirmed to be satisfied with HIC's services and also HIC's efficiency in providing capacity building to its Members has been rated positively. HIC is not very efficient in collecting membership contributions, however, and some other areas of improvement have been identified, for instance related to internal communication, organisation and announcement of meetings, transfer of knowledge and responsibilities to lower-level staff and to new generations.

The initiated processes are sustainable through the strong involvement of Members and partners but the institutional and financial **sustainability** of HIC is not assured without external funding; e.g. the MISEREOR support. HIC will increasingly have to look for additional sources of finance, especially if it wants to expand its activities towards Africa and Asia, and in view of the high Member expectations. HIC is expected to continue raising international awareness about the continuous and deepening of violations of human rights associated to habitat; to continue building strength and solidarity across grassroots and members; to be part of processes finding strategies and alternatives for the social production of habitat; and to continue its role as a strong global coalition leading struggles for the human right to adequate housing and other habitat-related rights.

Conclusions and recommendations

The **answers to the three evaluation questions** are the following:

1. To what extent is HIC fulfilling its mission through the MISEREOR projects?

MISEREOR has particular importance for HIC's mission related to strengthening of solidarity, networking and support for social movements and organizations and for the promotion and realisation of human rights related to housing and to habitat. MISEREOR's support to HIC has promoted important global initiatives and campaigns as well as the participation of Members at significant global events.

MISEREOR is helping HIC to better structure its global efforts. It is an important discussion partner, frequently questioning HIC's actions in order to bring HIC back, if necessary, to its own objectives and tracks. MISEREOR has been also putting HIC in contact with other likeminded organisations external to HIC Membership and current HIC Allies, thus expanding the scope of HIC's work and helping in the construction of new alliances and partnerships. MISEREOR continues to be the most important donor and ally for HIC when fulfilling its mission.

2. *What recent challenges are faced by HIC and what ways are applied to overcome them?*

A main challenge for HIC is the fact that its sheer mandate is huge but the available resources are not sufficient to completely fulfil it. HIC needs to consistently develop strategies where and how to engage in the best way. HIC is facing a particular challenge with regard to its Asia related involvement. The outreach of the HLRN India office to other Asian countries and the interaction with Asian Members is limited. HIC is trying to balance this weakness through stronger GPR2C participation in Asia.

Current opportunities, which at the same time are challenging HIC, are the increasing global recognition of the importance of a human rights approach, of climate change and of housing issues. HIC has to show presence at the important fronts (OHCHR, COP, UCLG, HLPF, CSocD...), to provide its expertise, to receive acknowledgement – and HIC is doing so, adapting to the upcoming opportunities in a flexible way.

There are many other challenges faced by HIC, and particularly by its Members: changing political situations and available spaces to work; instrumentalisation of civil society engagement in international development efforts; increasing violation of human and of habitat-related rights; shrinking spaces to civil society actors; or scarce funding to support HIC Members' daily operations. These are huge threats affecting directly Member organisations, and subsequently making the network much more fragile and vulnerable. An important mean to confront these threats is their worldwide publication and dissemination.

3. *What recent achievements and advantages exist from the current roles of HIC-GS and HIC-HLRN?*

During the evaluated period 2014-2019, the General Secretariat of HIC concentrated on the recognition of the R2C approach, through its involvement with the GPR2C. Increasingly, issues of affordable housing, habitat rights and gender topics have been included or specified in the work of GPR2C. The fact to be located in Barcelona has been a big advantage for HIC-GS, as it could establish closer relationships with important Barcelona-based partners (Barcelona Municipality, UCLG, Metropolis, CIDOB, ...). Moreover, HIC-GS focused on the implementation of the action research with HIC Member organisations in Europe, Africa and Latin America, in addition to its usual communication, administration and membership management tasks.

HIC-HLRN has continued to concentrate on awareness and capacity building in habitat-related human rights and its violation (including a right to land), on the respective advocacy work with UN bodies and on UPR reviews. Increasingly, it included gender issues in its work, e.g. when supporting CSOs in Kenya and Uganda in the development and implementation of research and advocacy related to the women's housing and land rights strategy. Moreover, the work with FIAN related to food and nutrition and in supporting the CSM4CFS and the IPC have become increasingly relevant. HIC-HLRN ensures that HIC does not lose its integral approach towards habitat; e.g. tackling the important urban-rural linkages issue. Regionally, it develops many activities related to the Middle East and African region.

Important conceptual elements and lessons learnt of HIC-GS's work have been taken over by HLRN and vice versa, although the interaction and conceptual exchange between the two offices could still be improved.

Among the **major lessons learnt**, identified by the evaluators, are:

- In order to reach out to the realities at the ground, it is important to maintain a close and personalised relationship with Members and involve them into the concrete project work (e.g. doing joint research, developing local action plans, highlighting habitat rights violation issues)
- It is important to adapt the developed concepts to local conditions, again in joint efforts with local Members and Allies
- It is important to be flexible, adapting the concepts and methodologies to new upcoming opportunities, but also to existing challenges and threats
- In order to maintain a thriving membership, it is important to reach out to new organisations and to the new generation of organisations with a personalised attendance.

HIC is performing very well. Therefore, the following **recommendations** are not based on a general critique of HIC's activities and outputs nor do they attempt to reorganise HIC's work. They rather provide additional conceptual orientation and ideas to the current lines of action. They were shared with HIC during the final workshop and later validated by HIC-GS, regional offices and Board representatives:

A. **Related to HIC structures**

1. Assure a sustainable location of the next HIC-GS office, look for a proximity to strategic Members and Allies
2. Focus on strategic partnerships (see also recommendation 2)

3. Institutionalise relevant partnerships
 4. Further improve HIC's visibility
 5. Assure the maintaining of democratic structures
- B. Related to **communication and coordination with Members and Member and grassroots involvement**
6. Focus HIC's activities on Africa, and become more visible in Asia, balancing HIC's work and impact in all global regions
 7. Improve communication with Members
 8. Develop a capacity building and knowledge transfer strategy
 9. Develop joint project proposals with interested Members and partners (refer also to recommendation 12)
 10. Improve the contribution level of HIC Members and Friends
- C. Related to **communication between Members**
11. Foster Member interaction (North-South, South-South, regionally)
 12. Support HIC Members in elaborating own projects (refer also to recommendation 9)
- D. Related to **HIC strategies and central objectives**
13. Strengthen the denunciation reporting and dissemination
 14. Double down on housing focus
 15. Straighten and popularise the R2C approach
 16. Strengthen holistic approaches towards habitat
 17. Foster the establishment of a global HIC Women and Habitat Network
- E. Related to **administration and management**
18. Allow the General Secretariat to be stronger (refer also to recommendation 1)
 19. Improve administrative and management processes efficiency
- F. Related to **cooperation with MISEREOR**
20. Envisage more time for the next evaluation to allow for several feedback rounds
 21. Hold at least yearly joint (MISEREOR-HIC) planning and monitoring meetings in Aachen

1. Description of the evaluated project

1.1. Evaluation subject

The evaluation concentrates on the current and the last two funding periods of the HIC-MISEREOR project carried out through the HIC-GS (General Secretariat) and HIC-HLRN (Housing and Land Rights Network) offices:

Overview 1 – Evaluated projects (evaluation phases 1 – 3)¹

	Project 1 = Phase 1	Project 2 = Phase 2	Project 3 = Phase 3
Name	Strengthening HIC Operation Coordination, Member Capabilities and Advocacy	Integrating People's Housing and Land Rights with Sustainable Development	Asserting People's Habitat Rights at all Levels
Number	600-600-2109 ZG	600-600-2415 ZG	600-600-2535 ZG
Period	01/2014 – 01/2017 3 years + 1 month	02/2017 – 02/2018 13 months	03/2018 – 12/2020 34 months (2 y. and 10 m.)

1.2. Project context and framework conditions

1.2.1 Institutional context

The Habitat International Coalition (HIC) is the global network dedicated to action for the recognition, defence and full implementation of the right of everyone to a secure place in which to live in peace and dignity, in all countries, both in urban and rural areas. It is supporting people's habitat rights at all levels, including housing and land rights and human settlements' upgrading, and therefore boosting the realisation of social and economic rights. HIC emerged from a civil society committee in 1976 (Habitat I), being today a membership organisation composed of 347 civil society organizations, social movements, community-based groups, professional bodies, voluntary agencies, and research, scientific and educational institutions working in 82 countries.² Moreover, it interacts with more than 200 partner organisations and allies from all global regions (see [Annex 9](#)). Through solidarity, networking and support for social movements and organizations, and influencing the public policies and the international agenda, HIC works to achieve social justice with focus on four central areas of HIC's Member competence (HICompetence): **gender equality and equity; healthy environment; social production and management of habitat; human right to an adequate standard of life.**

HIC has a longstanding consultative status with UN-ECOSOC (since 1993). The strength – and core challenge – of the Coalition reside in its centrally managed worldwide membership and in the fact that it brings together a diverse range of kindred civil society groups.³ Specifically, according to its Constitution, "HIC acts as an international **collective of civil society organizations, social movements and individuals** that mobilizes and advocates in defence, promotion and enforceability of the human rights of homeless, evicted, displaced, landless and inadequately housed people and communities, including those under occupation, in urban and rural areas. HIC seeks to empower people and communities to improve their conditions based on the principles, norms and standards of human rights, diversity, gender equality, social production and environmental sustainability. HIC promotes public awareness about habitat issues and serves as a platform for the formulation of programs, policies and strategies for constituent social movements and civil society organizations working to promote the human rights to housing, land, and the city, and acts as their representative to public, national, regional and international bodies and forums."⁴

¹ Source: HIC-MISEREOR project approval, contract and financing documents (600-600-2109 ZG, 600-600-2415 ZG, 600-600-2535 ZG)

² As of September 25, 2019. Information provided by HIC-GS.

³ See HIC Annual Report 2017.

⁴ Constitution of Habitat International Coalition, 2013. Article 2.3. See also HIC Annual Report 2015, page 2.

The important work realized by HIC in the current global processes and agendas, promoting a common global action in pursuit of a “Right to the City in a Human Rights Habitat”, is included in the “**Human Rights Habitat Observatory (HRHO)**”, promoted by HIC-HLRN. This HIC HRHO is a new initiative to integrate and synergize current research and advocacy tools in line with the concurrent normative global frameworks to pose solutions and influence national and international debates and efforts to implement, monitor and evaluate the new global agendas, including the **2030 Sustainable Development Agenda and its goals (SDGs)**, the **Paris Agreement on climate change** and the **New Urban Agenda (NUA)** with states’ human rights obligations.⁵

The HIC Allies and Partners provide the external institutional context to the Coalition. They comprise, among others (see [Annex 9](#)):⁶

- International Allies,
- Many other regional and national Allies, mainly from MENA, Latin America and Europe,
- International forums HIC is advocating before,
- Partnering multilateral organisations,
- HIC funders, currently including MISEREOR, Ford Foundation, Fondation Charles Léopold Mayer pour le Progrès de l’Homme (FPH), Wellspring Philanthropic Fund, FAO and Rosa Luxemburg Foundation.

1.2.2 Socio-economic and political context

The HIC Annual Report (AR) 2017 and the preliminary AR 2018 present the work of HIC during 2017 and 2018 in defence of human dignity, social justice, equity, diversity, solidarity and peace. Many HIC Members and several Allies are actively involved in this task in all continents. Particularly relevant are HIC efforts to advance in social mobilization and public policies to promote the security of tenure and a wide range of alternatives to guarantee the right to housing, including public provision, social renting, cooperatives, community land trusts and other collective forms; the recognition and support of processes of social production, re-construction and collective management of habitat; and the social function of property, the right to the city and the creation of adequate and violence-free housing and public spaces for women, girls and other groups requiring priority attention.⁷ Moreover, HIC – particularly HLRN – tackles issues of food security in urban areas, climate change, as well as the specific problems of people who live in occupied territories.⁸

HIC continues to seek and promote real, community-based and people-centred solutions to the multiple crises facing human habitat, prioritizing local innovation so that the costs and correctives are not deferred to today’s youth and future generations. In the current project outline document presented to MISEREOR in February 2018⁹, HIC highlights the necessity of following up the diverse global processes on habitat issues and the other related forums which also demand greater coordination with Members, Friends and Allies, more capacity building of Members, and more resources to achieve those ends.

In [Annex 5.1](#) we briefly summarise the results of the relevant global framework processes HIC is related to, in particular:

- Habitat III Conference and the New Urban Agenda
- High-level Political Forum on SDG implementation
- Regular mechanisms and Special Procedures of the Human Rights System
- Commission on Social Development (CSocD)
- World Social Forum
- World Urban Forum

⁵ See HIC Annual Report 2016, page 21, and HIC AR 2018, Report of the HIC Housing and Land Rights Network.

⁶ Source: HIC Annual Report 2017, pages 32-36.

⁷ See HIC Annual Report 2017, page 2, and HIC Annual Report 2018 (preliminary version of Oct. 10, 2019).

⁸ HIC Annual Report 2018, HIC structures’ reports, page 3 and 9 (preliminary version of Oct. 10, 2019).

⁹ Version of 8 February 2018

- Global Charter and Global Platform for the Right to the City (GPR2C)
- Civil Society and Indigenous Peoples' Mechanism for relations with the UN Committee on World Food Security (CSM4CFS)
- International Planning Committee for Food Sovereignty (IPC)
- United Nations Declaration of Rights of Peasants
- Conference of Parties (COP) to the Paris Agreement on climate change.

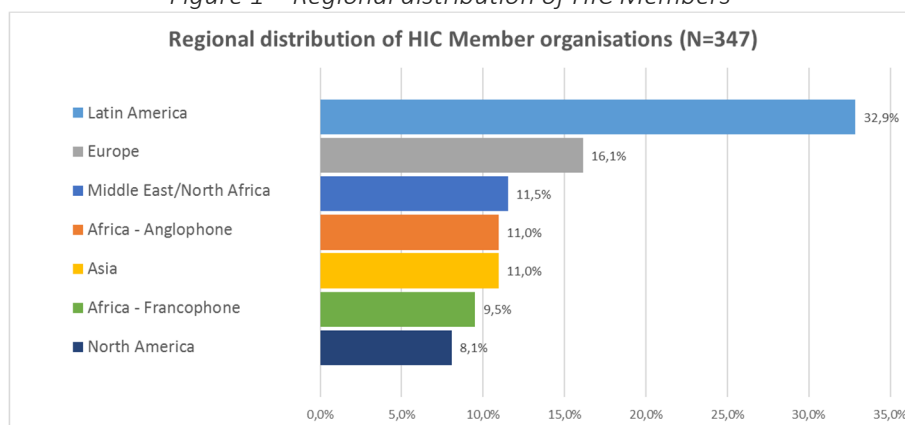
In [Annex 5.2](#) we present a timeline overview of the most relevant processes since 1976.

1.3. Project target groups

1.3.1 Direct target groups and intermediaries

The direct target group of the evaluated HIC projects are the member organisations (“Members”) of HIC. According to last available information, the Coalition reaches out to 347 Members from 82 countries, out of which 33% in Latin America, 32% in Africa and Middle East, and only 11% in Asia (see graph 1 below). An important percentage of 24% are from the Global North – Europe and North America (see also [Annex 2](#), Inception Report, Table 2 on page 5). Through its Reference Centres, HIC connects Members, local movements, academic centres and organisations to global Human Rights and standard-setting processes. It supports Member initiatives and links them with each other.

Figure 1 – Regional distribution of HIC Members¹⁰



In addition, HIC reports 69 Friends¹¹ – individuals who make contributions to the Coalition¹² – and 174 Allies or partner organisations, as well as 31 supporters and other actors with whom it interacts¹³. These are important stakeholders and intermediaries of HIC activities, particularly in the advocacy work. HIC’s regional and national Allies concentrate in the MENA and Latin American regions whereas representation in Asia and Africa is lower. Regional and national Allies mainly reach out to local and national target groups (see [Annex 2](#), Inception Report, Table 3 and 4 on page 6).

Altogether, HIC reaches out to roughly 1,807 organisations and individuals (Social Base)¹⁴ in more than 125 countries.¹⁵ This HIC Social Base¹⁶ is a composite of:

- Partners and Allies
- Members that have applied to HIC membership, have been approved but have never activated their membership through contributions

¹⁰ Numbers provided by HIC-GS, as of September 25, 2019.

¹¹ As of 31 December 2018; source: HIC Annual Report 2018 (preliminary version of Oct. 10, 2019). According to registries at the HIC-GS website, there were 83 Friends (<https://www.hic-gs.org/membersandfriends.php> – accessed 1 July 2019).

¹² Definition of contributions in the document “Habitat International Coalition (HIC) By-Law”, section “A. Members – a. Members’ Assessment”

¹³ HIC Annual Report 2017

¹⁴ As of 31 December 2018; source: HIC Annual Report 2018 (preliminary version of Oct. 10, 2019). Meanwhile, HIC-HLRN maintains a contacts database of over 14,000 entries, mostly civil society contacts and partners.

¹⁵ Evaluators’ estimate.

¹⁶ Information provided by HIC-GS on 28.06.2019.

- Ex-Members
- Rejected applicants to HIC membership
- Subscribers to HIC News/Bulletin
- Applicants to HIC membership that have not been approved yet.

1.3.2 Indirect target groups

Through its Members, Social Base, attached grassroots organisations and Allies, HIC reaches out to marginalised people who are homeless or live in slums or squatter settlements worldwide. This concerns a potential target group of about 1 billion people or more, considering that, as reported by the United Nations for 2016:¹⁷

- over 1 billion people live in slums or informal settlements (with over half, 589 million, living in East, South-East, Central and South Asia),
- 2 billion people do not have access to waste collection services
- 3 billion people lack access to controlled waste disposal facilities
- 3 billion people lack basic handwashing facilities at home
- close to 3 billion people still rely primarily on inefficient and polluting cooking systems
- 4 billion people are not covered by any social protection cash benefits
- air pollution, both ambient and household, led to some 7 million deaths worldwide, and
- land degradation is affecting one fifth of the earth's land area and the lives of 1 billion people.

1.4. Project objectives and intervention logic

1.4.1 HIC's mission and central objectives

The objectives of the evaluated HIC-MISEREOR projects are in line with HIC's general mission:

Through solidarity, networking and support for social movements and organizations, HIC struggles for social justice, gender equality, and environmental sustainability, and works in the defence, promotion and realization of human rights related to housing and land in both rural and urban areas.¹⁸

At its new website, HIC specifies its mission as follows:¹⁹

- Strengthen networks between members, among them and with other networks and organizations, to promote the HIC mission through democratic practices and transparent management and in the spirit of gender equality and generational renewal.
- Accompany and support community processes in building alternatives towards a good living with dignity for all people by promoting gender equality and the social production of habitat, defending the right to a healthy environment, and fighting against violations of the rights to housing, land, and the city.
- Influence public policies related to housing and habitat at the local, national and global levels based on human rights, gender equality and environmental sustainability.

In this respect, HIC's work aims to meet four central objectives (HICompetence):²⁰

1. Advance towards gender equality and equity
2. Defend the right to a healthy environment
3. Promote and implement the Social Production of Habitat (SPH)
4. Fight against violations of all rights related to habitat and to an adequate standard of life (including land, housing, water and food).

¹⁷ United Nations Economic and Social Council (2019): Special edition: progress towards the Sustainable Development Goals. Report of the Secretary-General. 2019 session, 26 July 2018–24 July 2019, Agenda items 5 (a) and 6. E/2019/68, 8 May 2019.

¹⁸ <https://www.hic-gs.org/mission.php> - accessed 1 July 2019.

¹⁹ <https://www.hic-net.org/coalition/mission-and-strategy/> - accessed 20 December 2019.

²⁰ Ibidem.

The HIC-MISEREOR projects' objectives, as summarised in the sections below, are embedded in these central objectives. They are also in line with the specific objective defined in the HIC-HLRN registration:

To better inform public opinion and increase the number of actions aimed at achieving genuine respect for the human dignity of those suffering from deprivation, by fighting for the respect, promotion, protection and enforcement of human rights, including economic, social and cultural rights, and in particular the right to adequate housing and its components.²¹

1.4.2 Overview of project objectives

Project 1 (2014-2017):

Strengthening HIC Operation Coordination, Member Capabilities and Advocacy

Overall goal:

To contribute to coordinated global efforts from and to the civil society for the recognition, defence and full implementation of housing and land rights, especially in favour of the demands of the poorest and most vulnerable social sectors in every region.

Specific Objectives:

1. HIC global services have improved to support community based efforts for the recognition, defence and full implementation of housing and land rights.
2. HIC members and allies uphold the legal protection of the human right to adequate housing (HRAH).
3. HIC global coordination in Cairo is strengthened with a common plan articulating capacities and resources of the General Secretariat and the Housing and Land Rights Network.

Project 2 (2017-2018):

Integrating People's Housing and Land Rights with Sustainable Development

Overall goal:

HIC (Habitat International Coalition) pursues the goal of forging coalitions and alliances at a local, regional and global level in cooperation with civil society initiatives for the purpose of defending housing and land rights in urban and rural areas, especially those of informal settlements dwellers threatened by eviction.

Specific Objectives:

1. The Human Rights Habitat Observatory (HRHO) for monitoring global agendas – established by Habitat International Coalition and Members – is channelling efforts that influence national and international debates about the implementation of new global agendas (SDGs, NUA, COP 21 etc.) and the country review mechanisms in the UN Human Rights System. A relevant number of civil society initiatives in several countries operate within the HRHO to fight against violations of habitat-related human rights and to advocate their fulfilment.
2. HIC members substantially increase and make better use of the interaction areas and tools offered by HIC, the networking opportunities and the creation and exchange of knowledge to improve their local and national advocacy capacities for the defence and realisation of housing and land rights.

Project 3 (2018-2020):

Asserting People's Habitat Rights at all Levels

Overall goal:

A world in which everybody has a safe place to live in peace and with dignity, with coordinated, trained and strong civil society and social movements that advance towards gender equality

²¹ Translated from French by DeepL.com. Source: HIC-HLRN registration document, 28 October 2003, Geneva. The original French version reads: « But: mieux informer l'opinion publique et d'accroître le nombre des actions visant à un véritable respect de la dignité humaine de ceux que souffrent de privation, et ce en se battant pour le respect, la promotion, le protection et l'application des droit de l'homme, notamment économiques, sociaux et culturels, et en particulier le droit à un logement suffisant et le éléments qui le composent. »

and equity, defend the right to a healthy environment; promote and implement the Social Production of Habitat and fight against violations of all rights related to habitat and where all government spheres recognize, defend and fully implement the human right to housing, land and other human rights related to habitat.

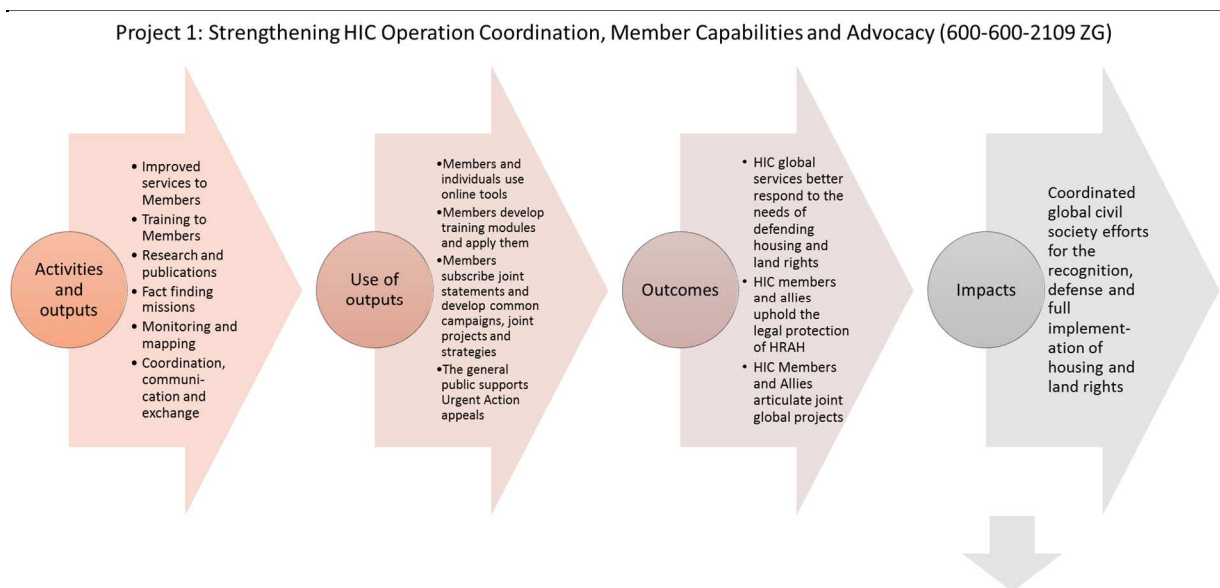
Specific Objectives:

1. Civil society and social movements fighting for human rights related to habitat in all regions, with a focus on new contacts and organisations in Asia and Africa, benefit from improved HIC's tools and services, the exchange of experiences with HIC members and allies, and a strong coordination for regional and global activities with regional strategic plans that influence global, national and local policy processes.
2. Civil society and grassroots organisations in partnership with academic institutions and local governments improve their knowledge on local strategies that promote equity and environmental sustainability and can influence local, regional or global charters, policies, action plans and programs in line with the Right to the City principles including the social function of land and cities and the need to steer local development according to social and environmental criteria.
3. Civil society and grassroots organizations have improved knowledge, skills and capacities on housing and habitat rights and put them into practice in local advocacy against violations of human rights related to habitat and for progressive change of local policies that promote equality.
4. The debates on the global level on the implementation, monitoring and evaluation of current global policies (NUA, SDGs, Climate Agreement and others) adopt HIC documents and recommendations with references to states' human rights obligations, the social function of land and property, the social production of habitat, and the right to the city, among other concepts related to a human rights habitat.

1.4.3 Projects' Theory of Change

We understand the Theory of Change (ToC) behind HIC's intervention logic as following:

Figure 2 – Projects Theory of Change ²²

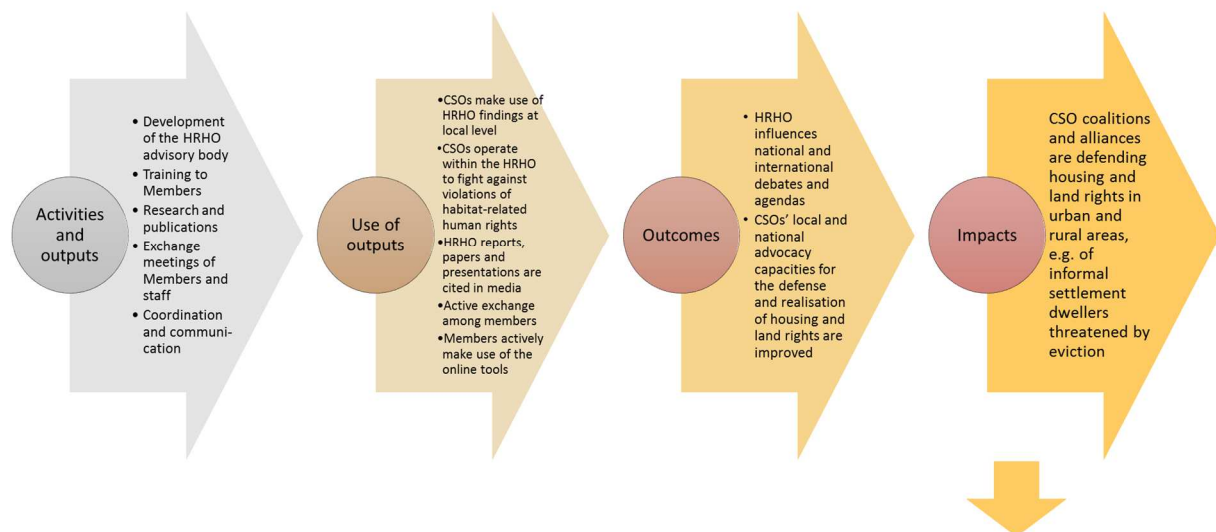


²² Source: Evaluators' elaboration on the basis of project documents and evaluation interviews.

The first evaluated project substantially contributed to the improvement of HIC tools and services offered to its Members. It is assumed, that these led to **improved implementation capacities of HIC Members**.

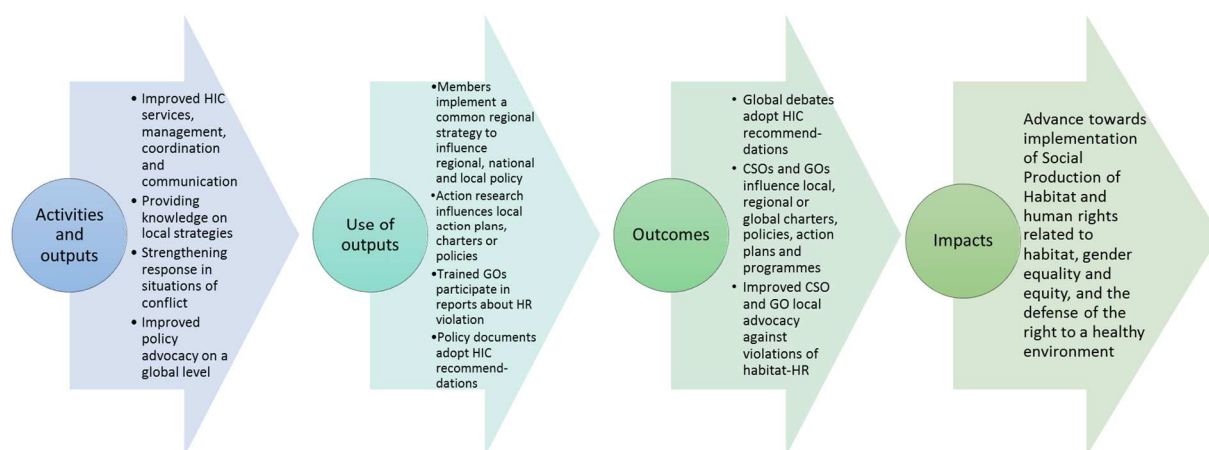
During the short one-year second phase (project 2), jointly the **Human Rights Habitat Observatory (HRHO)** has been developed and established. The HRHO is a methodology that inter-relates local results with international agendas, such as SDGs / Agenda 2030, NUA, COP 21, and tries to influence them and the respective UN systems (e.g. the UN Sustainable Development System, the UN Human Rights System). It is assumed, that the improved documentation of HR violations through parallel reports to the State Universal Periodic Reviews (UPRs) – a main input of HRHO – contributes to **faster action and reaction to HR violations related to habitat**. The strategy of HIC's work is based on pressure from below – through its Members and the related grassroots organisations – and on advocacy work in coordination with its Allies in order to foster the trickle-down effects and to influence international, national to local policies and action plans.

Project 2: Integrating People's Housing and Land Rights with Sustainable Development (600-600-2415 ZG)



The current project builds-up on the lessons learnt from the previous phases. Increasingly (and referring to HIC's roots) the concept of habitat opens-up towards a holistic understanding of human living environment and considers the four HIC competences of **social production of habitat, gender, environment and rights**. It is assumed that **improved capacities of HIC Members further influence local strategies up to global programmes related to habitat and human rights**. It is also assumed that international organisations and relevant national to local institutions adopt HIC's recommendations because these are based on the official political discourse and agendas, on one side, but are also sustained by pressure of social movements and grassroots networks. And it is assumed that **these joint efforts sustainably contribute to the improvement of living conditions of the urban and rural poor**.

Project 3: Asserting People's Habitat Rights at all Levels (600-600-2535 ZG)



1.4.4 Strategic action lines

According to the project proposal presented to MISEREOR²³, HIC is achieving its common vision and objectives together with its Members and in support to its Members by means of:

- Mobilizing and advocating in cooperation with Members, Friends and Allies
- Supporting Member initiatives
- Organizing campaigns, forums, seminars and conferences, lectures, public hearings, and exchange visits
- Publishing statements, reports, newsletters, and other studies and informative materials
- Conducting research and fact-finding missions to document human rights related to habitat violations and positive experiences
- Supporting and strengthening networks and promoting information exchanges among its Members and other civil society entities
- Conducting Human Rights education and training

1.5. HIC structure and management

HIC was founded in 1976 at the Habitat Conference in Vancouver as the “Habitat International Council”, an association of housing rights professionals. As more and more members and different grassroots and self-help groups from Latin America, Asia and Africa actively participated in the network, it became the Habitat International Coalition (HIC) in 1984, with a focus on the “South” and a General Secretariat in Mexico City. The Habitat International Coalition (HIC) was registered in the Netherlands as a non-profit Association (Vereniging); date of incorporation is 2 August 1984²⁴. Additionally, the Housing and Land Rights Network (HLRN) has been registered as an independent body on 28 October 2003, in Geneva, with representatives from Egypt, India and Kenya.

Nowadays, the HIC bodies and structures include:

- Members’ General Assembly (GA) with 50-100 participating members and approx. 80 voting members
- HIC Board headed by the elected HIC President; there are currently 6 representatives in total:
 - Adriana Allen, since December President for the term 2019-2023 (the term of the previous President, Lorena Zárate, ended mid-December 2019)
 - Alexandre Frediani, Development Planning Unit (UK), Representative of Europe

²³ See HIC Project Proposal (2018) ‘Asserting People’s Habitat Rights at All Levels’, pages 12-13.

²⁴ The full history is part of the publication “HIC and the Habitat Conferences 1976-2016” available at <https://www.hic-net.org/habitat-international-coalition-and-the-habitat-conferences-1976-2016/>

- Ifeyinwa Ofong, Women in Development and Environment (Nigeria), Representative of Africa
- Ana Pastor, Madre Tierra (Argentina), Representative of Latin America
- Stéphan Corriveau, Community Housing Transformation Centre (Canada), Representative of North America and Canada
- Ana Falú, CISCESA (Argentina), Representative of Women's and/or Feminist Movements
- 4 Thematic and Regional Reference Centres (TRC/RRC), including
 - HIC-HLRN in Cairo, the thematic reference centre focused on global advocacy, knowledge creation and training; HLRN concentrates on Middle East and North Africa (MENA), but also on cooperation with the Africa Focal Points (in Kenya, Benin and previously Senegal), and is tackling housing and land rights violation issues related to Sub-Saharan Africa, Asia and even Latin America, Europe and North America²⁵; HIC-HLRN shares office and staff in Cairo with the MENA regional reference centre of HIC
 - HIC-MENA regional centre based in Cairo, focussing on the MENA region
 - HIC-LA regional centre in Mexico focussing on Latin America and the Caribbean
 - HLRN India office acting as an independent national NGO with main focus on India
 - HIC-WAH (HIC Women and Habitat Network), a recently reactivated reference centre; operates mainly in Latin America but also at the global level thanks to the relation of their leaders with international multilateral institutions and networks
- 2-3 Focal Points (FP)
 - FP Kenya hosted by HIC Member Mazingira Institute
 - FP Benin hosted by HIC Member Bethesda DCAM
 - A third FP in Senegal (ENDA) is currently dormant
- HIC General Secretariat (General Secretary Álvaro Puertas and 6 staff members) as coordinating body (in charge of the global membership management and coordination, communication, networking, and global project implementation and reporting).

Due to the separate registration of HIC-HLRN, there is also a HLRN Board (4 representatives in total) headed by a President (currently Ana Sugranyes, appointed in 2018). This HLRN Board is not integrated into the democratic structure of HIC International, however, and is not mentioned nor at the HIC-GS nor at the HLRN website.

All HIC Board members represent organisations they are involved with. They have strong national and international links with several stakeholders and other networks (including civil society, social movements and academia). They provide orientation on how to act vis-à-vis relevant spaces and strategic actors, such as the UN bodies.

In order to carry out its actions, HIC maintains four offices: the HIC-GS office in Barcelona, the shared HIC-HLRN and HIC-MENA space in Cairo, the HIC-LA office in Mexico City, and the HLRN India office in New Delhi. The Focal Point offices are integrated in other institutional space. Whereas the Barcelona and Cairo office and staff are financed out of the here evaluated projects, the HIC-LA and the HLRN India offices receive support under other MISEREOR projects and from other donor contributions. The Kenya and Benin Focal Points do not receive any MISEREOR support.

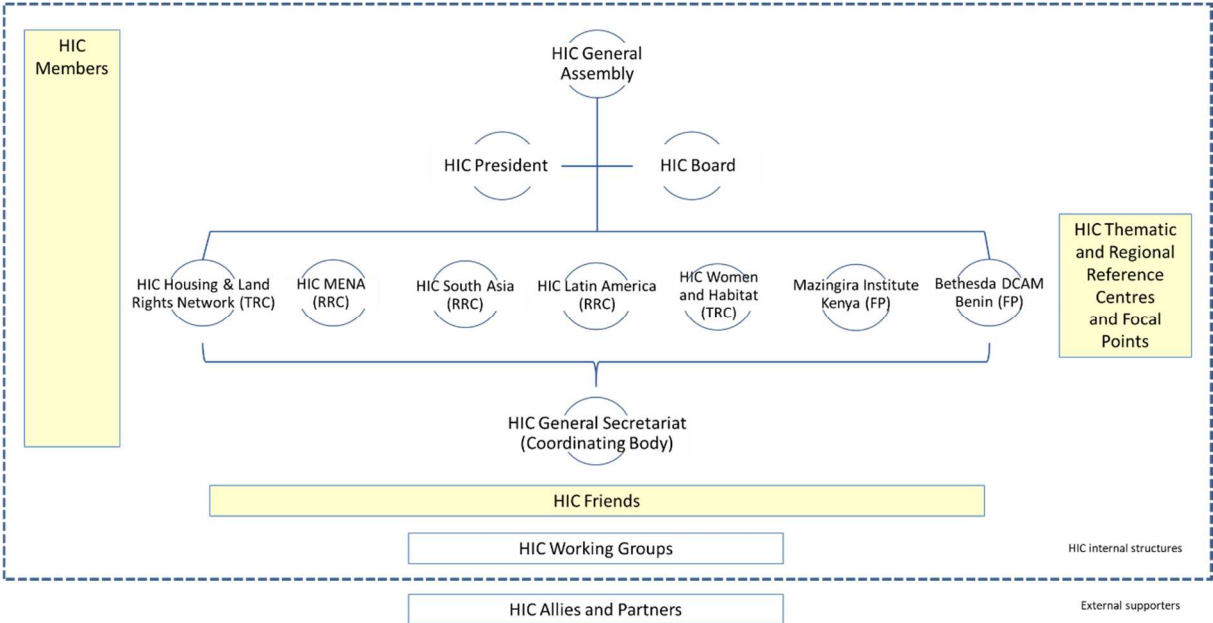
The core of the Coalition is its Global Membership and their General Assembly (GA) held every year. The GA is a composite body of all HIC Members and holds the highest authority in HIC.

The current staff and Board composition is available at the HIC Faces section (<https://www.hic-net.org/coalition/faces/>).

²⁵ There was a historic HIC Board decision taken at Berlin in 1988 to focus on housing issues regions and cases of extreme discrimination, including: Palestine, Tibet, Western Sahara, indigenous peoples, Kurds, Roma and (at the time) East Timor and apartheid southern Africa (South Africa and Namibia)

The following graph summarises the HIC organisational structure.

Figure 3 – HIC’s organisational structure²⁶



1.6. Nature and scope of cooperation with MISEREOR and other donors

MISEREOR started to support HIC in 1985, financing not only HIC actions but also contributing to some of the international conferences. Currently, MISEREOR finances 56.72% of the HIC-GS and HLRN budget, including salaries of 6 HIC/HLRN staff members (full and part time), administration and logistics of the two main offices in Barcelona and Cairo. In the last years, the Fondation Charles Léopold Meyer pour le Progrès de l'Homme (FPH), the Ford Foundation, Wellspring Philanthropic Fund and FAO became other important HIC donors. FPH is financing some HIC publications and research, Ford Foundation supports the GPR2C process and FAO finances regional CSO consultations with HIC Members and other organizations to prepare input into FAOs Near East Regional Conference and interim programming, organized by HLRN.

The following chart provides a summary of the MISEREOR projects’ (co-) finance.

Overview 2 – Project finance (evaluation phases 1 – 3)²⁷

No.	Eval. period	Project name	Project number	MISEREOR grant approved (EUR)	Third party co-finance	Third party institution
1.	01/2014 – 01/2017	Strengthening HIC Operation Coordination, Member Capabilities and Advocacy	600-600-2109 ZG	610,000.00		
2.	02/2017 – 02/2018	Integrating People’s Housing and Land Rights with Sustainable Development	600-600-2415 ZG	205,000.00	30,600.00 63,400.00	FPH Ford Foundation
3.	03/2018 – 12/2020	Asserting People’s Habitat Rights at all Levels	600-600-2535 ZG	570,000.00	115,000.00 40,000.00 280,000.00	FAO FPH Ford Foundation
				1,385,000.00	529,000.00	
TOTAL				1,914,000.00		

²⁶ Source: Evaluators’ elaboration on the basis of project documents and evaluation interviews.

²⁷ Source: Project documents

It is important to note, however, that this finance resume does not reflect the contributions provided additionally to the HIC-LA, HIC-MENA and HLRN-India offices and staff, either by MISEREOR through the Latin America and Asia departments, or by other donors.

In addition to financing, MISEREOR also provides conceptual advice and orientation to HIC. There is a continuous interaction and exchange with the responsible project officer.

1.7. Reason for and objectives of the evaluation

According to the TOR ([Annex 1](#)), the focus of the evaluation is on the work done by the HIC-GS and HIC-HLRN structures. The HIC global bodies (HIC President, HIC Board, HIC General Assembly) as well as the HIC Regional Reference Centres (HIC-LA, HIC-MENA and HLRN-India) participate both in orienting and commenting the evaluation and as informants and recipients of evaluation results. A selection of HIC Members and Allies contribute with further information. The evaluation also considers the work of the Global Platform for the Right to the City (GPR2C), given the relevance of this Ford Foundation supported initiative and the role that HIC plays as GPR2C co-coordinating and implementing organisation (in collaboration with HIC Member POLIS Institute from Brazil).

The evaluation shall explain:

1. To what extent is HIC fulfilling its mission through the MISEREOR projects.
2. Recent challenges faced by HIC and ways to overcome them.
3. Recent achievements and advantages from the current roles of the HIC-GS and HIC-HLRN.

Moreover, the evaluation shall develop recommendations for the future HIC focus and work and outline possible areas of technical assistance or support to be provided by MISEREOR.

2. Evaluation process and data collection methods employed

2.1. Evaluation process and participants

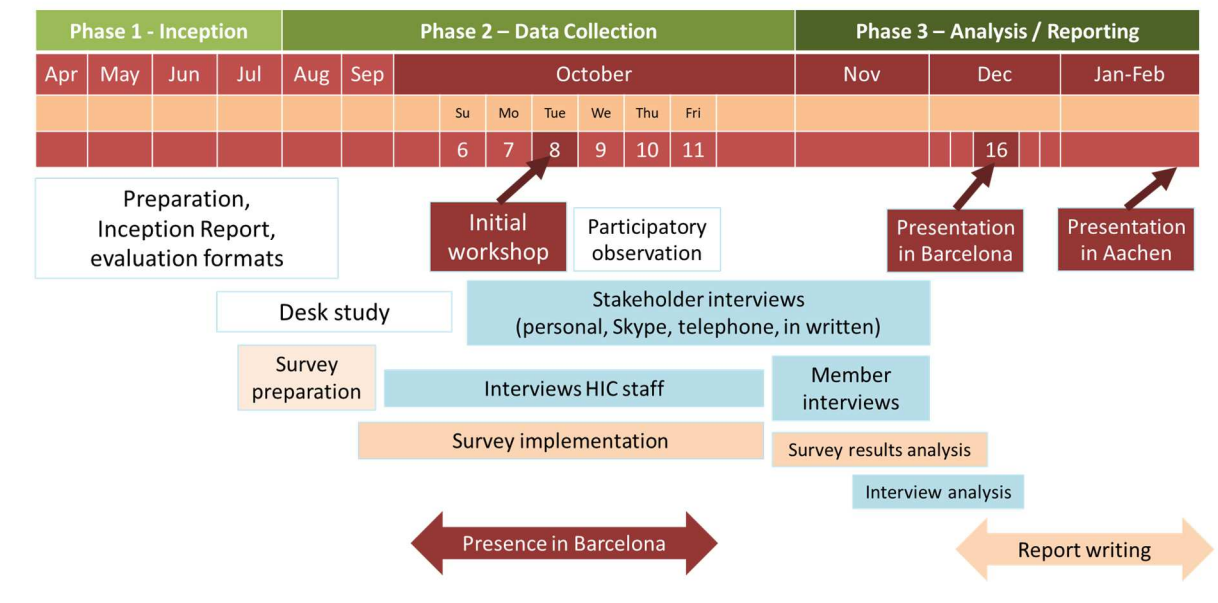
2.1.1 Evaluation Process

The evaluation took place between June 2019 and February 2020, consisting of TOR preparation and joint adaptation ([Annex 1](#)), preparation of an Inception Report ([Annex 2](#)) and agreement on methodologies, implementation of the survey with HIC Members, interviews with selected key informants (mainly via Skype and telephone), presence workshops in Barcelona in October (initial workshop, see [Annex 7](#)) and December (final workshop, see [Annex 13](#)), and participation in the HIC online General Assembly in October 2019. Furthermore, the German evaluator participated in introductory meetings with MISEREOR project and evaluation team in Aachen, Germany, on 6 February and 26 June. A debriefing meeting with HIC and MISEREOR representatives took place in Barcelona on 16 December. This evaluation report has been prepared until 31 January. After presenting and adjusting the preliminary results, a further debriefing meeting took place in Aachen, on 19 February 2020.

The evaluation focused on HIC actions that took place between end 2012 – since the last evaluation at global level in 2012 – and October 2019, and was conducted at the global level. It consisted of three main phases: (1) inception, (2) data collection, and (3) data analysis and report writing (see figure below).

Figure 4 – Evaluation process overview²⁸

Evaluation timeline – 3 main phases



2.1.2 Evaluation Team

Two principal evaluators were responsible for the evaluation and report writing: Joanna Kotowski, an architect and urban planner from SUM Consult Germany, and Prof. Dr. Samia Satti Osman Mohamed Nour, an economist and university professor based in Sudan. Both had the shared responsibility for evaluation concept development, carrying out of interviews, data analysis and reporting. The responsibility for compilation and writing of this draft report was with Joanna. The evaluators received intense support from HIC-GS and HIC-HLRN in survey and interview preparation and were accompanied during several of the Barcelona interviews and meetings by Alvaro Puertas, the HIC General Secretary, by Joseph Schechla, the Director of HIC-HLRN, and by other HIC-GS staff or Board members. All HIC participants provided critical conceptual backstopping and insightful institutional memory. Overall, following HIC staff and Board members participated with comments and observations:

- HIC-GS: Álvaro Puertas, Marie Bailloux, Eduard Cabré, Sophia Torres, Francis Clay, Irene Fierres, Isabel Pascual
- HIC-HLRN: Joseph Schechla, Yasser Abdelkader, Ahmed Mansour, Heather Elaydi
- HIC Board: Lorena Zarate, Ana Falú, Ana Pastor, Ifeyinwa Ofong, Adriana Allen
- HIC-LA: Silvia Emanuelli

The evaluators would like to take this opportunity and express their gratitude to all the evaluation participants and informants.

2.2. Data collection methods employed

2.2.1 Data collection methods

After finalising the Inception Report, the evaluators had additional days for desk studies in order to get acquainted with project contents, its reports, context and other relevant documents and websites; these included project progress reports and context documents, but also results and recommendations from the previous evaluations in 2012 (global level) and 2015 (Latin American level).

²⁸ Source: Evaluator's own elaboration.

The evaluation adopted the following steps and methods (see [Annexes 2-14](#)):

- Preparatory meetings with responsible MISEREOR staff in Aachen, Germany.
- Review of project progress and other documents (e.g. GA and meeting reports) related to HIC interventions, of the 2012 and 2015 evaluation reports, of other HIC and HLRN publications and websites.
- Review of other relevant documents, publications and websites (e.g. GPR2C and HIC Members; UN HABITAT and other UN institutions; Habitat III and NUA; SDG monitoring; UCLG; different HIC Allies).
- Interviews and meetings with the HIC General Secretary and GS staff members.
- Interviews and meetings with the HIC-HLRN Director and staff members.
- Interviews with HIC President and Board members.
- Participation in the annual General Assembly of Members and in a Board meeting, both online applying the ZOOM tool.
- HIC SWOT and networking analysis via written comments and personal assessment with HIC representatives during the initial workshop in Barcelona.
- Survey with HIC Members, Friends, staff and Board representatives (70 respondents).
- Interviews with 28 key informants from organisations and institutions cooperating with HIC or being HIC Member or Ally.
- Initial and final workshops at HIC-GS in Barcelona.
- Initial and final meetings at MISEREOR in Aachen.

Institutions and individuals to be interviewed had been proposed by the evaluators on the basis of prior document review and then agreed and partly rearranged together with HIC. The evaluation objectives, contents and methods were agreed with HIC through the TOR ([Annex 1](#)) and the Inception Report ([Annex 2](#)).

The evaluators used a participatory approach while maintaining their independence as outsiders and critical observers. They sought to interrogate the variety of activities related to the improvement of living conditions of low-income settlement dwellers towards addressing the same at different levels – from community based interventions to public policy and UN frameworks orientation. They shared their observations and critical opinions with HIC staff and Board members.

For the online survey, the evaluators implemented a structured questionnaire, mainly with closed-ended questions ([Annex 10](#)). The online survey was managed by HIC-GS under the SurveyMonkey Programme. For the informant interviews (HIC staff and Board, representatives of Member and Ally organisations) we used semi-structured question guides with open-ended questions. The total of 43 interviews was carried out in person (13), per telephone (8), per Skype (14) and in writing (8). Some of the personal interviews in Barcelona have been conducted jointly by the two evaluators, the other interviews were distributed among the two of them. Out of the 43 interviews, 38 were conducted individually and 5 in a small group (2-4 interviewees). Interview summaries were shared with the respondents for cross-checking. Interview summaries are confidential and transmitted only internally to MISEREOR and HIC-GS. The evaluators also participated online in the annual General Assembly, and in the Board meeting, as observers. Further details on evaluation methodology are presented in the Inception Report ([Annex 2](#)).

2.2.2 Description of the survey sample

In September 2019, a total of 776 e-mail and Web-link invitations have been sent to individuals and organisations (347 HIC Members, 69 HIC Friends [including several addresses of Members and Friends], 7 HIC General Secretariat, 4 HIC-HLRN, 1 HLRN India and 6 HIC-LA staff as well as 6 HIC Board members) to participate in the online survey, totalling in 440 invitees. The survey was open to all potential respondents and there was no pre-determination regarding group type, region, language or gender of the respondents. The questionnaires were available in four languages (English, Spanish, French and Portuguese). HLRN provided an Arabic translation was provided upon request. Based on a total

quantity of 440, an ideal sample size would have been 205, considering a confidence level of 95%²⁹ and a margin of error of 5%³⁰. Between 17 September and 21 October 2019, 57 HIC Members, 3 HIC Friends and 10 HIC staff/Board members participated in the online survey, so a total of 70 questionnaires were answered anonymously. This leads to a high margin of error of roughly 11%, when maintaining the confidence level at 95%.³¹

2.2.3 Means of data analysis

The collected data from documental analysis and individual or group interviews were transmitted into evaluation grids. Survey results were analysed individually, both for the entire sample as well as separately for the HIC Members/Friends group (see [Annex 10](#)). For survey data analysis, the obtained SurveyMonkey raw data were verified, then cross checked and restructured or value adjusted. For final adjusted survey data analysis SPSS and Excel Programmes were applied.

Data analysis includes the analysis of evidence by triangulation. Each piece of evidence (e.g. results from different sources, i.e. survey, interviews, results of document and data review, different opinions of the Evaluators) is compared with the other in order to sustain the answers (evidence is likely) or obtain divergent results (evidence in question).

3. Results of data collection and evaluation

3.1. Results of documental review

3.1.1 General results

First results of the documental analysis are already summarised under the previous chapters, in particular, related to the project context conditions, target groups, project objectives and intervention logic, HIC structures, and to the cooperation with MISEREOR. HIC-GS and HLRN have a well-structured document management system and the quality of own documents and reports is outstanding – something that was also highlighted by several interviewed Allies HIC is cooperating with.

The overall result of the documental analysis substantiates and justifies the correct project implementation (see list of documents consulted in [Annex 14](#)). Most of activities have been carried out as planned, there was almost no deviation. [Annex 6](#) provides a respective comparison of activities planned with activities implemented, for the three project phases.

It is noticeable, however, that HIC is doing much more than what is reflected in the project planning. On the one hand, this is due to the fact that many activities are realised by Members or developed jointly with partner organisations and were, therefore, not planned in detail and not budgeted. The tasks taken over by HIC office staff and those realised by others (members, allies, partners, social movements...) not always can be clearly separated. This is obvious as HIC is a membership organisation and not a “usual” NGO with a limited number of employees who provide services to others. Concurrently, there are many unexpected tasks, such as urgent action appeals, solidarity letters, campaigns, that cannot be foreseen. On the other hand, there are several administrative duties and continuous “historical” actions that were not included in the project planning matrix. Therefore, additionally to the tasks agreed in the project contract between HIC and MISEREOR, HIC reports actions under the following topics (21 categories!), which are not directly matched with the defined specific project objectives:

²⁹ The confidence level tells us how sure we can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval (margin of error). The 95% confidence level means we can be 95% certain; the 99% confidence level means we can be 99% certain. Usually, the 95% confidence level is applied. [See: <https://www.surveysystem.com/sscalc.htm>]

³⁰ The margin of error (also called confidence interval) is the plus-or-minus figure. For example, when we use a margin of error of 5% and 47% percent of our sample picks an answer we can be “sure” that if we had asked the question to the entire relevant population between 42% (47-5) and 52% (47+5) would have picked that answer. [See: <https://www.surveysystem.com/sscalc.htm>]

³¹ We can be 95% sure that + to – 11% of interviewees would have picked that answer.

1. Accompanying social processes	8. Grassroots initiatives	15. Project management
2. Communication and dissemination	9. Habitat Conferences	16. Public policies
3. Constitutional amendments	10. Advocacy	17. Public programs and budgets
4. Consulting	11. Legal frameworks	18. Research
5. Coordination	12. Local Governance	19. Solidarity campaign
6. Education and training	13. Networking	20. Urgent Actions
7. Fact-finding mission/field research	14. Norms and standards	21. Membership Management

There might be some activism behind and resources necessary for agreed project tasks might be used for other actions. But, finally, HIC has to decide which priority actions to follow and on the best ways to achieve its objectives.

3.1.2 Reported main project actions

Information obtained from the above analysis areas leads to the following (certainly incomplete) summary of actions which HIC and its different regional structures develop, along its defined strategic lines (for more details, refer to [Annex 6](#)):

a) Mobilizing and advocating in cooperation with Members, Friends and Allies

Including:

- Advocacy for the right to the city through the GPR2C, including advocacy before the High Level Political Forum (HLPF), jointly with Members and Allies; presentation of the “Right to the City Agenda” advocacy document and exposition of 19 R2C initiatives by HIC Members (7), Allies (2) and social movements at HLPF 2018, New York
- Oral and written statements to HLPF in cooperation with NGO Major Group and national NGOs on 14 Voluntary National Reviews (7 countries in 2018, and 7 in 2019)
- Advocacy for habitat rights realised by HIC-HLRN before the UN Human Rights Council, Special Procedures, the Committee on the Elimination of Racial Discrimination (CERD) and the Committee on Economic, Social and Cultural Rights (CESCR) in Geneva, including substantive inputs to norm development in two General Comments of CESCR
- Presentation of Open Letters to UN leadership and bodies
- Urgent action, Habitat Day publication and advocacy at Habitat III on destruction/dispossession of Anatolian Kurdish town centres, in cooperation with Diyarbakir Municipality
- Joint advocacy and parallel reporting to CESCR and CERD in cooperation with HIC Members in Palestine (2018–19)
- Urgent Action Appeals: In December 2018, HLRN supported the Urgent Action Appeal on evictions in Argentina, channelling solidarity letters of 12 Members from Latin America, North America, Asia and MENA, addressed to governmental authorities; recent Joint Urgent Action Appeals are related to the Tibetan land defenders in China (May 2019), and to rural forced evictions in Zimbabwe (February 2019)
- Presentation of support letters and petitions to related authorities to express solidarity in cases of forced evictions, demolitions, confiscations, and other types of human/habitat rights violations, and participation in calls for international solidarity
- Participation in “The Shift” campaign of the UN Special Rapporteur on the Right to Adequate Housing
- Participation at the International Meeting for Equal Cities – URBAN 20, 2018 – in Buenos Aires, Argentina, together with other 25 organisations, among them 10 Argentinian Members and 5 national and international Allies, that signed a joint declaration
- Participation in the European Conference of Support and Solidarity with the Saharawi People (EUCOCO), through the former Spanish HIC Member Asociación de Amistad con el Pueblo Saharaui de Sevilla (AAPSS)
- Participation in the Geneva Support Group for Western Sahara
- Participation in Global Right to Food Network and Right to Food and Nutrition Watch
- Participation in Global Land Tool Network, including its Land and Conflict Task Force and Global Land Indicator Initiative
- Participation in the Civil Society and Indigenous Peoples’ Mechanism for relations with the UN Committee on World Food Security (CSM4CFS) and advocacy for security of urban nutrition as well as land security
- Five Members from West Asia met at Geneva and formulated a common strategy and division of labour for advocacy before UN Human Rights Council

b) Supporting Member initiatives

Including:

- In March 2018, the platform on community-led housing has been created; together with HIC, the following organisations are involved:
 - Asian Coalition for Housing Rights – ACHR (HIC Member, Thailand)
 - Shack/Slum Dwellers International – SDI (mentioned as HIC Ally in 2016)
 - Champlain Housing Trust & Grounded Solutions Network
 - Cooperative Housing International
 - Building and Social Housing Foundation – BSHF (HIC Member, now World Habitat, UK)

With the collaboration of the UN Special Rapporteur on Adequate Housing, the platform is documenting community-led housing projects, make them visible and link them with support actors and public authorities; At the same time, the communities will develop new solidarity mechanisms in order to scale up their models³²

- In 2018, HLRN supported HIC Members Mazingira Institute and Pamoja Trust to develop and implement women's housing and land rights strategy of research and advocacy through 2019; these 2 Members and 19 other NGOs in Kenya developed a campaign on women's housing and land rights with focus on equal inheritance
- HIC supported the global consultation on social housing among HIC Members following the request of HIC Member Observatori DESC from Spain (2018)
- Support to participation of Members in habitat-related conferences

c) Organizing campaigns, forums, seminars and conferences, lectures, public hearings, and exchange visits

Including:

- Joint HIC-GPR2C Campaign “Stand up for our Habitat Human Rights Defenders!” in the context of the World Day for the Right to the City, 31 October 2019, with 24 reported Violation Cases (ongoing list)³³
- Different HIC Members were organising activities in the framework of the World Habitat Day, 7 October, and Urban October 2019, for instance:³⁴
 - UrbaMonde, Switzerland: Conference “Housing professions & international solidarity” in Geneva
 - Enda Tiers du Monde, Senegal: National sharing workshop for the contribution to the presidential project to build 100,000 social housing units
 - DESCO, Peru: Public video presentation “The Right to the City from the perspective of women in Lima”
 - FUCVAM, Uruguay: Alert in front of the Ministry of Housing building and discussion on housing issues with the candidates for the Presidency
 - UNMP, Brazil: National Day of Struggle for Housing
 - FUNDASAL, El Salvador: Round table on the right to the city and housing and habitat as a human right in coordination with Leilani Farha, UN Special Rapporteur; presentation of a Swedish documentary; Latin American Encounter for Habitat presenting good practices; mobilization with social organizations
- HLRN organised the Land Forum in Middle East and North Africa (2017)
- HIC and its Members participated in the Habitat III Conference in Quito (2016)

d) Publishing statements, reports, newsletters, and other studies and informative materials

Including:³⁵

- “The HICtionary – Key Habitat Terms” (updated 2019)
- HLRN publication “The Land and Its People: Civil Society Voices Address the Crisis over Natural Resources in the Middle East/North Africa” (2018)
- HLRN publication on “Right to the City in Greater Beirut” (2018)
- HIC publication “Habitat International Coalition and the Habitat Conferences 1976 – 2016”, supported by FPH (2017)

³² Source: <https://www.hic-net.org/people-are-the-solution-the-benefits-of-community-led-housing/>

³³ Source: <https://www.hic-net.org/world-day-for-the-right-to-the-city-stand-up-for-our-habitat-human-rights-defenders/> (accessed 03.12.2019)

³⁴ Source: <https://www.hic-net.org/hic-members-activities-on-the-occasion-of-world-habitat-day-2019/>

³⁵ See also HIC publications in the documents list in [Annex 14](#).

- Participation in Parallel Reports: In 2018, HIC-HLRN and HIC-MENA were reviewing the UPRs presented by Egypt, Lebanon, Palestine, Qatar, Saudi Arabia, Sudan and the United Arab Emirates. In previous years HIC submitted contributions on human rights violations to the UPRs of India (2017), Syria (2016), of Lebanon and Sudan (2015), of Italy, Spain and Turkey (2014), of Chile, Egypt, Yemen and Ethiopia (2013), of India (2012), and of the Syrian Arab Republic (2011).³⁶ In 2017, HIC-LA presented jointly with Mexican CSOs a parallel report related to the ESCER in Mexico.³⁷
- Regular HLRN online publication “Land Times” (last issue of July 2019)
- Regular HIC-LA publication “HIC-AL bulletin”
- Online articles
- HLRN Violation Database – case recording and documenting
- Information and library at the HLRN *Landpedia* website

e) Conducting research and fact-finding missions to document human rights related to habitat violations and positive experiences

Including:

- * Action research (AR) in Africa, Latin America and Asia: HIC analysed approaches of different CSOs, with the aim to strengthen their influence on public policies and advance the achievement of objective 2 of the current HIC-MISEREOR project. In total, 18 academic institutions are involved.³⁸
- Action research in Sub-Sahara Africa in collaboration with UCL-DPU and the University of Sheffield, with 6 HIC Members, 2 ex-Members and 2 social movements involved:
 - Pamoja Trust, Kenya (HIC Member)
 - Centre for Urbanism and Built Environment Studies (CUBES), University of Witwatersrand, South Africa (HIC Member)
 - Zimbabwe People’s Land Rights Movement (HIC Member)
 - Women in Development and Environment, Nigeria (HIC Member)
 - Dajopen Waste Management Project, Kenya (HIC Member)
 - Shelter and Settlement Alternatives, Uganda (HIC Member)
 - Action Internationale de Développement Intégral, Ivory Coast (ex-Member, did not renew)
 - Human Settlements of Zambia (ex-Member, did not renew)
 - Muungano wa Wanavijiji, Kenya (social movement, non-HIC)
 - Abahlali baseMjondolo, South Africa (social movement, non-HIC)

The research is ongoing, draft report completed. Participants have been interviewed but no further feedback has been provided so far.³⁹

- In the scope of the Europe-focused AR a report has been submitted by the University of Sheffield, UK, with participation of Master course students: “Action Research on Human Rights and Right to the City: Analysis of Civil Society Movement on Housing Rights in Europe”. This Europe-focused AR is complemented with 3 more chapters: Barcelona, Spain, in collaboration with HIC Member Observatori DESC; multiple locations, France, in collaboration with HIC Member AITEC; and Berlin, Germany in collaboration with several social movements and academics not linked to HIC.
- The action research in Latin America is ongoing and the focus will be on Argentina (law on the access to habitat of the Buenos Aires Province; Housing and Habitat Institute of the San Martín de los Andes Province); Brazil (Urban Development Fund of the Sao Paulo municipality); and Mexico (Mexico City Charter for the Right to the City). This component will be drafted in collaboration with HIC Members and Allies..
- * Development of joint regional strategies for Africa and Latin America, with participation of HIC Members and social movements, as a contribution to the Habitat III preparation process and input to the New Urban Agenda (2015–2016)⁴⁰
- * HLRN subcontracted partner/Member in Uganda to conduct field research on the impacts of housing and land rights violations against women in Uganda (2018)

³⁶ Source: HIC progress and activity reports, HIC Annual Reports. HIC is not mentioned as one of the Civil Society (stakeholders) contributors at the official UPR page, because HIC is providing joint contributions with other stakeholders.

See for instance for Sudan: <https://www.ohchr.org/EN/HRBodies/UPR/Pages/UPRSDStakeholdersInfoS25.aspx> (accessed 16.10.2019), joint submission 4, among a total of 23 submissions among which 7 joint transmissions.

³⁷ Sociedad Civil México / HIC-AL (2017): Informe conjunto de sociedad civil sobre los derechos económicos, sociales, culturales y ambientales en México 2017.

³⁸ Source: Process documentation provided by HIC-GS in August 2019; Interview with HIC-GS staff in October 2019.

³⁹ Source: Interview with a participating organisation, November 2019.

⁴⁰ Source: HIC reports to project 600-600-2109 ZG; Interviews with HIC Members in October-December 2019.

- * HLRN and partners conducted field research on the impact of violations against women’s human rights to housing and land in Kenya (2018)
- * HIC-GS and Board cooperate with UCL DPU in the study on “Interdisciplinary Research Hubs to Address Intractable Challenges Faced by Developing Countries”, on behalf of FPH (2018)
- * HLRN provided literature review, concept development and constituency mapping for the new Landless Constituency within Civil Society Mechanism for the UN Committee on World Food Security (CSM for CFS), in close cooperation with co-coordinators: Land Research Center (Palestine) and Asian Peasants Coalition (Philippines)
- * HLRN conducted interviews and focus groups with civil society, municipalities/local authorities and refugees/displaced persons in Greater Beirut toward assessment of the “right to the city” in local context (2017)
- * HLRN reviewed and edited enumerations and field studies of Yemeni researchers on 15 land-dispossession cases in three districts of Yemen, applying the HIC-HLRN Loss Matrix (2017)
- * HLRN participated in the preparation of the Framework for Action for Food Security and Nutrition in Protracted Crises (2012–2015)

f) *Supporting and strengthening networks and promoting information exchanges among its Members and other civil society entities*

Including:

- Participation in the GPR2C, together with HIC Members and other Allies⁴¹
- Participation in the Co-habitat platform⁴²
- Participation in the ESCR-Net and working groups (women and ESCR, strategic litigation, monitoring)⁴³
- Participation in the CSM4CSF, its Constituencies (Urban Food Insecure, Landless) and policy groups⁴⁴
- Participation in the Global Network for the Right to Food and Nutrition⁴⁵
- Participation in the International Planning Committee for Food Sovereignty (IPC)⁴⁶
- Participation in the 57th Commission for Social Development in New York with HIC Members and Allies⁴⁷
- Participation in the Transformative Cities initiative, together with other Allies: ECOLISE (European network for community-led initiatives on climate change and sustainability), Friends of the Earth, GPR2C, RIPESS, Transnational Institute (TNI);⁴⁸ jointly supporting the Transformative Cities Peoples’ Choice Award 2019 for inspiring people to take action to transform their cities in areas of water, energy, food and housing, including two HIC Members, Cooperación Comunitaria and Dajopen Waste Management, who were awarded in the 2019 edition⁴⁹
- Support of the exchange between HIC Member UrbaMonde (Switzerland) and HIC Members in Senegal and Kenya
- Support to the participation of 5 HIC Members in Africities in Marrakesh-Morocco, 2018, through HIC-GPR2C
- Providing communication tools (online), organising the yearly General Assembly, through joint meetings, workshops (e.g. at Latin American level), and information exchange

g) *Conducting Human Rights education and training*

Including:

- Currently, HIC-AL is preparing and announcing a webinar on participatory design and Social Production and Management of Habitat processes aligned with human rights and gender approaches, to be conducted in January and February 2020⁵⁰
- In May HIC hold two theoretical and practical training workshops on digital advocacy campaigns and on issues related to GPR2C; developed a guide for digital advocacy campaigns (2019)

⁴¹ <https://www.right2city.org/>

⁴² <https://www.co-habitat.net/en/members>

⁴³ <https://www.escr-net.org>

⁴⁴ <http://www.csm4cfs.org/the-csm/>

⁴⁵ <https://www.righttofoodandnutrition.org/Network>

⁴⁶ <https://www.foodsovereignty.org/the-ipc/>

⁴⁷ <https://www.hic-net.org/hic-at-the-57th-commission-for-social-development-in-new-york/>

⁴⁸ <https://transformativecities.org>

⁴⁹ <https://www.hic-net.org/two-hic-members-winners-of-2019-transformative-cities-peoples-choice-award/>

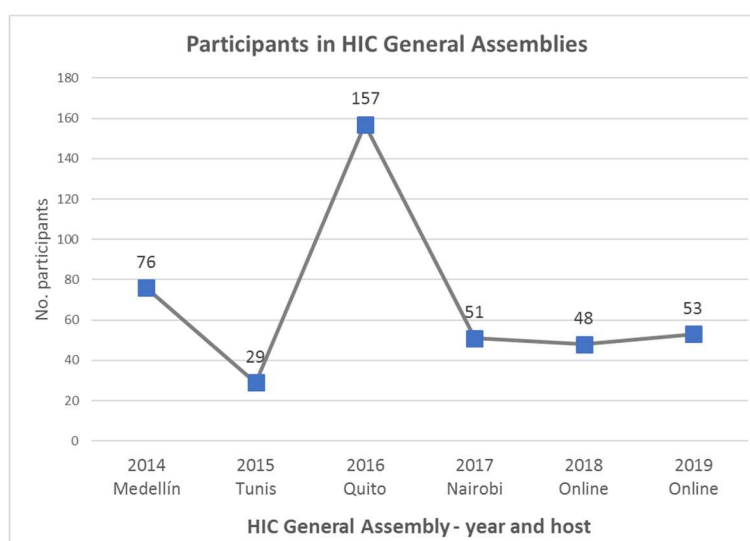
⁵⁰ <https://hic-al.org/2019/12/12/webinar-dpsh/>

- HIC-HLRN provided training for HIC Member Zimbabwe People's Land Rights Movement in human rights methods for advocating land rights and defending against forced evictions and to the Association Droit et Developpement (ADEV), DR Congo, on implementation of Loss Matrix/EvIA tool (2018)
- HIC Members (including Member Observatori DESC from Spain) organised training side events at HLPF, New York, on “Sustainable, Safe and Inclusive Cities” and on “communication campaigns” (2018)
- HIC-GS supported an online training (webinar through ZOOM) organised by Observatori DESC and GPR2C (2017); respective training materials were supported by Ford Foundation
- HIC-HLRN conducted training workshops with HIC Member Amel Association (Lebanon) on the “right to the city” for civil society, municipalities/local authorities and refugees/displaced persons (2016–2017)
- HLRN conducted training in women’s housing and land rights for 34 CSO representatives in Kenya and 36 in Uganda, under its Women’s Land and Home project (2018–19)
- HLRN also delivered training on housing and land rights, human right to health, parallel reporting and human rights-based policy analysis through two workshops in Palestine by request of Members and Allies (2019)
- Jointly with Members, HIC developed training modules on R2C (2014–2018), use of the Violation Database (2014), evaluative Habitat III reporting (2015), application of the Loss Matrix and Eviction Impact Assessment Tool (2016–2017).

3.1.3 Overview of HIC’s recent General Assemblies

Since the big General Assembly (GA) hold in Quito in 2016, with 157 participants and 45 voting Members, the GA participation fluctuates at around 50 people, approximately 20–25 of them with voting right. This makes up around 6%–7% of total Members with right to vote during the meetings. The following figure 5 shows the evolution of participants since 2014.

Figure 5 – Participation in General Assemblies 2014–2019 ⁵¹



The last GA in person was held in October 2017, in Nairobi, with 51 participants (78% from Africa and MENA; only one third women; 6 HIC staff and Board members), 19 with voting right. Last year, the GA was carried out online in December 2018, with 48 participants (50% women), out of which 15 staff and 6 Board members, and 19 voting Members.⁵² Half of the participants were from Latin America (52%); there was also an important participation of Members from Middle East and North African (MENA) as well as francophone Africa countries (27%); but only one Asian Member from India took part in this

⁵¹ Source: HIC online reports from the GAs.

⁵² HIC 600-600-2535: Overview of Activities March-December 2018. and

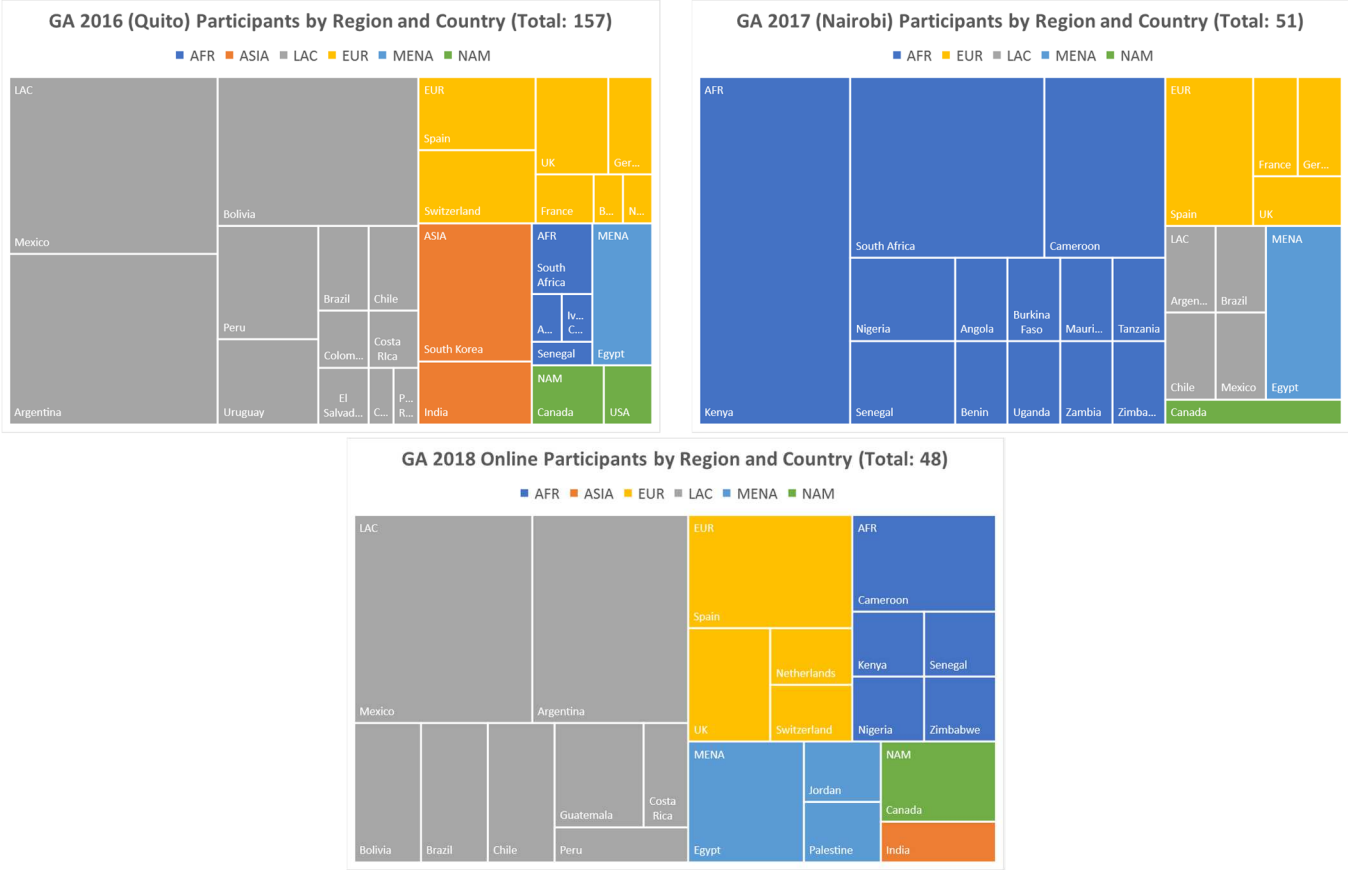
HIC (2018): HIC General Assembly 2018, 12 December 2018. Minutes in English. (online document)

<http://www.hic-gs.org/news.php?pid=7484>; <https://docs.google.com/document/d/1wBMRnAmMzZkrfdAjhB7oDR5gyO8u4YGelQxUTwVnE0w/edit>

GA.⁵³ In October 2019 another virtual assembly took place, with 57 participants from 26 countries, out of which 25 Members with the right to vote.⁵⁴

The following graphs show the regional composition of the GAs 2016–2018 (participation of HIC Members, staff, and others). It visualises the importance of presence meetings in specific regions. Whereas during the 2016 assembly in Quito the Latin American representatives dominated, African representation was much stronger during the Nairobi 2017 meeting. During the online General Assembly in 2018, there was again a predominance of Latin American Members. Asian participation was very low in all cases.

Figure 6 – Participation in General Assemblies – regional distribution of participants⁵⁵



3.2. Results of consultations with HIC structures (staff and Board)

3.2.1 Results of the SWOT analysis

Prior to the Inception Workshop of 8 October, 2019, in Barcelona (workshop results in Annex 7), HIC GS, regional coordinators and Board members were asked to contribute with their opinions regarding HIC’s strengths and weaknesses, as well as the opportunities and threats in HIC’s external environment. These first contributions to the SWOT analysis were presented during the workshop and later updated after having received further validations and comments (see Annex 8). The synthesised results are presented in the table below, with the most important elements highlighted in gypsy brown.

⁵³ List of participants online HIC GA 2018. <https://docs.google.com/spreadsheets/d/1ijSp1ugZBBVv2sRRY2CAqC6nkMHHNijBqmS9wsvqTg/edit#gid=1003688994>
⁵⁴ Preliminary information based on the notes of the evaluators.
⁵⁵ Source: HIC online reports from the GAs.

Among the important strengths, also confirmed by interview partners are:

- Many years of experience and consistency
- The reach-out to a worldwide network of diverse members who contribute with local knowledge and expertise

HIC's major weaknesses, on the other side, include:

- The many issues, topics and partners HIC is dealing with
- Consequently the narrow funding in view to the huge amount of necessary actions

Overview 3 – Results of the HIC SWOT Analysis ⁵⁶

Strengths

- Acknowledgement for **over 40 years of consistent human rights to habitat approach**
- International **spread and diversity of the membership**
- HIC is the **only global coalition bringing together different habitat-related human rights** and using a human rights approach **to solve today's global housing and land crisis**
- HIC is an organization with **worldwide networks that understand local realities; they can develop common strategies**
- HIC **works from the local level**, side by side with the social groups and grassroots movements, and take their demands, struggles, human rights violations and proposed alternatives **to the international level**
- There is possibility of **transversalization of local to global agendas** (comparative visualization of political struggles, contexts and regulations)
- **Each HIC office has been defined economically autonomously**, this facilitates permanence, can reduce costs and limit bureaucratic aspects

Weaknesses

- **Too many fronts that are difficult to tackle** (UN Habitat, HRC+HRs System, SDGs+HLPF, COP...), all of them intersect with the fulfilment of projects objectives and indicators
- **Members in many cases only work at national or local level**
- **Large number of Members are not operative** within HIC
- Some **NGOs expert a Coalition to** (among other things) **complement their funding base**, or cover all litigation costs in terms of eviction or resettlement, campaigns and advocacy; **HIC does not have enough funding to do that**
- **Not being able to achieve its full potential of being recognized as a consolidated force** at all international platforms
- **The funding available to the HIC is narrower than the objectives**

Opportunities

- There is **much greater global recognition of the importance of a human rights approach** – HIC can act as a leader and bring voices together
- **Some governments - especially at the local level - are taking climate change and the destruction of nature into account**
- **The issue of housing has returned to the centre of the debate**
- **Denunciation/ accusation** with signatures or based on knowledge of members and others
- Operating within the **NGO Major Group**, among other Major Groups in the HLPF and related forums
- Deepening **cooperation within existing alliances**
- Implementation of **regional projects** in coordination with HIC Members in these regions
- Having **MISEREOR as an ally** is an opportunity; it would be necessary to achieve more allies like this

Threats

- **Lack of support from funders in time of rapid changes** in institutions and global discussions
- **Shrinking civil society space** is a major challenge
- The world is becoming more and more **capitalised and "right-winged"**; **speculation with territory** displaces large sectors of the population
- **Multilateral loan agencies** are a threat to the liberation and progress of people and break with SPH
- The **behavior of many states**, dismissing their treaty-bound and other international law obligations
- The **declining budgets** and other marginalization of the UN Treaty System
- **Poor leadership and performance of UN Habitat** at HQ and in the field
- **Control measures by the states** in which they operate (Mexico, Egypt and India) might jeopardise the operations of HIC-AL, HIC-MENA and HIC-SA

⁵⁶ Source: HIC staff and Board members responses (Annex 8), summarised by the evaluators.

Most important current opportunities which HIC should take into account in its upcoming work comprise:

- High importance of climate change but also housing issues in the international debate
- Increasing recognition of human rights approaches

There are several threats in the external environment that affect many of HIC’s Members but not yet the Coalition as a whole.

In its contributions to the SWOT analysis, HIC also commented on possibilities of SWOT adaptation. The respective suggestions are summarised in [Annex 8](#), both for actions at international and regional level.

3.2.2 Results of the stakeholder network analysis

Representatives of the different HIC structures were asked to prioritise the numerous stakeholders they interact with. The result of this analysis is presented in [Annex 9](#). The following table gives an overview of stakeholders HIC advocated before or partnered with in 2017, with some recent additions related mainly to the international level. Number of HIC funders refers to the period 2014–2019.

This overview shows the importance that HIC assigns to international allies, above all those of the UN system. In total, around one quarter of the listed stakeholders has been rated as of high or potentially high importance. The overview also shows that there are several allies or partners that could not be rated because HIC’s central level offices often do not know them. They are mainly relevant for regional or local level networks and relationship. HIC’s regional offices or Members report them to HIC-GS and therefore they are listed in HIC’s annual reports; it is important for HIC’s Members to have these organisations regularly presented as reference points (refer to [Annex 9](#) for more details).

As mentioned, HIC has a longstanding consultative status with UN-ECOSOC. It has a continuous communication with the High Commissioner for Human Rights, with UN Women, with UNESCO. The HIC-HLRN coordinator and team are closely attached to the UN spaces and agencies, particularly in Geneva and Rome. Over the years, HIC has suggested or supported certain UN appointment candidates, e.g. the Special Rapporteur on Adequate Housing and members of Treaty Bodies. These engagements are closely interlinked, whereas the interrelation with the CESCR partly depends on the appointed representative. UN Habitat is an important organisation HIC is advocating with as well. The Kenya Focal Point and Mazingira Institute representative is mainly responsible for maintaining this contact; however, this responsibility is shared also with the GS and HLRN, as appropriate.

Table 1 – Overview of HIC’s Allies⁵⁷

Type of ally	Total Number	HIC’s prioritisation of importance				
		high	likely high	middle	some/low	not rated
International UN Forums HIC advocated before	11	9	2			
Multilateral organisations HIC cooperated with	23	8	3	5	4	3
HIC Funders in 2014 – 2019	15	7	1	5	2	
HIC International Allies	89	19	3	6	1	59
HIC Regional and/or National Allies	99	8	2	6	18	65
TOTAL	237	51	11	22	25	127

One result of the stakeholder analysis for HIC structures is the importance of prioritisation of stakeholder relationships in order to get more clarity on whom to (urgently or frequently) address and whom to bear in mind or keep on track.

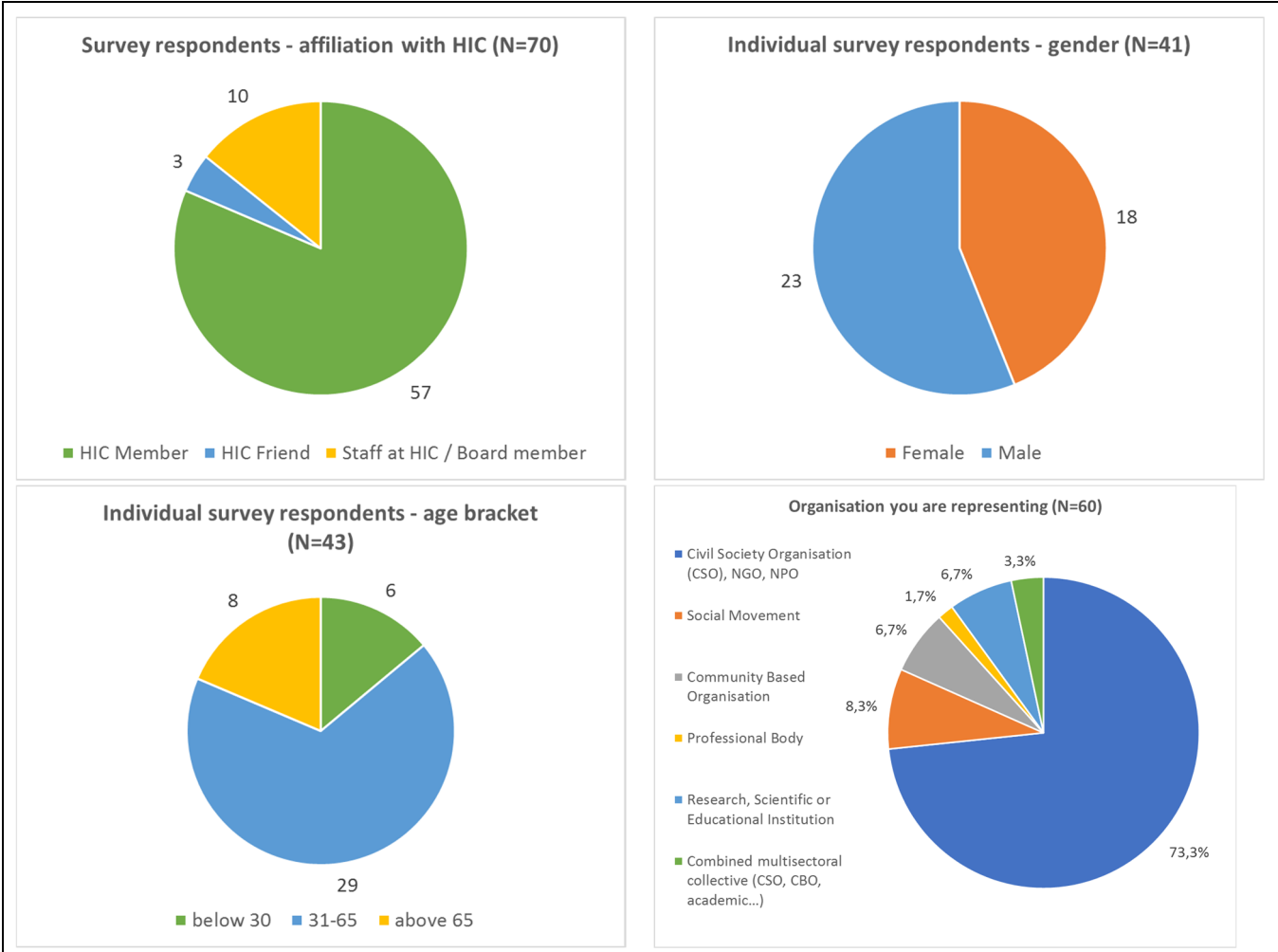
⁵⁷ Source: Results of interviews with HIC staff and its written contributions, see [Annex 9](#).

3.3. Results of the online survey 2019

Only 57 of the 347 HIC Members⁵⁸ (16.4%) were included in the survey. With reference to the Members group, this is a quite small sample size and there is a relatively high margin of error (12%; at confidence level of 95%). Survey results, presented in Annex 10, should be therefore considered in terms of their tendency, not in their absolute or relative values. Considering the active Members of HIC, end of September reported to be 80, the sample size is acceptable (margin of error of 7%).

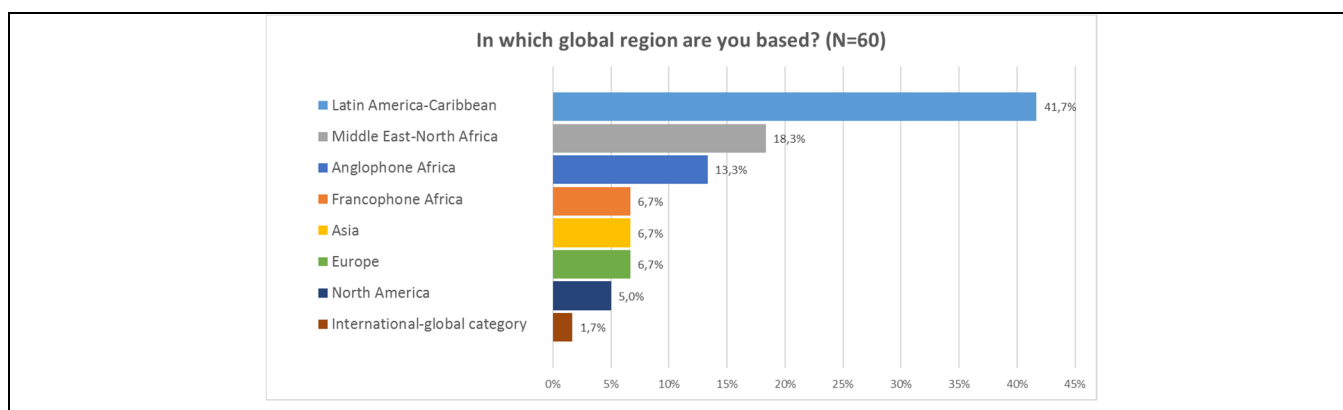
The following figure 7 gives an overview of the total achieved sample of 57 HIC Members and 3 HIC Friends (total of 60). There were slightly more male than female respondents and around 40% were in the 31–65 age bracket. Some young people participated in the survey (several of them HIC staff) and some older ones (most of them HIC Members/Friends). Roughly three-fourths of HIC Members/Friends were representing a CSO (NGO, NPO), the others were belonging to social movements or grassroots organisations, professional bodies or academic institutions, including collectives that were combining these categories. Most of the respondents were from Latin America, followed by the MENA representatives – providing a certain regional bias to survey results (see also figure 1 – Regional distribution of HIC Members).

Figure 7 – Survey sample⁵⁹



⁵⁸ Total number of Members as of September 25, 2019.

⁵⁹ Source: Online survey, see Annex 10.



The results of the survey are widely presented in [Annex 10](#). The opinions are considered in chapter 4 below. Main survey results show that:

- HIC Members and Friends consider the HIC-General Secretariat as likely appropriate to respond to their needs and priorities; regionally, relatively high ratings are given to the HIC-LA office by Latin American members, also to HIC-HLRN by the Asian Members, as compared to the Focal Points in Africa that were rated relatively low
- Around one-fourth of Members did not participate in the General Assembly, consequently do not assign high priority to the GA; also one-third of those who participated in the GA rate its importance as rather low
- Involvement of grassroots organisations in HIC Members' networks is likely high and there seems to be knowledge transfer from central to local levels; many grassroots organisations benefit from HIC's capacity building and from its solidarity actions
- Two-thirds of respondents are satisfied with HIC's services provided to Members and Friends and more than 80% think services are improving; particularly the Anglophone Africa respondents expressed high satisfaction
- Almost two thirds of HIC Members and Friends confirmed HIC's importance for their knowledge creation and capacity building, particularly in topics related to social production of habitat and human habitat rights (including right to water, housing, land and food); less important was capacity building in gender and environmental issues or in R2C
- HIC's support to community-based efforts for the recognition, defence and implementation of housing and land rights during the last 5 years was rated strong to very strong by more than half of the respondents, and also its influence on the management of habitat and human rights violation cases
- HIC's influence on local policies was rated rather low; but there might be some indirect influence as almost three-fourths of HIC Members indicated that their work influenced local action plans, charters or policies during the last 5 years
- The importance of HIC's Human Rights Habitat Observatory (HRHO) to influence national and international debates and efforts to implement, monitor and evaluate the new global agendas within the framework of states' human rights obligations was rated as strong to very strong by more than two-thirds of the respondents
- The GPR2C, the HRHO and working groups with Member participation were considered as the currently most important HIC projects
- The contribution of HIC to habitat processes is generally rated as high, with lower ratings regarding its influence on the SDG fulfilment or the UN human rights system.

3.4. Results of the interviews with key informants

3.4.1 Scope and opinions

Main topics discussed during the 43 informant interviews are summarised in [Annex 11](#), with respondents' identity kept anonymous. Detailed non-anonymous interview summaries were transmitted

internally to MISEREOR only. The following table gives an overview of the conducted interviews. There were slightly more men than women responding the questions and a predominance of African and Latin American respondents, together with respondents working at the global level.

Table 2 – Overview of conducted informant interviews⁶⁰

Type of informant	Total int. planned	Conducted interviews	Number respondents	Gender		Region respondents are related to							
				F	M	LAC	aAFR	fAFR	MENA	ASIA	EUR	NAm	GLO
HIC staff, Board, RC, FP	17	16	21	12	9	5	2		3	1	1	1	8
HIC Members and 1 Friend	22	12	12	4	8	4	3	3	1				1
HIC Allies or partners	19	15	16	8	8	1	2				1		12
TOTAL	58	43	49	24	25	10	7	3	4	1	2	1	21

HIC Members mentioned, among the positive experience with HIC:

- the awareness raised about habitat rights;
- the access to experience exchange between different people, cultures and regions, and particularly access to international experience and institutions;
- the engagement with various stakeholders;
- knowledge acquired in workshops and capacity building through online access to documents (e.g. regarding issues related to R2C, social production of habitat, women’s habitat rights);
- organisation of social movements and grassroots committees prior to Habitat III and channeling of their voice and their priorities;
- access to information and the academic nexus HIC is providing;
- the direct interaction with HIC representatives;
- uplifting their importance due to the regional and international nexus of HIC and possibilities of the dissemination of their experience through HIC networks and websites.

Some HIC members also mentioned negative experience with HIC, for instance: its weak ability to organize conferences; poor capacity building and training; too strong focus on housing while neglecting rights of access to water or other necessary services; insufficient support to poor marginalised communities; unbalanced financial support and project implementation, focussing on few members or regions; political opinion of a few sometimes dominating the opinions of others. They expect HIC to improve, to interact more closely with the Members, to provide better capacity building, to show more presence in Africa and Asia.

HIC allies highlighted, among other topics, the extraordinary importance of bridging grassroots, social movements and CSOs with the academia and international level organisations, but also with local governments; the combination of urban and rural issues; the high level of quality of HIC’s contributions to international reporting; HIC’s democratic structures. They describe HIC as a very unique organisation and would like to increase HIC’s participation in their actions or programmes, or HIC’s presence in Geneva or Rome (close to the UN organisations), being at the same time aware of difficulties to realise this in view of HIC’s limited resources. Relationships with many allies are established on a very personal basis, through previous working contacts between specific HIC members and the institutional collaborators. They are usually not backed-up by written agreements.

HIC staff and Board contributed to the understanding of HIC’s operations, of its mission and values, and of its interactions with the many organisations at the different levels.

Opinions transmitted by the informants are considered more in detail in the following chapters 4 (assessment of the information collected against the evaluation questions) and 5 (conclusions and

⁶⁰ Source: Annex 4. Regions: LAC=Latin America and Caribbean, aAFR=anglophone Africa, fAFR=francophone Africa, MENA=Middle East and North Africa, ASIA=Asia, EUR=Europe, NAm=North America and Canada, GLO= global

recommendations). Regardless of any criticism, all informants highly valued the important contributions of HIC.

3.4.2 Means of communication and interaction

HIC membership is coordinated through the General Secretariat. The Coalition is supposed to serve its Members and to be supported by them. Additionally HIC interacts with HIC Friends and Allies as well as other non-Member organisations and social movements (including ex-Members and organisations applying for membership). The Members, Friends, Allies and other groups meet and exchange through the HIC social media platforms and websites but also personally in the different Working Groups (WGs) or other types of meetings. There is virtual communication, through Facebook, Skype, webinars, ZOOM meetings and other online media, but also face-to-face communication in personal meetings, WGs and workshops. Online communication is increasing, but they still try to take advantage of other events or opportunities to organise members' or partners' presence meetings.

There are Members who cannot afford to travel to the international meetings due to time and money issues. Therefore, HIC-LA enhanced the establishment of a WhatsApp Member group, and defined one person responsible for communication in each Member organisation. This group is functioning for 3 to 4 years.

In Latin America there are thematic WGs, on social production of habitat (SPH), on communication and on capacity building. "Working groups and international projects allow for a closer and more permanent coordination between HIC offices, Members and Allies to move forward on common goals and shared agendas."⁶¹ HIC's Members and other partners also share documents and exchange on it, jointly participate in HIC projects and initiatives or in Members' initiatives or campaigns. In LA, partly also in Africa, Europe and North America, HIC carries out sub-regional workshops in order to strengthen Members' exchange and work, and conducts planning sessions with Members, if possible, during the regional meetings. There is the Women and Habitat group (network) at Latin American level, and the Global Platform for the R2C at international level. Moreover, some Member organisations participate in regional campaigns on specific topics. HIC is supporting the urgent action appeals of its Members, is making the violation of human rights and other allegations public. HIC Members are involved in public events, international campaigns on major days, and other global advocacy efforts.

The different HIC structures meet personally and virtually as well, there is also a lot of exchange by e-mail. They look for a balance between autonomy and coordination. The Board and the General Secretariat are the intersections. The HIC-GS organises and coordinates the communication and information exchange between all structures, on a regular basis. Usually, there are monthly meetings (online or face-to-face, depending on opportunities) between the GS and the regional office coordinators. Communication between the regional or thematic offices are sporadic, depend on specific actions or international events. Currently, for instance, HIC-LA and HLRN are developing a joint project to be submitted to "Brot für die Welt".

Focal Points aim to support Member organisations in their action, facilitate activities to help networking, learning and joint activities of Member organisations, and to inform on wider international activities of HIC. For HIC Members, the Focal Points were of minor importance (results of survey and interviews).

Each HIC regional or thematic office has to fulfil the established duties (reporting, provision of resources, staff meetings, open communication) additionally to its individual responsibilities for planning and implementing of specific own activities, campaigns, workshops, seminars and trainings.

⁶¹ HIC project proposal of 8 February 2018, page 12

One of the main responsibilities of HIC-GS is communication with relevant partners and Allies, and to monitor the international organisations, in order to be aware of their actions. The HIC President traditionally communicates with the Special Rapporteur for Adequate Housing.

HIC also works with municipal, regional and international networks. Since 2002, the many editions of the World Social Forum, UN-Habitat World Urban Forums and, more recently, the Habitat III process (2014-2016) provided space for close collaboration, exchange and the respective joint advocacy strategies.

4. Assessment of the information collected

4.1. Results related to general evaluation questions

1. Which recommendations suggested in the previous evaluation have been implemented and which have not?
2. What are the reasons for implementation or not implementation of the previous evaluation recommendations?
3. What is the role of HIC within the GPR2C and how GPR2C and HIC complement each other? Are HIC's mission and advocacy objectives backed by GPR2C actions?
4. What part of the mission of HIC has been fulfilled thanks to the current MISEREOR project and which through other projects or initiatives?

4.1.1 Verification of the implementation of previous evaluation recommendations

The HIC-GS provided a verification of the implementation of the recommendations suggested in the previous evaluation in 2012, see [Annex 12](#). According to HIC-GS all recommendations have been implemented except two that have not been approved by the Board and one that has been implemented only partly:

1. *Organisational structure*: HIC simplified its organisational structure to present a more coherent image towards outside; this is particularly visible in the new HIC-GS website; the HIC South Asia or HLRN India situation still needs to be addressed specifically.
2. *Policy structures*: HIC simplified its policy structures. Board is now composed of 6 members, eventually 7 once the MENA elections are solved.
3. *Relevance and effectiveness of Board and GA*: The relevance and effectiveness of the General Assembly has been improved although not easy to carry it out in person. The GA is a continuous consultation process with Members and should not be understood as single events once a year, however. Presidential elections, such as this year, are clearly related to the GA and voting processes can happen beyond the days were the GA is held. The Board had multiple meetings in the first years of the current GS and before the Habitat III Conference; its relevance improved as well. In recent years the number of Board meetings (BM) has not been as high as in the 2014-16 period but BM are regular. The costs of in person Board and GA meetings have surged in recent years making them difficult to be organised face-to-face.
4. *Compulsory membership contributions in cash to be abolished*: **Rejected**: Membership contributions in cash or in kind could not be abolished as they are against HIC's Constitution. Member contributions are not compulsory in any case. HIC is understood as a network. The cost of managing fees in cash is minimum. Some Members (e.g. from Africa) perceive it as a kind of reputation to be able to contribute in cash. Other Members (e.g. from the Global North) prefer to contribute in cash instead of participate actively. For several Members, payments are almost impossible due to the high banking transfer charges (sometimes higher than the membership fee itself). During the survey, 95% of Members considered the fee level as appropriate (see [Annex 10](#)).
5. *Contributions in kind to be abolished*: **Rejected** for the same reason as above. Moreover, for HIC, the Member contributions in kind are of high importance. These include networking, research, capacity building, or even payment of travel costs. During the survey, 76% of Members considered the level of in kind contributions as appropriate and other 22% thought these could be more intensive.
6. *Right-based approach*: Mainstreaming of the right-based approach has been fully implemented in projects, actions and communication.

7. *Participatory evaluation of HLRN tools:* The participatory evaluation of the effectiveness of the tools developed by HLRN has been **partially implemented**. Steps have been done to improve the tools but there's the need to make them more user-friendly and simplify the procedures. A whole graphic renovation is required. Also, the evaluators observed room for improvement in this area. Only 25-35% of HIC Members consider the HLRN online tools (violations database, VIAT, Urgent Actions appeals, housing and land rights monitoring tool) as useful or very useful, although around 60% are aware of their existence. Generally, the structure of HLRN could be democratised.
8. *Strategy to interact with the UN system:* HIC is **on the way of developing** a more-visible and inclusive strategy to interact with the UN system. There is a continuous interaction with the HRC, the OHCHR, the UN SR-AH, UN Habitat and the HLPF. One representative, for instance in Geneva, would not be enough; it's a task shared by HIC Board Members, HIC Coordinators, HIC President and HIC Wisdom Keepers. HIC-HLRN is trying to involve as many Members as possible in this process. Around two-thirds of HIC Members rate the Human Rights Habitat Observatory (HRHO) as an important approach to influence national to international HR debates and more than the half rate HIC's influence on the UN HR system as important or very important.
9. *Communication strategy:* HIC is improving its communication strategy and developed several communication guides, launched multiple communication campaigns, improved the global HIC-GS website, and is continuously using social media in collaboration with Members. But there is still room for improvement. Except for the website, HIC Members are not very much involved with HIC's social media. But the WhatsApp tool offered by HIC-LA is very much accepted in the region and – together with the frequent regional meetings – contributed to the improvement of communication between HIC-LA an Members as well as among Members in Latin America.
10. *Enhance importance of transnational projects:* Transnational projects are now the current strategy. HIC is developing action research in Africa, Europe and Latin America. From the evaluators point of view, there is still room of improvement as well. Instead of only consult the Members during the action research HIC could more actively involve them, let them participate as active subjects of the investigation. There is huge Members capacity still untapped.
11. *Succession Plan of the General Secretariat:* The recommended Succession Plan of the General Secretariat has been realised and transition of the GS was done effectively and efficiently. Now a new Succession Plan will have to be developed.

The HIC evaluation report (2012) also discusses the relevance of gender and generational aspects for the Coalition and its Members⁶². Advance towards gender equality and equity is the first of four central competences of HIC, as per its mission and strategy. According to this 2012 report, HIC strives at achieving this objective through a gender-mainstreaming plan that places gender as a fundamental issue that cuts across all aspects of habitat-related rights; by strengthening women's leadership at all levels to influence public policies; by challenging inherited cultural concepts and prejudice surrounding gender-based violence and link it with the right to housing, land and the city; by promoting gender equality in the HIC inner and outer world and ensuring that women of all ages hold decision-making positions; and: by striving to eliminate all forms of legal discrimination against women and to implement national legislation and international conventions that guarantee women their habitat rights, including inheritance rights, by focusing on the promotion of legal instruments ratified by states, and on raising women's awareness about their rights. Since 2012, this admirable strategy from 2011 has been increasingly put into place.

The current evaluation results show many achievements in this respect. The Women and Habitat (Women and Shelter) Network, for instance, was formed within HIC already in the 1980s, at the HIC General Assembly in Cartagena. The Network participated at HIC until 2002, but decided then to get autonomous due to tensions within HIC. The mainstream position was that women would already form part of existing social movements, a specific attention towards the particular female needs was not necessary, and focus should be rather on Social Production of Habitat in general terms. During the last years, the approach at HIC towards gender issues changed, partly due to the new female HIC President

⁶² See HIC Evaluation Report (2012), pages 46–47.

and female Coordinator of the Latin American office), partly due to general changes of approaches at global level. The generational renewal in multiple HIC staff positions was also positive, with young professionals (both male and female) joining the HIC teams. Recently (2019) the Women and Habitat Network, dominated by Latin American members, joined HIC again and gender mainstreaming was incorporated. But there might still be room for improvements, particularly to incorporate women from all continents into the network.

As for generational issues, HIC started to rejuvenate its staff during the last years. The current GS staff is young, with two members in their twenties, two in their thirties, two in their forties and one in her fifties. But the impression is that younger people are rather testing their professional opportunities with HIC and then move on; the institutional commitment is not very strong. There's no strategy how to attract young people to the institution and a conceptual consideration of youth-relevant issues is lacking.

4.1.2 Relevance of GPR2C

The right to the city is a paradigm that provides an alternative framework to re-think cities and human settlements on the basis of the principles of social justice, equity, democracy and sustainability. The concept emerged in Europe (Henri Lefebvre), was shifted to Latin America, and received strong support from HIC-LA. HIC was therefore one of the key players when establishing the Global Platform for the Right to the City (GPR2C), leading together with other organisations its design and implementation. It is currently widely benefitting from the GPR2C process:

- The right to the city approach assumes more clarity
- R2C is transferred from Latin America (and Europe) to other global regions and increasingly Africanized and Asianized
- HIC and its Members are getting closer to local governments
- New organisations participate in the network, including potential partners from Asia and Africa
- The Platform increases the international visibility of HIC
- GPR2C is fostering the R2C awareness at the UN level

The platform is a broader network, as it involves organisations that are Members of HIC (e.g. Pólis from Brazil and Observatori DESC from Spain) and many others that are not, including international NGOs and municipal networks (UCLG and Cities Alliance), but are important HIC Allies. It is also narrower, with its particular focus on 'right to the city', while HIC's activities involve other elements and strategies of engagement. HIC's mission and advocacy objectives are only partially backed by GPR2C actions, but a similar case is the participation of HIC in the Civil Society and Indigenous Peoples' Mechanism (CSM) for relations with the UN Committee on World Food Security (CFS). An improved incorporation of the human rights approach and of urban-rural linkage topics into GPR2C is in process.

Recently, HIC participated in the UCLG Congress and regional summit of local and regional leaders in Durban, 11–15 November 2019, and presented jointly with UCLG the policy paper on R2C. The document is the result of joint efforts between GPR2C and HIC under the coordination of Eva García Chueca (Scientific Coordinator, Global Cities Programme at CIDOB – Barcelona Centre for International Affairs). The paper identifies five main challenges for the fulfilment of the right to the city: Financialization of cities, gentrification and housing crisis; the rural-urban divide; territorial and social inequities; the democratic backsliding and human rights curtailment and the migration crisis. Then it sets a series of policy recommendations with concrete actions built around the eight components of the Right to the City and its links to Global Agendas such as the SDGs and the New Urban Agenda.⁶³

HLRN-HIC and the MENA-based Amel Association worked together with UCLG on the development of a R2C concept for Beirut. HIC influenced the UCLG Municipalist Declaration of Local Governments for the Right to Housing and the Right to the City: "Cities for Adequate Housing".

⁶³ See <https://www.hic-net.org/document/policypaperrighttothecity/>, accessed December 29, 2019.

4.1.3 Importance of MISEREOR for HIC's mission

HIC's mission is to struggle for social justice, gender equality, and environmental sustainability, through enhancement of solidarity, networking and support for social movements and organizations, and to work in the defence, promotion and realisation of human rights related to housing and land in both rural and urban areas.

MISEREOR has particular importance for the fulfilment of HIC's mission related to **strengthening solidarity, networking and support for social movements and organizations** and for the **promotion and realisation of human rights related to housing**. MISEREOR's support to HIC has promoted important global initiatives and campaigns as well as the participation of members at significant global events.

The other donors are not that much interested in supporting HIC's membership structure and involvement with social movements, and only partly focus on HR issues:

- Ford Foundation concentrates on urban aspects and involvement with municipalities; it supports the GPR2C processes
- FPH focuses on grassroots level and involvement with middle-size local governments; it supported the systematisation of HIC's institutional memory and is currently supporting the co-habitat (social production of habitat) networks
- FAO focuses on the human right to food and nutrition, rural areas and urban-rural linkages

MISEREOR should continue supporting the stronger involvement of HIC Members into its work and the closer interrelation of HIC with social movements. Due to insufficient legal structures many social movements cannot become HIC Members but can participate with HIC in its activities, particularly related to denunciation of evictions and housing rights violations. Grassroots organisations are involved in HIC's work through the participating CSOs and this involvement should be maintained or strengthened.

4.2. Results related to the DAC criteria

4.2.1 Relevance of the HIC projects

5. *How do HIC Member organisations appreciate their role as part of the Coalition and the support provided by HIC offices? How could the offices make to better match this support with the needs of HIC Members?*
6. *How do HIC Allies perceive the relevance of HIC and its role in Habitat related global processes and agendas?*
7. *According to members and allies, can notable achievements in Habitat related global processes and agendas during the period 2014-2018 be attributed to HIC's work? – [see also sections on effectiveness and impacts]*
8. *In which way do grassroots organisations provide feedback on HIC's support strategies? Is the feedback positive? – [see also sections on effectiveness and impacts]*

4.2.1.1 Assessment of HIC's overall relevance and strategy

HIC is relevant for its Members but also for many other local organisations and networks up to international platforms and UN processes, mainly playing the following roles:

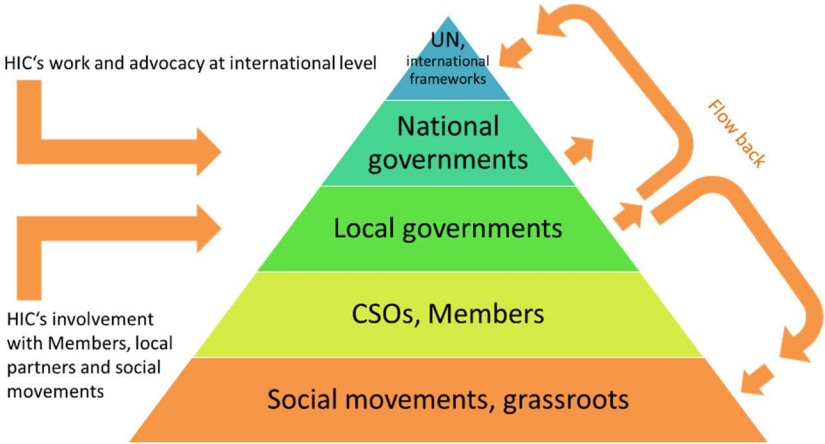
- Jointly with its Members, gathering and sharing of information about local and global situations and campaigns related to habitat rights and their violation
- Research and analysis both on the institutional level (UN and governmental structures) and grassroots level (citizens movements, civil society), bringing tools and knowledge that help the local movements strategize and set goals that are in coherence with international standards and instruments, and providing capacity building to its Members and other partners
- Push and convince international bodies and institutions (both in the sphere of the civil society and the institutional ones from states and multi-lateral structures) to consider and think of the best way to improve their actions for the betterment of housing, habitat and human rights in general

HIC works with Members and Allies at different levels (from local to global) and between different regions. At the local level, HIC engages with Members through locally based campaigns and supporting

Members carrying out particular activities. It helps in facilitating networks within and between the different regions, to carry out particular campaigns and learning exchanges. Good examples of this are the activities of HIC-AL or in Europe, where it is tapping into ongoing events and mobilising organisations attending them. HIC also plays a key role in enabling international learning and advocacy activities. It creates opportunities for members to interact with international instances of governance, for example in the debates around the production and implementation of the New Urban Agenda.

HIC applies a “sandwich strategy”, working with UN bodies and expecting a trickle-down effect, on one side, and mobilising Members, grassroots and social movements, in order to achieve bottom-up effects, on the other, both actions influencing the central structures of global societies, the national and local governments. Further bouncing back effects are expected when governments start to orient international treaties and simultaneously improve services and living conditions of poor communities. The following graph visualises HIC’s dual strategy.

Figure 8 – HIC’s “sandwich strategy”⁶⁴



4.2.1.2 HIC’s relevance for its Members and other civil society organisations

The conducted interviews with Members and survey results confirm HIC’s relevance for its Members:

- HIC builds up capacities in terms of concepts, communication techniques and advocacy methods; most important topics are housing and habitat rights, then social production of habitat, then environmental sustainability; the gender topic has less relevance but is emerging as more important in recent years.
- HIC lifts up its Members to the regional and international levels, provides space for better visibility of Members and connects Members with regional to international platforms and networks, and with academic institutions
- HIC’s proximity with the UN bodies is of high importance, particularly for small organisations
- There is a strong regional and global habitat network influenced by HIC; they develop joint lessons learnt, present joint recommendations to the United Nations
- HIC allows international reporting of incidents and rights violations
- HIC links issues of people on the ground to the systematization related to academia
- It gives a voice to the marginalised
- It strengthens communication among Members

HIC is also important for other CSOs, grassroots organisations and social movements:

- It participates in networks with non-Member CSOs on human rights issues, e.g. when presenting parallel reports or advocating before UN bodies
- It facilitated the incorporation of grassroots’ and social movements’ priorities in the Habitat III and NUA processes

⁶⁴ Source: Evaluator’s own elaboration.

- Grassroots organisations co-benefit from the participation of HIC Members in capacity building processes and in the denunciation of habitat rights violations

The relevance for HIC Member and other non-Member organisations could further be reinforced, by:

- Better structuring capacity building and action research, and including more explicitly important topics, such as environment, gender, migration, nutrition
- Improving the interconnection among Members and other CSOs (horizontal meetings, workshops, internships...)
- Improving strategies towards eviction prevention and post eviction actions, with stronger involvement of social movements
- Establishing CSO relationships in countries where HIC is currently not present, involving new organisations, watching out and being open to new groups and movements – with particular focus on Africa and Asia

4.2.1.3 *HIC's relevance for Partners and Allies*

The conducted interviews with HIC Allies, but also with HIC Members and with HIC staff and Board, confirm HIC's relevance for the external stakeholders:

- HIC contributes to international habitat and human rights related processes and provides relevant expertise, to UN bodies, to the Special Rapporteur on Adequate Housing (SR-AH), also to municipalities and national to local governments
- The involvement of HIC with UN allows to create spaces, to work systematically around habitat-related human rights or SDG issues
- The working quality of the SR-AH, its ability to intervene with governments on behalf of victims of forced evictions and other violations on the right to housing, and its impact, largely depend on information and contributions provided by civil society actors such as HIC and the further utilisation of the results by CSOs, parliamentarians and human rights defenders in the different countries
- The critical positions of HIC are highly appreciated, even though not always implemented; important are the International Habitat Day campaigns, the Urban Forums, the periodic country assessments
- OHCHR and other agencies (IOM, UN Habitat, UNHCR, Norwegian Refugee Committee) commissioned HLRN's coordinator to author the operational handbook *Housing and Property Restitution for Refugees and Displaced Persons: Implementing the Pinheiro Principles in the Middle East and North Africa* (2018)
- HIC connects partners (including UN, UCLG, local governments) with relevant CSO networks and social movements
- HIC has a bridging function, bringing together social movements, CSOs, professionals, academics, international organisations and national to local governments

There were some areas of improvement identified by the evaluators or mentioned by the interviewed stakeholders:

- HIC should bring more people on board of UN processes, both from Member organisations, social movements and CSO Allies
- HIC should have a more important role in empowering grassroots when dealing with local governments
- Several organisations, Members and Allies, expressed the (further) interest in developing joint projects, at different levels (local to international)
- Partnerships should possibly be better institutionalised (many relationships are rather informal)
- Rome and Geneva based Allies (both UN and CSO) expect more presence of HIC in these UN locations

- HIC should gain a more important strategic position regarding the African issues, e.g. advocating before the African Commission, before UN
- HIC should (re-) establish a closer relationship with UN Habitat

4.2.1.4 HIC's relevance in the current context

The different interview partners highlighted the following context issues (verified by the evaluators through documental reviews):

- Organisations such as HIC are needed more than ever because the level of sophisticated attack against human and habitat rights, including access to adequate housing and land, keep increasing
- Human rights networks are of high importance, particularly in authoritarian states
- Globalisation, financialization and commodification of housing; land dispossession from the indigenous, the poor, the small peasants; privatisation of public space; these are processes that are not going to stop by themselves
- The combination between international instrumentalisation and criminalization of CSOs at the local level is a fundamental challenge for HIC's future, while making its work even more necessary

HIC could improve its relevance in the current context by:

- Making the interconnection of urban and rural topics more visible
- Putting more emphasis on gender issues
- Making visible and improving its democratic structure
- Further contributing to awareness and capacity building on habitat-related human rights, both for Members, Allies and its own officers
- Improving its strategies towards eviction prevention and post-eviction actions, with stronger involvement of social movements

4.2.2 Effectiveness

9. To what extent have the objectives of projects 600 600 2109 and 600-600-2415 been achieved? Are the objectives of project 600-600-2535 likely to be reached within the envisaged time frame? (Please refer to the objectives as stated in the project contracts.)
10. Which factors have contributed to the attainment or non-attainment of project objectives?
11. With regard to objective 1 of the current project: Have the efforts to broaden the membership in Africa and Asia been successful so far? Has membership in these regions increased or is it likely to increase? If not, what are the obstacles?
12. How do HIC work with Members and Allies at different levels (from local to global) and between different regions?
13. Identify obstacles and challenges, as well as strategic and tactical lessons learned with regard to HIC's work with Members and Allies and to HIC's advocacy work. – [see section 5 on Conclusions and Recommendations]

4.2.2.1 Assessment of outcome and indicator achievements

In the following section we assess the indicator achievements related to the objectives of the three evaluated projects (finance phases 1 to 3). As a result, we can state that HIC was very effective in achieving the agreed outcomes in the finalised projects and is likely to achieve the expected outcomes in the current project.

Project 1 (January 2014 to January 2017)

Overview 4.1 – Assessment of outcome and indicator achievements

Expected outcome / Indicator	Achievement
1.) HIC global services have improved to support community-based efforts for the recognition, defence and full implementation of housing and land rights.	<p>Widely achieved:</p> <ul style="list-style-type: none"> • HIC global services have improved through improved social media communication and capacity building • In 2019, 84% of HIC Members confirm that HIC services improved during the last 5 years and 68% is satisfied or very satisfied with the services provided; lowest satisfaction has been expressed in the MENA region (source: online survey, see Annex 10)

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> Moreover, 91% confirm that the attended HIC training has been important for own capacity building
<p>1.1.) 300 HIC members in >100 countries visibly use HIC online tools (such as web-site convergence, HICademy, HICipedia, HICwiki, Habitat Library, Violations Database etc.)</p>	<p>Achieved (more members, less countries):</p> <ul style="list-style-type: none"> Currently, there are roughly 350 HIC Members in 82 countries During the survey, 87% of Members from 36 countries stated to use any of the HIC online or social media tools; extrapolated this means that roughly 300 Members from 50-70 countries could use the tools Tools of highest importance are the HIC-GS and the HIC-LA website, the Urgent Action appeals, the Habitat Library, and the HLRN housing and land rights monitoring toolkit The Violation Database and the Violation Impact Assessment Tool (VIAT) require monitoring and improvement
<p>1.2.) HIC member organisations and structures develop 10 training modules and follow up their implementation, thus providing 200 members and partners with trainings.</p>	<p>Probably achieved:</p> <ul style="list-style-type: none"> Training modules have been developed (e.g. on R2C, use of the Violation Database, evaluative Habitat III reporting, application of the Loss Matrix and Eviction Impact Assessment Tool) The number of modules and participants is not clear; HIC reports 26 training events with at least 36 participating Member organisations, as well as 200 Members and Allies trained in 20 multiregional sessions (reporting period 2014–2017) Involvement of Members in the development of training modules is not clear
<p>1.3.) 500 individuals from 50 countries use HIC services and are related via social media tools.</p>	<p>Widely achieved:</p> <ul style="list-style-type: none"> There are much more individuals connected with HIC, mainly via the HIC websites; in 2017, HIC reports more than 4,000 individuals from at least 45 countries At the end of January 2017, HIC reports that 167 HIC Members from 58 countries have effectively established exchanges of information and services through the HIC website Member Space In 2019, HIC-GS reports to directly communicate with Members via Skype and WhatsApp and also sending information via e-mail; the mailing list has approx. 5,000 addresses, such as institutions (more than 1,000), several representatives of member organisations (775 entries), Friends (94), HIC newsletter recipients (approx. 2,400), and other contacts (around 2,000)
<p>2.) HIC members and allies uphold the legal protection of the human right to adequate housing (HRAH).</p>	<p>Achieved, in general terms:</p> <ul style="list-style-type: none"> HIC Members and Allies are certainly upholding the legal protection of the human right to adequate housing The low level of implementation of the New Urban Agenda shows however, how difficult it is to get really realised the human right to adequate housing and to habitat
<p>2.1.) 20 HIC members from six MENA countries have subscribed to a common statement on major land rights issues in the region.</p>	<p>Achieved:</p> <ul style="list-style-type: none"> HLRN used the opportunity of the CSO consultations with FAO to develop two statements with Members and Allies: one in 2016⁶⁵ and one in 2018⁶⁶ The HLRN Land Forum (2017) issued a statement of recommendations, reproduced in its report (p. 10)⁶⁷

⁶⁵ Declaration of Civil Society Organizations at the 33rd FAO Regional Conference for the Near East and North Africa, presented by 20 organisations and networks: from 12 countries.

<http://www.hlrn.org/img/documents/Declaration> of Civil Society Organisations at the 33rd NERC_JS AD Final.pdf

⁶⁶ Consultative Conference of Civil Society Organizations Preparatory for the FAO Regional Conference for the Near East for the 34th Session - NERC 34, "No hunger on earth as of today". Declaration presented by CSOs of the Near East and the North Africa region. http://www.hlrn.org/img/documents/Press_Release_Media_Final_EN.pdf

⁶⁷ Final Report of the Sixth Session of the Land Forum in Middle East and North Africa: http://www.hlrn.org/img/documents/Land_Forum_VI_report_En.pdf

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> In 2016, HLRN issued a statement to the Global Land Indicators Initiative meeting⁶⁸; however, that was not a collective statement There have been several statements from different countries and regions during the Habitat III preparation process, supported by HIC There have been also different statements presented by HIC-HLRN/MENA⁶⁹
2.2.) 30 fact finding missions or urgent actions (UA) are published (15 Latin American UA are disseminated via HLRN/VDB and 15 UA from other regions in Latin America via HIC AL).	<p>Probably achieved:</p> <ul style="list-style-type: none"> 84 UAs on file and on line are reported by HIC The interexchange between Latin America and HLRN does not become clear; HLRN supports Latin American Urgent Action Appeals, however
2.3.) The general public supports 12 UA appeals on file and on line.	<p>Achieved, according to HIC reports:</p> <ul style="list-style-type: none"> Public support for UAs in the review period is recorded in the admin pages of the HLRN website and, therefore, is not visible. The record shows public support for the Tibet UA (19 supporters), Zimbabwe (55), Argentina (12), Nigeria (15), Sierra Leone (2), Diyarbakır (74), Cameroon UAs (66), Palestine (89)
2.4.) Three publications are produced in at least 3 languages on HRAH, evictions and climate change; six UN documents are submitted reflecting HIC arguments as well as 3 parallel reports to UN treaty bodies.	<p>Widely achieved, according to HIC reports, verified by the evaluators:</p> <ul style="list-style-type: none"> 6 publications (4 in English, 1 in French, 1 in Arabic) and also 7 online issues of <i>Land Times</i>, each in English and Arabic 7 advocacy documents on World Bank policy, Habitat III, treaty performance of Syria, Spain, Turkey and Lebanon 2 joint parallel reports to the UN Committee on Economic, Social and Cultural Rights (CESCR) (Israel and Egypt); 6 stakeholder submissions to Universal Periodic Reviews (UPR) (Italy, Spain and Turkey in 2014, and Syria, Lebanon, Sudan in 2015)
2.5.) HIC members and officers use the HLRN UN liaison office (Geneva) for UN advocacy.	<p>Partly achieved:</p> <ul style="list-style-type: none"> HIC participated in 2 sessions of the Human Rights Council (HRC), 1 session of HRC Advisory Committee, 1 joint side event during HRC The establishment of a HIC-HLRN liaison office in Geneva could not be realised due to internal problems
2.6.) Cooperation among HIC members is strengthened; for example, through common international campaigns with allies (No-Vox and La Via Campesina) in the World Assembly of Inhabitants (WAI).	<p>Partly achieved:</p> <ul style="list-style-type: none"> Cooperation among HIC members has been strengthened, mainly through online media tools and presence meetings during the General Assemblies There were many efforts around the World Assembly of Inhabitants but it did not become a long-lasting reality⁷⁰

⁶⁸ SDG Land Indicators: In Pursuit of Normative Integrity and Policy Coherence with the UN System-wide Approach: http://www.hlrn.org/img/documents/Land_indicators_note.pdf

⁶⁹ See, for instance: <http://www.hic-mena.org/search.php#.Xfn7-xtCeHs>

⁷⁰ See: https://www.habitants.org/the_urban_way/building_together_the_world_assembly_of_inhabitants

Expected outcome / Indicator	Achievement
3.) HIC global coordination in Cairo is strengthened with a common plan articulating capacities and resources of the General Secretariat and the Housing and Land Rights Network.	<p>Achieved:</p> <ul style="list-style-type: none"> • The global coordination of HIC (the General Secretariat) moved from Cairo to Barcelona, due to security issues • The GS has been strengthened through Board, GA and GPR2C activities, as well as improved inter-office collaboration and involvement of Members • Generally, there is a good communication and exchange between the different HIC structures • The articulation between HIC-GS (Barcelona), HIC-HLRN (Cairo), HIC-LA (Mexico) and HLRN India might still need improvements, particularly regarding the different approaches (housing and land rights, food security and participation in UN processes on one side, R2C and SPH on the other) or in view of joint projects • There is a financial plan articulating the utilisation of resources of HIC-GS and HIC-HLRN offices
3.1.) 90 HIC members exchange information and services through ‘member space’.	<p>Partly achieved:</p> <ul style="list-style-type: none"> • At the end of January 2017, HIC reports that 167 HIC Members from 58 countries have effectively established exchanges of information and services through Member Space and spreading institutional information • In 2019, the evaluators did not find evidence of the existence of a “Member Space”; the question referred to the member space has been removed from the survey questionnaire; there has been a Member Space log-in at the previous HIC website (https://www.hic-gs.org/membership/login.php), but it was not transferred into the new website (https://www.hic-net.org)⁷¹ • Some Members report horizontal exchange and the HIC-AL WhatsApp group is certainly an important regional member space (see Annex 10 and 11)
3.2.) 9 global meetings (in presence and online) of HIC policy and operational structures ensure effective coordination between structures to implement the HIC mandates/policy.	<p>Achieved:</p> <ul style="list-style-type: none"> • According to HIC reports, from 2014 to January 2017, there were 13 online Board meetings, 3 Board meetings in presence, 20 online staff meetings and 2 in-person Staff meetings • In recent years the number of Board meetings (BM) has not been as high as in the 2014-16 period but BM are regular • The costs of in-person Board and GA meetings have surged in recent years making them difficult to be organised face-to-face • These meetings assure effective coordination of HIC structures
3.3.) 50 HIC members from Africa, Asia and Latin America effectively participate in a global project.	<p>Achieved:</p> <ul style="list-style-type: none"> • According to HIC reports, from 2014 to January 2017, 64 HIC Africa, Asia and Latin America Members participated in the Right to the City Platform, Social Production of Habitat Platform and Habitat III process • In 2019, the majority of HIC Members and Friends (59%) rated the Global Platform for the Right to the City as an useful or very useful effort and one third rated the Co-Habitat Network (SPH) positively (35%); but, less Members rated the action research in Africa and Latin America as useful or very useful (23% and 22%, respectively), as well as the Local Action Plans and the National Voluntary Reviews at HLPF (23% and 18%, respectively) (source: online survey 2019, see Annex 10)
3.4.) 15 members in Sub-Saharan Africa have implemented a common regional strategy.	<p>Achieved:</p> <ul style="list-style-type: none"> • According to HIC reports (01/2014 to 01/2017), 17 HIC Members in Sub-Saharan Africa have implemented a common regional strategy (Rights to Habitat for African People, GPR2C Africa, Regional Dossier for Habitat III, etc.)

⁷¹ According to HIC, the Member Space was created in 2013 and tested in 2014–2015. With the change of IT support, it was difficult to make improvements and changes. The Members Space and Member database will be online and functioning again in early 2020.

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> In 2019, almost half of the online survey respondents (45%) but 75% of Sub-Sahara Africa respondents rate the strength of cooperation among HIC Members/Friends during the last 5 years as strong or very strong Only 30% of all respondents think this is due to the implementation of a common regional strategy, but 50% of respondents from Sub-Sahara Africa (source: online survey 2019, see Annex 10)
3.5.) 50 HIC members have devised common regional land rights strategies.	<p>Achieved:</p> <ul style="list-style-type: none"> According to HIC reports (01/2014 to 01/2017), more than 50 HIC Members (close to 100) participated in the development of regional land rights strategies (CSO Statement on World Habitat Day regarding preparations for Habitat III, GPR2C Africa, common regional strategy to revitalize HIC Africa, input into African Meeting of the Policy Forum for Development, LA-SHP group, LA regional workshops, etc.) In 2019, only 27% of online survey respondents refer to the implementation of common regional land rights strategies (see Annex 10)
3.6.) 50 HIC members in Latin America are effectively participating in the HIC AL bulletin.	<p>Achieved:</p> <ul style="list-style-type: none"> According to HIC reports, from 2014 to January 2017, 51 HIC Members participated in 20 HIC-AL bulletins In 2019, 40% of online survey respondents from Latin America (10 Members) refer to the participation in the HIC-AL bulletin (see Annex 10)

Project 2 (February 2017 to February 2018)

Overview 4.2 – Assessment of outcome and indicator achievements

Expected outcome / Indicator	Achievement
1.) The Human Rights Habitat Observatory (HRHO) for monitoring global agendas – established by Habitat International Coalition and Members – is channelling efforts that influence national and international debates about the implementation of new global agendas (SDGs, NUA, COP 21 etc.) and the country review mechanisms in the UN Human Rights System. A relevant number of civil society initiatives in several countries operate within the HRHO to fight against violations of habitat-related human rights and to advocate their fulfilment.	<p>Achieved:</p> <ul style="list-style-type: none"> Still in 2019, the HRHO approach is used to align local and national processes with the SDG targets and to orient the development of concrete and measurable indicators; it is mainly used to present parallel reports on human rights violations But: The HRHO approach is considered a project of HIC-HLRN and MENA; Members from Latin America, Sub-Sahara Africa or Asia are not very much involved, nor are the Allies
1.1.) HRHO reports, papers and presentations are cited in media of at least six countries and influence the debate in at least two international events to discuss the implementation of the new global agendas (SDGs, NUA, COP 21).	<p>Partly achieved:</p> <ul style="list-style-type: none"> HIC presented 4 global communications and actively participated in 3 international events (HIC-LA, Habitat III Popular Committees, CESCR); media in 5 countries (Spotlight, Citiscope) are citing HIC's contributions The Habitat III UN Secretariat and UN Habitat refer to HIC in its publications (e.g. UN 2017: Habitat III Policy Papers, R2C) Online publication of the paper "Treaty Bodies and Related Institutions – The Centrality of Human Rights Treaty Bodies to the UN Sustainable Development System" and of the "Analysis of human rights violations by ISIL [Islamic State of Iraq and the Levant] in Middle East" HIC Allies and Members confirm HIC's influence on NUA formulation, not on its implementation which generally is weak HIC's participation in the HLPF and UN processes partly influences the monitoring of habitat-related SDGs

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> HIC's influence on the debate related to COP 21 is not visible, despite of the presented declaration on the "Construction of climate resilient societies" (HIC 2015)
<p>1.2.) Civil society organisations in at least ten countries and two continents make use of HRHO findings in their local or national advocacy for habitat-related human rights and to follow up the implementation of the SDGs, the Climate Change Agreements and Habitat III's NUA.</p>	<p>Achieved:</p> <ul style="list-style-type: none"> According to HIC reports (2017-2018), civil society organisations from at least 41 countries across the 4 continents (LAC, AFR, EUR, North America) make use of HRHO findings In 2019, around two-thirds of the online survey respondents (69%) rate the importance of HIC's HRHO to influence national and international debates and efforts to implement, monitor and evaluate the new global agendas as strong or very strong According to Members/Friends HIC has a strong or very strong influence on the following topics: The New Urban Agenda (52%), the country review mechanisms in the UN Human Rights System (42%), and the national advocacy for habitat-related HRs (40%); the least influence is attributed to HRHO on the COPs (25%) (source: online survey 2019, see Annex 10) The HLRN India office coordinator confirms collaboration with HIC in joint international programmes and advocacy such as the HRHO and global events like Habitat III
<p>2.) HIC members substantially increase and make better use of the interaction areas and tools offered by HIC, the networking opportunities and the creation and exchange of knowledge to improve their local and national advocacy capacities for the defence and realisation of housing and land rights.</p>	<p>Achieved:</p> <ul style="list-style-type: none"> The interaction areas and tools offered by HIC are positively valued by HIC Members and its utilisation certainly increased during the last years; the increase is also due to the generally improved acceptance and utilisation of online media tools Participants of training events imparted or organised by HIC confirm its importance for their capacity building Many interviewed Members, both through the survey and in personal interviews, highlight capacity building, the access to human rights violation tools and the international interaction as important benefits of their involvement with HIC It can be assumed that local and national advocacy capacities for the defence and realisation of housing and land rights are improving; HIC Members consider different HIC projects as very useful for supporting or motivating local or national advocacy campaigns on housing and land rights, e.g. the GPR2C, the "Right to the City Agenda" advocacy document, the Working Groups with Members' participation, the Publication "Habitat International Coalition and the Habitat Conferences 1976-2016", the HRHO, and the Co-Habitat Network Two thirds of interviewed HIC Members confirmed to influence local action plans, charters or governmental policies
<p>2.1.) 30 HIC members from at least 15 countries have effectively established exchanges of experiences and capacities in person or through HIC portal.</p>	<p>Achieved:</p> <ul style="list-style-type: none"> According to HIC reports (2017-2018), 38 HIC Members from 26 countries participated in exchanges of experiences and capacities in person or through the HIC portal In 2019, some HIC Members/Friends report different forms of horizontal exchange; almost half of the online survey respondents (45%) rate the strength of cooperation among HIC Members/Friends during the last 5 years as strong (29%) or very strong (16%); from the perspective of HIC Members/Friends this positive cooperation is due to Member meetings (48%), networking (50%), knowledge exchange (43%), the HIC social media platform (38%) and joint international campaigns (37%) Close to two-thirds of Members participated in a training imparted by HIC (62%), during the last 5 years; but only roughly 20% was using the HIC online training resources (source: online survey 2019, see Annex 10)

Expected outcome / Indicator	Achievement
2.2.) 30 HIC Members in at least 15 countries visibly use HIC online tools (verification by website and social media analytics).	<p>Achieved:</p> <ul style="list-style-type: none"> • In February 2018, HIC reports to have 5,105 individuals who follow HIC Facebook, to have 2,353 subscribers of HIC News, and a Twitter account with 2,300 followers • There are certainly more than 30 HIC Members from more than 15 countries who use the online tools • In 2019, 87% of respondents of the online survey (Members/Friends) state to use one of the online communication tools, being most popular the HIC Websites (83% of Members/Friends use them), Facebook (70%), Twitter (47%) and YouTube (43%) (see Annex 10) • YouTube is popular only among the African Members; Latin American Members participate quite frequently in HIC WhatsApp groups • Overall, 87% of HIC Members/Friends know or are using one of the HIC capacity building, human rights denunciation or urgent appeal online tools; best qualified tools (useful or very useful) are the general HIC-GS website (52%) and the HIC Latin America website (44%); also the Urgent Action Appeals, the Habitat Library and the Housing and Land Rights Monitoring Toolkit are positively qualified by roughly one third of the respondents • Survey respondents highlight as most important means of information for habitat/human rights violations and Urgent Actions the immediate communication between Members (see Annex 10)

Project 3 (March 2018 to December 2020)

Overview 4.3 – Assessment of outcome and indicator achievements

Expected outcome / Indicator	Achievement
1.) Civil society and social movements fighting for human rights related to habitat in all regions, with a focus on new contacts and organisations in Asia and Africa, benefit from improved HIC's tools and services, the exchange of experiences with HIC members and allies, and a strong coordination for regional and global activities with regional strategic plans that influence global, national and local policy processes.	<p>On the way of achievement; still weak in Asia:</p> <ul style="list-style-type: none"> • Participation of African Members in HIC activities and action research is increasing • Asian participation continuous to be weak; it is increasing with mainly non-HIC Members through the GPR2C • Around 80 HIC Members are active, distributed all over the world (40 countries), but only 2 are from Asia • The GPR2C processes, the improved coordination in Latin America and participation of HIC and its Members in several global networks (see chapter 3.1.2-f) positively influence the “coordination for regional and global activities with regional strategic plans that influence global, national and local policy processes”
1.1.) At least 15 HIC members or allies in Sub-Saharan Africa and at least 15 HIC members or allies in Asia have developed and implemented a common regional strategy to influence regional, national and local policy processes in the context of the Human Rights Habitat Observatory process of HIC.	<p>Likely to be achieved in Africa; still weak in Asia:</p> <ul style="list-style-type: none"> • In 2018-19, 6 HIC Members, 2 ex-Members and 2 social movements (10 in total) from Sub-Sahara Africa are involved in the African action research • In 2018, 3 African Members participate in field research on the impacts of housing and land rights violations against women (Uganda and Kenya) • In 2018, HIC-HLRN reports cooperation with numerous NGOs in Voluntary National Reviews of Egypt, Lebanon, Palestine, Qatar, Saudi Arabia, U.A.E. and Sudan (MENA region) • Cooperation with co-coordinators from Palestine and the Philippines in the new Landless Constituency of the CSM for CFS • HLRN aligned strategy and division of labour with Members and international to national Allies (FIAN-global, ANND-MENA, RWFAR-Morocco, LRC-Palestine) operating in cooperation with UN bodies in context to the MENA region

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> In 2018, 5 Members from West Asia met at Geneva to formulate a common strategy for advocacy before UN Human Rights Council Asian Members participated in HLRN Urgent Action appeal on evictions in Argentina HIC staff and Board report a stronger integration of Asian CSOs in the GPR2C processes (there are approximately 150 organisations that participate in the GPR2C network, many of them are networks by themselves); GPR2C had also meetings in Africa (2015 in Johannesburg and 2017 in Nairobi) in an effort to transfer the R2C concept to Africa
<p>1.2.) At least 30 member organisations or allies from at least three global regions confirm that they benefit from improved HIC tools and services in their local practice.</p>	<p>Achieved; weak in Asia:</p> <ul style="list-style-type: none"> A big majority of HIC Members (84% or 48 Members) from all global regions who participated in the online survey confirm that HIC's services to its Members improved during the last 5 years; two-thirds (39 Members) are satisfied or very satisfied with HIC services 87% confirm to at least know the online tools offered by HIC, two-thirds are using them and one-third to half of Members qualify the tools as useful to very useful (source: online survey 2019, see Annex 10) Participation of Asian organisations in the survey is low (only 4 in total); among the roughly 80 active HIC Members only 2 are from Asia All interviewed Members and Allies express their satisfaction with HIC's work and/or with the collaboration with HIC, despite of some critique or room for improvement (see Annex 11) HIC staff and Board members mention HIC's influence with regard to the following processes: <ul style="list-style-type: none"> Synergies with UCLG; influence on the right to the water; amendments of local Constitutions, above all in Mexico and Nairobi R2C implemented by the City of Barcelona; through UCLG, there is active participation of the Mayors of Berlin, Montevideo, Montreal, and others UCLG engagement and the commitment signed by Mayors on right to housing and right to the city⁷² At the end of 2018, HIC reports of 40 members, allies and other organisations from Africa, MENA, Latin America and the USA that expressed their satisfaction with different HIC-HLRN tools (e.g. Violation Impact Assessment Tool VIAT, HRHO, Urgent Action Appeal) In 2019, HIC-AL carried out a member survey on the utilisation of and satisfaction with HIC communication means; 90% of the 42 participating LA Members think communication has improved during the last 3 years; many Members expressed their satisfaction with the offered tools⁷³
<p>2.) Civil society and grassroots organisations in partnership with academic institutions and local governments improve their knowledge on local strategies that promote equity and environmental sustainability and can influence local, regional or global charters, policies, action plans and programs in line with the Right to the City principles including the social function of land and cities and the need to steer local development according to social and environmental criteria.</p>	<p>On the way of achievement:</p> <ul style="list-style-type: none"> The conducted action research improves knowledge of local strategies Interviewed HIC Members and survey participants confirm certain influence of HIC on local governmental approaches but likely rate it as moderate The majority of HIC Members and survey participants are convinced, however, to be able themselves to influence local policies, action plans and programmes Interviewed HIC Members, Allies and survey participants confirm an important influence of HIC on global habitat-related processes and agendas

⁷² https://www.uclg.org/sites/default/files/cities_por_adequate_housing.pdf

⁷³ Source: Results of the HIC-AL Member survey transmitted by Silvia Emanuelli.

Expected outcome / Indicator	Achievement
<p>2.1.) Findings of the action research on local strategies and methods that promote equity and environmental sustainability and the regulation of the housing and land markets in line with the Right to the City principles, influence local action plans, charters or policies of at least six local or metropolitan governments in at least three global regions working in partnership with civil society, grassroots organizations and academic institutions.</p>	<p>On the way of achievement – monitoring and improved efforts are required in order to better influence actions of local governments:</p> <ul style="list-style-type: none"> • The action research (AR) in Africa, Latin America and Europe is in the finalisation stage; it is not clear yet in which way the results are likely to influence local action plans, charters or policies (see further comments on the AR in the following sub-section) • HLRN developed research and publication on the Right to the City in Greater Beirut with inputs from 5 CSOs and 3 local municipalities and in cooperation with the Lebanese University Law School; developed also a proposal for the Right to the City Charter of Greater Beirut⁷⁴ • HIC-HLRN reports consultations with the municipalities of City of Zürich, Prefeitura de São Paulo, City of Vienna and Institut für Konfliktforschung (Vienna) on local R2C approaches • In 2018, HLRN delivered training to representatives of 18 municipalities at Valencia, Spain, on the human rights and extraterritorial obligations of local governments as provided in international law
<p>2.2.) At least three action plans for the implementation of the new global agendas (NUA, SDG, Climate agreements COP21, etc.) published by national governments in Latin America and Africa or by local administration networks (including ICLEI, UCGL, ORU Fogar, etc.) discuss or cite HIC or GPR2C's reports that monitor the implementation of the new global agendas according to Human Rights Habitat principles, state obligations, the social and ecological function of land and cities, the social production of habitat and the need to support popular and social initiatives.</p>	<p>On the way of achievement – monitoring and improved efforts are required in order to better influence local action plans:</p> <ul style="list-style-type: none"> • The evaluators could not find evidence of “action plans for the implementation of the new global agendas (NUA, SDG, Climate agreements COP21, etc.) published by national governments in Latin America and Africa or by local administration networks”, that refer to HIC • In 2018, HLRN consulted with numerous CSOs and 2 policy platforms (General Assembly of Partners and Global Taskforce of Local and Regional Governments) to develop a joint position paper communicated to UN Habitat as a platform for engagement in the implementation of NUA and governance and policy engagement with the newly proposed UN Habitat Assembly • HLRN also cooperated with the Arab CSO Forum in developing a joint MENA regional position, plan of action and working paper on SDG performance • HLRN cooperated with HLPF Major Groups and Other Stakeholders (NGOs and Women) in action plans, when reviewing several UPRs
<p>3.) Civil society and grassroots organizations have improved knowledge, skills and capacities on housing and habitat rights and put them into practice in local advocacy against violations of human rights related to habitat and for progressive change of local policies that promote equality.</p>	<p>On the way of achievement:</p> <ul style="list-style-type: none"> • Civil society and grassroots organizations have improved knowledge, skills and capacities on housing and habitat rights and put them into practice in local advocacy against violations of human rights related to habitat – this was confirmed by the 2019 online survey respondents • We can assume that this influences progressive change of local policies that promote equality
<p>3.1.) At least 30 civil society and grassroots organizations in at least four global regions newly trained by HIC/HLRN have participated in reports about HR violation, National Voluntary Reviews at HLPF, and/or parallel reports to the UN system according to HR system standards.</p>	<p>On the way of achievement – monitoring is required in order to better highlight the participation of trained Members and other CSO and grassroots in parallel reports and UPR reviews:</p> <ul style="list-style-type: none"> • Training of several organisations and grassroots from Africa, MENA and Latin America has been realised (see chapter 3.1.2-g) • A big majority of Members interviewed (through the online survey or personally) confirm to having benefitted from the HIC capacity building or training (see Annex 10 and 11) • Several CSO and grassroots participated in reports related to HR violation, National Voluntary Reviews at HLPF, and/or parallel reports to the UN system (exact number and names of organisations to be provided at the end of this project phase)

⁷⁴ https://www.hlrn.org/img/documents/Beirut_Charter_FINAL_EN.pdf

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> • Respondents of the online survey confirmed that not only the bigger CSOs but also the grassroots organisations would know HIC and benefit of the services provided by HIC (see Annex 10)
<p>4.) The debates on the global level on the implementation, monitoring and evaluation of current global policies (NUA, SDGs, Climate Agreement and others) adopt HIC documents and recommendations with references to states' human rights obligations, the social function of land and property, the social production of habitat, and the right to the city, among other concepts related to a human rights habitat.</p>	<p>On the way of achievement:</p> <ul style="list-style-type: none"> • The evaluators could find some evidence that HIC documents or proposals were taken into consideration in concrete policy documents at global level, in 2018 and 2019 • The interviewed HIC Allies confirmed the important role of HIC in global policy processes
<p>4.1.) At least 5 policy documents on a global level (UN Human Rights System, UN Sustainable Development System, the urban food-insecure constituency, FAO's Regional Conferences etc.) dealing with the implementation, monitoring and evaluation of current global policies (SDGs, NUA, Climate Agreement and others) adopt HIC documents, HIC-supported parallel National Voluntary Reviews or HIC recommendations with references to states' human rights obligations, the social function of land and property, the social production of habitat, and the right to the city, among other concepts related to a human rights habitat.</p>	<p>On the way of achievement – monitoring is required in order to better follow up the incorporation if HIC recommendations into global processes:</p> <ul style="list-style-type: none"> • A joint HIC-UCLG policy paper on the Right to the City has been presented at the UCLG 2019 Congress and World Summit of Local and Regional Leaders in Durban, 11-15 November • In 2019, HIC presented a Statement for COP25: "Tackling climate change through Human Rights related to Habitat and the Right to the City"⁷⁵; it is not clear yet if and in which way this statement will be taken into consideration • In its activity report (2018) HIC mentions at least 4 HLRN documents which could be considered in global policy documents: <ul style="list-style-type: none"> ○ HLRN co-production of "Engaging Local Governments and Other Stakeholders in UN HABITAT" ○ HLRN production of "Developing the Constituency of Landless People for the Rome-based Agencies and the Committee on World Food Security" ○ HLRN and FIAN co-production of model General Comment and draft article for publication on "The Human Right to Land" to advocate UN CESCR's recognition of land as a human right ○ HLRN and Arab SDG Platform co-production of "The Situation of Development in the Arab Region: Challenges and Recommendations" [Arabic] • The evaluators are aware of the following HIC online publications and open letters (see document list in Annex 14): <ul style="list-style-type: none"> ○ HIC (2019): Open Letter to UN leadership concerning the neglect of the Treaty Body System. Geneva, 21 June 2019 ○ HIC (2019): Open Letter to UN Habitat Executive Director concerning the role of partners and other stakeholders. Nairobi, 14 May 2019 ○ HIC (2019): Proposal for a Mechanism to Organize Civil Society Participation in UN Habitat and NUA Implementation ○ HLRN-HIC (2018): The Land and Its People: Civil Society Voices Address the Crisis over Natural Resources in the Middle East/ North Africa ○ HLRN-HIC and Amel Association (2018): Right to the City in Greater Beirut: Context Assessment in Light of the Refugee and Displacement Crisis

⁷⁵ See <https://www.hic-net.org/event/cop-25/>, accessed December 29, 2019.

Expected outcome / Indicator	Achievement
	<ul style="list-style-type: none"> ○ HIC (2018): HIC 1976 – 2016. Habitat International Coalition and the Habitat Conferences. October 2018 (also published in paper) ● We could not find evidence that these documents were taken into consideration in concrete policy documents at global level; the interviewed HIC Allies confirmed the important role of HIC in global policy processes, however (see Annex 11), for instance: <ul style="list-style-type: none"> ○ HIC is supporting the HR Office and the Special Rapporteur on Adequate Housing (SR-AH) with information, comments to reports and appeals, specific support and assistance during country visits (officially and informally); HIC provides information on rights violations and presents it in one of the UN working languages ○ HIC-HLRN has substantially oriented the political approach [of FAO] towards countries in protracted crises, through their active involvement in the respective CSM working groups ○ HIC has an important technical function within the UN processes, but also a bridging function, bringing together social movements, professionals and academics, and then these networks with the international organisations ○ HIC’s work on the right to the city is an international work, they are relevant as an important voice of civil society, and transmit strategies [to UN Habitat] ○ HIC influenced the NUA and the incorporation of the R2C topic into it; now these ideas are entering into public policies, e.g. through UCLG ○ HIC is fostering the R2C awareness at the UN level ○ The GPR2C is very important in the regional context of Latin America and increasingly also in the other global regions ○ There is a strong regional and global habitat network influenced by HIC; they develop joint lessons learnt, present joint recommendations to the United Nations ● HIC Members and Friends responding to the online survey confirmed the important contribution of HIC to global process and agendas but rated the influence of HIC on the UN human rights system and the fulfilment of SDGs as rather moderate (see Annex 10)

4.2.2.2 Comments on HIC’s action research approach

HIC is realising action research in three regions, in order to analyse the approaches and methodologies of different CSOs that deal with habitat, with the further aim to strengthen their influence on public policies and in such a way to contribute to the specific objective 2 of the ongoing project. In Africa and Latin America, selected organisations have been consulted only, not really involved in the process (commented in interviews by some organisations and rated in the survey). In Europe, the research was developed as a desk study, including interviews with HIC and UCLG representatives (see the draft research document presented by the University of Sheffield, August 2019). There has been no feedback to the participants so far. Usually, action research is defined as a sort of participatory or collaborative research, as “learning by doing” oriented towards joint problem identification and solution.⁷⁶ From the documental study and some inputs provided by HIC Members in interviews and survey, the evaluators have the impression that an important opportunity to bring Member organisations together into a participatory process got lost – in order to quickly serve a project goal and probably due to a supposed time pressure.

⁷⁶ See, for instance: <https://instr.iastate.libguides.com/c.php?g=49332&p=318066>, <https://www.web.ca/~robrien/papers/arfinal.html>

On the other side, participatory field research on the impacts of housing and land rights violations against women has been conducted in Kenya and in Uganda, in ownership of the involved organisations, and is expected to lead to interesting recommendations in both countries. The possible interrelation with the conducted action research is not clear.

4.2.2.3 Comments on HIC's capacity building approach

One important service provided by HIC to its Members is capacity building. A quick review of available capacity building and training documents shows, that several training materials and tools are put online, e.g. the HICtionary (Key Habitat Terms), the Violation Impact Assessment Tool (VIAT) [also known as the Eviction Impact Assessment (EviA) Tool], the Urgent Action Guide; recently also, prepared jointly with GPR2C and supported by the Ford Foundation, the Guide for training events on the right to the city and Guidelines for the understanding and operationalization of the right to the city.

Yet, systematised training documents that could be used for self-education or tutoring are not widely accessible. Capacity building is developed ad-hoc and directly by HIC staff or selected (mainly academic) Members. There is no concept for sustainable capacity building, e.g. considering fast spreading effects among HIC Members, training of key stakeholders or training of trainers. At Latin American level, however, HIC started to conduct webinars with video-tutorials and is promoting an autonomous (bottom-up) capacity building process, focused on R2C, PSH and participatory design, strongly considering human rights and the gender perspective. The middle-term aim is to involve the academic sector in this process. A capacity building working group is developing respective proposals.

4.2.2.4 Comments on HIC's interaction with Members

HIC is communicating and exchanging views with its Members by many means (see chapter 3.4.2 above). Communication has substantially improved in Latin America and is improving also in the other regions, but there are still deficiencies regarding communication with and involvement of Members, above all from Africa and Asia. The experience from Latin America demonstrates how important personal interactions and meetings are. These include regional workshops, seminars and webinars, communication in Working Groups and in the WhatsApp group, but also personal visits of HIC Board and staff members to selected countries and on specific issues. The more Members or non-Member CSOs and social movements are addressed and taken into account personally, the more they feel attracted to the Coalition. Some interviewed Members have reported that they did not apply for membership until they had a personal experience and professional exchange with a HIC coordinator in charge.

It is also interesting to note that communication with partners and Allies is usually based on personal encounters and long-standing relationships.

Some informants expressed critique on HIC's interrelation with Members and referred to lack of immediate or appropriate response to queries, non-consideration of specific issues or priorities transmitted from the basis (against predominance of issues proposed by HIC), but also to poor quality of trainings, weak coordination and organisational capacity, non-participation of HIC representatives in Member's key events, lack of follow-up to (verbal) agreements.

4.2.2.5 Factors that contributed to the attainment or non-attainment of project objectives

Positive factors comprise:

- Professionalism and expertise of HIC representatives
- High quality of transmitted reports
- Personal interaction with Members and partners
- Participation of Members in key processes (e.g. with UN bodies, with local governments, in research, in habitat rights violation denunciations)
- Broad dissemination of alerts, of experience, of results
- Continuous monitoring of initiated or ongoing processes

The non-attainment of project objectives is higher when the above mentioned positive factors reduce. In some cases, non-attainment is a result of lacking or incomplete/fragmentary information and lack of respective monitoring data.

4.2.3 Outcomes and impacts

- 14. What are the (measurable) outcomes and impacts of HIC? What are the notable achievements in the period 2014–2018 according to members and allies?
- 15. How do these outcomes and impacts affect global debates and agendas? How does the work of HIC affect the UN human rights system? How does it impact on specific UN organisations? Which is the role of HIC’s contributions to global events in this regard?
- 16. What’s the impact on Members and Allies? How does HIC support the local advocacy work of its members and to what effect? What are the outcomes of advocacy for habitat rights in UN forums (including HR Council, HLPF and others)?
- 17. What is the quality and potential use of HIC outputs for knowledge creation and advocacy. – see also chapter 4.2.2
- 18. What was/is the contribution of HIC in the promotion and implementation the Social Production the Habitat approach?
- 19. What was/is the contribution of HIC in the fight against violations of all rights related to habitat?
- 20. In which way did/does HIC’s work orient or influence governments’ spheres to recognize, defend and fully implement the human right to housing, land and other human rights related to habitat, especially in favour of the demands of the poorest and most vulnerable social sectors in every region? In which global region has been HIC more effective? – see also chapter 4.2.2
- 21. In which way did HIC contribute to the development of coordinated, trained and strong civil society and social movements that advance towards gender equality and equity, and defend the right to a healthy environment?
- 22. What are the visible effects of the Human Rights Habitat Observatory (HRHO) for monitoring global agendas? In which way does the HRNO influence national and international debates about the implementation of new global agendas (SDGs, NUA, COP 21 etc.) and the country review mechanisms in the UN Human Rights System? – see also chapter 4.2.2
- 23. Were there any unintended positive or negative outcomes or impacts?

4.2.3.1 HIC’s contribution to the established overall goals

The following table gives an overview of HIC’s contribution to the overall project goals, as formulated and agreed in the project contracts. These overall goals are medium- to long-term visions and give an orientation where the development journey should lead to.

Overview 5 – Assessment of HIC’s contribution to the overall goals

No.	Project’s scope	Overall goal	HIC’s contribution to the overall goals
1.	Strengthening HIC Operation Coordination, Member Capabilities and Advocacy	To contribute to coordinated global efforts from and to the civil society for the recognition, defence and full implementation of housing and land rights, especially in favour of the demands of the poorest and most vulnerable social sectors in every region	<p>Notable achievements since 2014:</p> <ul style="list-style-type: none"> • The overall goal of the first evaluated project is very ambitious and challenging, particularly when considering the limited resources of HIC’s structures and networks. • By orienting the Habitat III Conference and the New Urban Agenda (NUA), as well as the Sustainable Development Goals related to habitat, HIC certainly contributed to coordinated global efforts for the recognition, defence and implementation of housing and land rights, in favour of the vulnerable social sectors of the societies. But there are also multiple obstacles to fully achieve them (see Annex 5). • The implementation of the NUA is very slow and the SDG fulfilment is behind track. But, only recently, the concepts have been taken up by local governments organised under UCLG, and received support and orientation from the GPR2C and HIC. • Respondents of the online survey report an important contribution of HIC to community-based efforts for the recognition, defence and implementation of housing and land rights (see Annex 10). • The detailed outcome assessment provides evidence that HIC’s operation coordination, member capabilities and advocacy have improved (see chapter 4.2.2).

No.	Project's scope	Overall goal	HIC's contribution to the overall goals
2.	Integrating People's Housing and Land Rights with Sustainable Development	HIC pursues the goal of forging coalitions and alliances at a local, regional and global level in cooperation with civil society initiatives for the purpose of defending housing and land rights in urban and rural areas, especially those of informal settlements dwellers threatened by eviction	<p>Notable achievements since 2017:</p> <ul style="list-style-type: none"> • HIC is promoting coalitions and alliances and is establishing bridges from local grassroots to international levels; additionally to housing and land rights in urban and rural areas HIC is highlighting the general inequalities faced by urban poor, the interlinkages with rural areas, and the necessity of holistic solutions. • HIC is very efficient in establishing networks and in bridging organisations at different levels; it brings habitat-related human rights violations to the front line. • Together with Members and partners HIC raises awareness for the needs of the marginalised and visualises human and habitat rights violations of the urban poor (e.g. when participating in the UN processes and when disseminating cases of habitat rights violations). • The HRHO approach is used to align local and national processes with the SDG targets and to orient the development of concrete and measurable indicators. By monitoring the implementation of habitat-related SDGs, people's housing and land rights are being increasingly integrated with Sustainable Development (e.g. SDG 1, indicator 1.4.2 on tenure security, SDG 2 on human right to food and nutrition, SDG 5, target 5.a on women's equal access to, and control of land and productive resources, SDG 6 on human right to water and sanitation, SDG 11 on human settlements and human right to adequate housing, SDG 15 on human right to life on land). • HIC is also conceptually integrating people's housing and land rights with sustainable development and is pushing it's putting into practice.
3.	Asserting People's Habitat Rights at all Levels	A world in which everybody has a safe place to live in peace and with dignity, with coordinated, trained and strong civil society and social movements that advance towards gender equality and equity, defend the right to a healthy environment; promote and implement the Social Production of Habitat and fight against violations of all rights related to habitat and where all government spheres recognize, defend and fully implement the human right to housing, land and other human rights related to habitat	<p>Notable achievements since 2018:</p> <ul style="list-style-type: none"> • The overall goal of this third project is even more ambitious and challenging than the first one; it's rather a long-term vision or dream than an achievable goal. • There is a joint contribution of HIC and its Members, Allies and partners to this ambitious overall goal, but there are multiple obstacles to really achieve it (see also Annex 5 on context conditions). • HIC contributes in a limited way to asserting people's habitat rights at all levels. To achieve this goal, numerous global problems would have to be solved. This is impossible for one organisation and its networks.

4.2.3.2 HIC's contribution to major impacts

Together with its Members and Allies, HIC contributed to the following major impacts:

- **Strengthening of international, regional and national networks of CSOs and social movements related to habitat and human rights.** HIC creates opportunities for Members to interact among each other and with local, national to international instances of governance. Recent examples are: the fourth sub-regional HIC-LA workshop for participatory strategic planning carried out with HIC Members from Brazil, Argentina and Uruguay in São Paulo on 29th to 30th of October, 2019⁷⁷; the third edition of the European Collaborative Housing Day organised in the framework of the International Social Housing Festival (June 4-8th 2019) in Lyon⁷⁸, aiming at reinventing affordable housing from the bottom up; the Action Research in Africa that boosted the communication among participating African members; networking between HIC Members and other organisations has been strengthened through GPR2C, and with municipalities through UCLG (reported by HIC-GS and other informants, see [Annex 11](#)); in 2017, the Cities for Housing Declaration was officially launched by UCLG during the first Forum of Local and Regional Governments ever held within the framework of a UN's High-Level Political Forum (HLPF)⁷⁹.
- **Consideration of habitat and housing issues in the Agenda 2030 and Sustainable Development Goals** (the latter faced a lot of resistance) and **orientation of the HLPF in their SDG monitoring.** Recent examples are the participation of GPR2C, jointly with HIC, at the HLPF 2019 with the message "Implement the 2030 Agenda and the SDGs with a Human Rights Approach – Right to the City for all"⁸⁰, and the participation at HLPF 2018 with the presentation of the "Right to the City Agenda – For the Implementation of the 2030 Agenda for Sustainable Development and the New Urban Agenda"⁸¹
- **Alignment of certain local and national processes with the SDG targets using the HRHO approach;** for example, HIC-HLRN, through the HRHO approach, is critically reviewing the states Voluntary National Reviews against their standing human rights obligations and participating in the HLPF respectively.
- **Incorporation of grassroots' and social movements' needs and priorities into the Habitat III process.** In the case of Bolivia, for instance, the government did not follow the international commitment of a participatory Habitat III preparation process. HIC, with support of MISEREOR, helped to make grassroots participation real. Through the HIC Member RENASEH they involved many leaders of grassroots committees and CSOs from five major urban areas: La Paz, El Alto, Cochabamba, Santa Cruz, Oruro. They developed a joint proposal based on the human right to housing and right to habitat, that has been published and transmitted to the Habitat III committee. Selected leaders could participate in the Quito event and present and discuss their proposal personally, in the different side events. At the last minute, the Bolivian government adopted the social movements' proposal. Similar processes have been also reported by HIC Members from Mexico and South Africa.
- **Consideration of habitat-related rights, of the R2C, SPH and urban-rural linkages ("territorial approach") in Habitat III and NUA.**⁸²

⁷⁷ <https://hic-al.org/2019/11/01/iv-taller-subregional-de-planificacion-estrategica-participativa/>

⁷⁸ <https://www.co-habitat.net/en/events/hub-europe-2019>; <http://www.housingeurope.eu/event-1278/european-collaborative-housing-day-2019>

⁷⁹ The current version of 16th July 2018 has been signed by 11 global cities:

[https://www.uclg-cisdp.org/sites/default/files/Cities for Adequate Housing Declaration_0.pdf](https://www.uclg-cisdp.org/sites/default/files/Cities%20for%20Adequate%20Housing%20Declaration_0.pdf)

⁸⁰ See: <http://www.righttothecityplatform.org.br/event/gpr2c-hlpf2019/>;

<http://www.righttothecityplatform.org.br/wp-content/uploads/GPR2C-advocacy-document-HLPF-2019.pdf>

⁸¹ See: <https://www.hic-net.org/high-level-political-forum-the-right-to-the-city-agenda-places-human-rights-at-the-front-for-the-sdgs-and-the-new-urban-agenda-implementation/>

⁸² See, for instance: HIC (2019): Proposal for a Mechanism to Organize Civil Society Participation in UN Habitat and NUA Implementation.

UN HABITAT (2017): Action Framework for Implementation of the New Urban Agenda. 19 April 2017.

United Nations (2017): New Urban Agenda. Issued by the Habitat III Secretariat.

HIC (2018): HIC 1976 – 2016. Habitat International Coalition and the Habitat Conferences. October 2018.

Refer to [Annex 14](#).

- **Orientation of the UN Habitat Assembly in Nairobi in 2019.** Presentation of an Open Letter to the UN Habitat Executive Director concerning the role of partners and other stakeholders.⁸³
- **Improved understanding of the main concepts of habitat-related human rights (including right to housing, land and water) within the UN system, the GPR2C, at local government level** through partnering with UCLG and Cities Alliance. Reported by the interviewed Members and Allies (see [Annex 11](#)).
- **Commitment signed by various mayors on the right to housing and right to the city,** bringing the human rights concept to territorial dimensions, fostering participatory democracy.⁸⁴
- **Incorporation of R2C** in the Mexico-City constitution (2017)⁸⁵, of the rights-based approach in Barcelona regulations⁸⁶, and orientation of the Greater Beirut Charter on the Right to the City (2018)⁸⁷.
- **Orientation of the work of the Special Rapporteur on the Right to Adequate Housing** and the right to an adequate standard of living, confirmed by key informants related to OHCHR (see [Annex 11](#) and [14](#)).
- **Promotion and implementation of the Social Production of Habitat approach,** e.g. through support to the Co-Habitat Awards (e.g. Community-Led Habitat Awards for Africa 2019) and World Habitat Awards, reported by respective key informants.⁸⁸
- **Fight against violations of all rights related to habitat;** examples are various social media campaigns with other partners, recently, for instance, the campaign for habitat human rights defenders.⁸⁹ With its Members, HIC also supports locally based campaigns, supporting members carrying out particular activities at the local level, recently for instance the stop evictions campaign in Zimbabwe.⁹⁰
- **Orientation of the FAO approach towards urban food security**⁹¹, jointly with FIAN and other partners.

Usually, HIC does not intervene alone (through its office staff or Board members), but together with its partners or/and Members. Therefore, all outcomes and impacts are joint effort achievements. The following figure visualises the evaluators' understanding of HIC's worldwide and regional cooperation with Members and Allies.

⁸³ See: UN HABITAT (2019): Declaration of the First Global Stakeholder Forum of the First UN Habitat Assembly 'Toward a New Stakeholder Compact for the New Urban Agenda'. Nairobi, May 29, 2019.

HIC (2019): Open Letter to UN Habitat Executive Director...

HIC (2019): Proposal for a Mechanism to Organize Civil Society Participation in UN Habitat and NUA Implementation.

Refer to [Annex 14](#).

⁸⁴ https://www.uclg.org/sites/default/files/cities_por_adequate_housing.pdf

⁸⁵ http://www.infodf.org.mx/documentospdf/constitucion_cdmx/Constitucion_%20Politica_CDMX.pdf

⁸⁶ <https://ajuntament.barcelona.cat/dretsidiversitat/es/barcelona-ciudad-de-derechos/desarrollamos-el-derecho-la-ciudad-y-los-derechos-humanos-de-ciudadan%C3%ADa>; https://ajuntament.barcelona.cat/dretsidiversitat/sites/default/files/MedidaGobiernoBCNCiudadDerechos_CAST_1.pdf

⁸⁷ http://www.hlrn.org/img/documents/Beirut_Charter_FINAL_EN.pdf

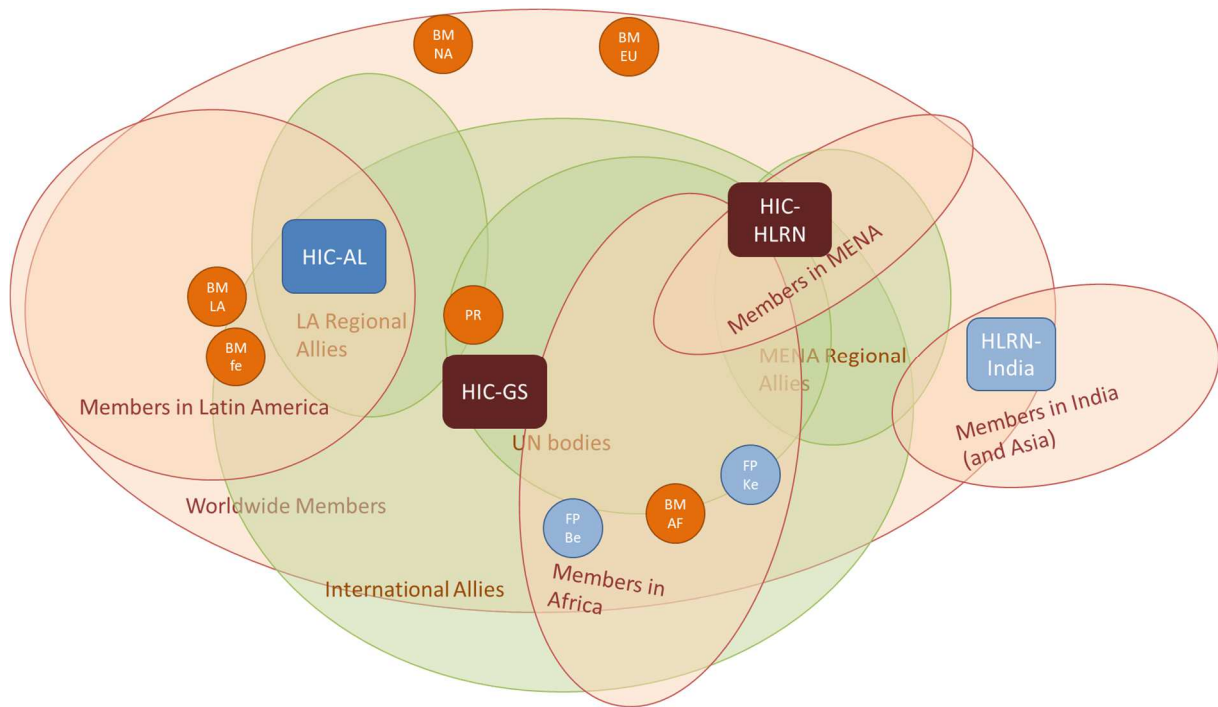
⁸⁸ <https://www.co-habitat.net/en/events/hub-africa-2019>; <https://www.world-habitat.org/world-habitat-awards/>

⁸⁹ <https://www.hic-net.org/world-day-for-the-right-to-the-city-stand-up-for-our-habitat-human-rights-defenders/>

⁹⁰ <https://www.hic-net.org/stop-evictions-in-zimbabwe/>

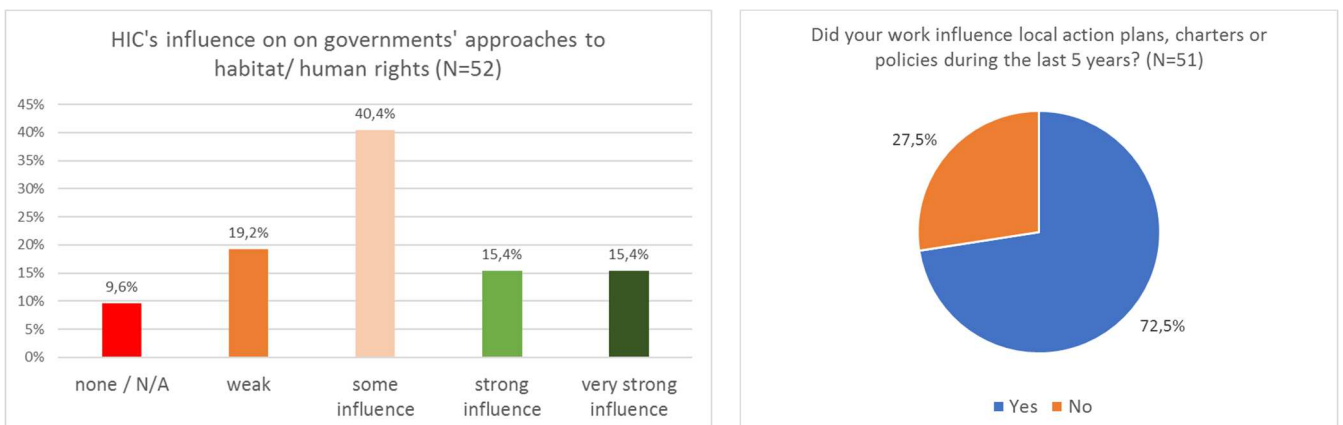
⁹¹ <http://www.fao.org/3/ca3151en/CA3151EN.pdf>

Figure 9 – HIC’s world wide networking and advocacy⁹²



Participants in the evaluation online survey were asked for their perception of HIC’s advocacy work at different levels. From the perspective of HIC Members and Friends the influence of HIC’s work on national or local governments’ fulfilment of habitat/human rights is weak (19%) or not very strong (40%), respectively; 31% rate it as strong or very strong. A big majority of HIC Members (72%), however, indicate that their own work influenced local action plans, charters or policies during the last 5 years (see fig. 10). Although the direct influence of HIC on local policies might be low, there could be a substantial indirect impact, for instance through support to national parallel/shadow reports or as a result of capacity building imparted to Members. Examples of an important influence on governments’ fulfilment of habitat/human rights that can be attributed to HIC (indirectly) and directly to its Members’ work, as reported by survey respondents, are: Incidence in eviction and resettlement policies; incidence in local laws (such as urbanization and housing laws); reform of land & housing rights legislations; stopping of forced evictions (e.g. for beneficiaries of the land reform); work on land allocation for social housing; orientation of waste management policies; strengthening of community and grassroots participation.

Figure 10 – HIC’s influence on governmental approaches (Members’ perception)⁹³

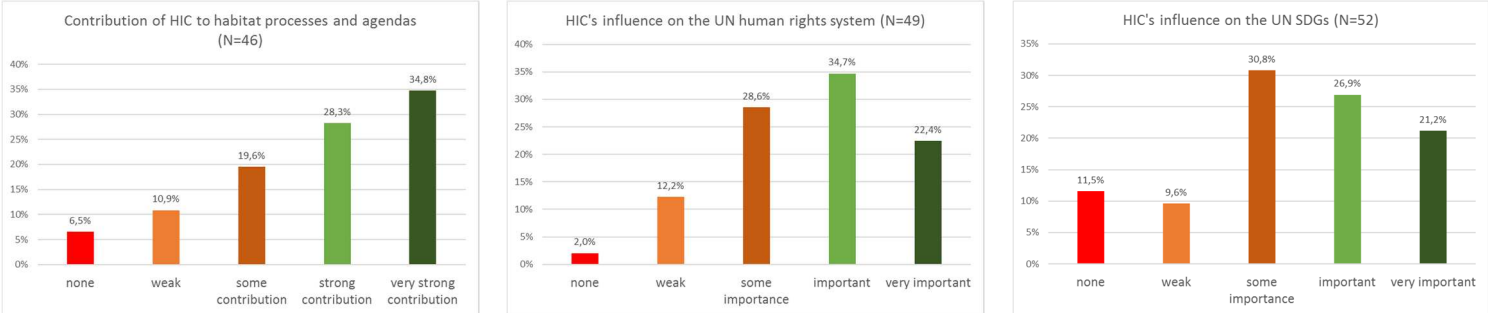


⁹² Source: Evaluator’s own elaboration. BM = Board members attached to the different regions or topics (NA=North America and Canada, EU = Europe, LA=Latin America, AF=Africa, fe=female/women); PR = HIC’s President; FP = Focal Points in Kenya and Benin

⁹³ Source: Online survey, see Annex 10.

Moreover, 63% of HIC Members and Friends rate the importance of HIC’s contribution to notable achievements in habitat-related global processes and agendas during the period 2014-2018 as strong (28%) or very strong (35%). Examples mentioned are the advocacy on Right to the City in Habitat III and contributions to the development of the New Urban Agenda, but also the continuous advocacy with UN organisations and presentation of parallel reports. Survey respondents also attribute to HIC substantial influence on the UN human rights system and some influence on the UN SDGs (see fig. 11).

Figure 11 – HIC’s influence on international agendas (Members’ perception)⁹⁴



4.2.3.3 Regional particularities

HIC Members from Latin America (but also some Members from Middle East and Africa) are very active, as compared to the other regions. There are many cultural and political/historical reasons for this. People and organisations are probably more committed, the political context is different, but there is also a strong involvement and good work of the Latin American and MENA regional offices. During many years, HIC’s General Secretariat was based in Latin America (Mexico and Chile) and several Secretaries and Presidents were based in LA. The Cairo office is operating since decades as well. In Latin America, there are less language constraints, as compared to Africa and Asia.

Table 3 – Active HIC Members (regional distribution)⁹⁵

Region	No. Countries	Percent	No. Members	Percent	Acc. Percent
Africa - Anglophone	7	18%	12	15%	15%
Africa - Francophone	4	10%	9	11%	26%
Middle East/North Africa	5	13%	6	8%	34%
Asia	2	5%	2	3%	36%
Latin America	14	36%	40	50%	86%
Europe	5	13%	7	9%	95%
North America	2	5%	4	5%	100%
	39	100%	80	100%	

In Africa, HIC-HLRN has developed parallel reports and/or inputs to the HLPF and UPR for Kenya, Mozambique, Sudan, Uganda. A forthcoming Kenyan parallel report takes advantage of the Beijing +25 context to share findings of the Women’s Land and Home project. Members in Zambia and Zimbabwe became more interested after the experience of the jointly developed urgent action appeals. The African Action Research provides an important opportunity to develop specific African approaches.

Asia is much larger, much more diverse, and thus very complex. There are real challenges in terms of time, resources, and willingness and ability to travel and to participate. The lack of a regional hub in Asia as well as overlapping presence of strong regional networks (such as ACHR and SDI) has negatively impacted the ability to coordinate activities and to get funding. Some Asian Members criticised HIC’s international work to be too much attached to UN institutions and to revolve too much around a

⁹⁴ Source: Online survey, see Annex 10.
⁹⁵ Numbers reported by HIC-GS, as of September 25, 2019.

human rights framework. Currently, there are good contacts with ACHR and SDI, in particular through the Co-Habitat initiative (the platform on social production of habitat promoted by UrbaMonde, HIC member based in Switzerland) and the GPR2C, that allowed HIC to resume and/or establish new collaborations with CSOs in India, Indonesia, the Philippines or South Korea.

4.2.3.4 *Need for adjustments*

There are some areas that need adjustments or further attention:

- The **gender topic** had less relevance in HIC's work but is upcoming in recent years (genderisation at HIC-HLRN; gender perspective at HIC-AL); the introduced mainstreaming should continue
- **Environmental issues** need more attendance
- Stronger **incorporation of CSOs and social movements** is necessary in order to better highlight social (in-) justice
- **More focus on African and Asian approaches and priorities** is required, more South-South, but also South-North and North-South cooperation and exchange, in order to maintain a globally working Coalition and movement.

4.2.3.5 *Unintended positive or negative outcomes or impacts*

In HIC's broad global interventions, there are always unintended and not expected effects. These can relate to incorporation of new partners or countries or even new issues that are important for certain organisations, such as, for instance, the right to the city topic. HIC is always reacting and responding to new opportunities and to the different core interests of its Members or partners, to their entry points to habitat-related rights. Currently, environmental issues and – again – housing issues are on the top of the international agenda to which HIC immediately was responding. There is a new approach of HIC regarding gender issues strongly influenced by the Latin American Members.

No negative impacts have been reported so far but there might be negative side effects on some HIC Members that are affected by control measures of the states in which they operate, including the operations of the HIC offices in Egypt, Mexico and in India.

4.2.4 **Efficiency**

24. *Has the implementation of recent joint projects for the HIC GS and HIC HLRN been efficient and practical? Is coordination and networking between the different offices efficient?*
25. *Have recent projects been useful (efficient) to support or motivate local or national advocacy campaigns on housing and land rights?*
26. *Do the funds managed by HIC justify the outcomes and impacts (e.g. in terms of reoriented global or national policies)?*
27. *Are administrative and management processes efficient in terms of personnel, time and financial resources?*
28. *Identify obstacles and challenges, as well as strategic and tactical lessons learned with regard to the above questions.*
29. *In which way do Members orient HIC's plan of action?*
30. *Are Members involved in HIC's monitoring strategy?*
31. *What are the communications channels with Members and what are the capacity building means? Which tools does HIC apply to reach out to its Members and to improve its capacities? – see chapter 3.4.2*
32. *How are Members, grassroots organisations and communities informed about urgent actions? – see chapter 3.4.2*

4.2.4.1 *Managerial efficiency*

HIC is efficient in terms of personnel and financial resources. It gets all managerial tasks handled, in spite of operating globally in a 24 time zone with minimum staff and resources. It produces relevant reports and documents on time and in good quality. As far as the evaluators could assess, coordination and networking between the different offices has been efficient, except for HLRN India that faces problems of governmental control and of reduced resources, and had to slow-down its international presence and visibility.

4.2.4.2 *Efficiency in collecting membership contributions*

HIC is not very efficient in collecting membership contributions. In total, there were 83 Members with the right to vote, at the end of September 2019 (this number increased until November due to presidential elections), these are those Members that provide contributions to HIC in kind or in cash (see

table 10 below). In 2018, there were only 22 fee-paying Members (24 in 2017), contributing with a total yearly fee of close to 2,000 EUR (figures provided by HIC-GS). The others (around 60) contribute mainly with networking, capacity building or research and documentation activities.

Table 4 – HIC Members with the right to vote (regional distribution)⁹⁶

Region	TOTAL No. countries	Percent	TOTAL No. members	Percent	Members with right to vote		
					Number	Percent	Acc. Percent
Africa - Anglophone	12	15%	38	11%	7	8%	8%
Africa - Francophone	11	13%	33	10%	6	7%	16%
Middle East/North Africa	13	16%	40	12%	21	25%	41%
Asia	12	15%	38	11%	2	2%	43%
Latin America	20	24%	114	33%	40	48%	92%
Europe	12	15%	56	16%	5	6%	98%
North America	2	2%	28	8%	2	2%	100%
	82	100%	347	100%	83	100%	

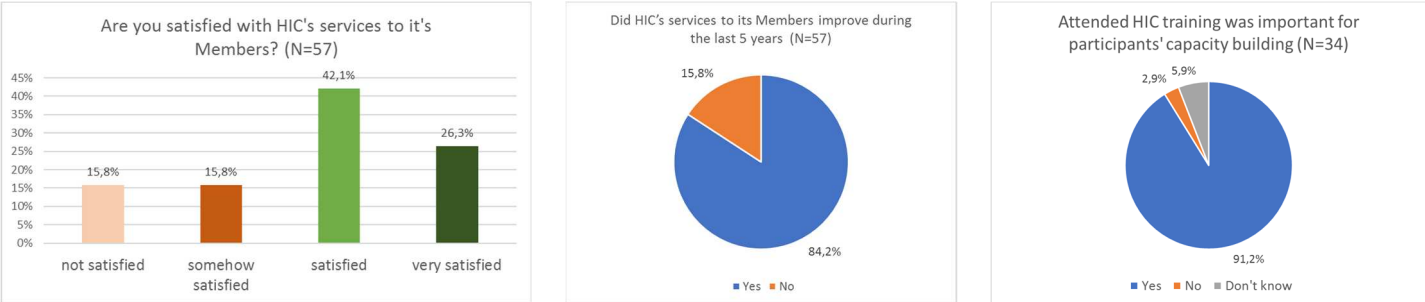
According to 95% of survey respondents, the fee level established by HIC (which, depending on Members’ income, is currently between 40€ and 300€ per year) is appropriate, only 5% consider it too high. Non-payment might be explained by difficulties and high costs of money transfer but is probably due to low interest of Members, on one side, and lack of compulsory application of the need to make a payment, on the other.

The HIC Constitution requests HIC Members and individual Friends to sustain the organisation’s development through annual contributions. According to the HIC By-Law approved in July 2014 (first part), there are two principle ways to contribute: 1) with dues, 2) through active participation in the tasks and activities of the Coalition. According to interviewed HIC staff, the money contributions are not very important for the Coalition but some Members prefer to pay a fee (e.g. Members from the global North or attached to academic institutions) and others feel very proud to be able to contribute with a payment (e.g. African Members), therefore, it should be maintained. In-kind contributions, on the contrary, are very important for HIC because the Coalition is sustained by Members’ actions, they also reduce the work load of HIC’s staff. The majority of survey respondents considered in-kind contributions as appropriate (76%) ore even not sufficient (22%) – this means contributions through active participation could be increased (see Annex 10).

4.2.4.3 Efficiency in attaining Members

The majority (68%) of HIC Members/Friends responding to the online survey confirm to be satisfied or very satisfied with HIC's services and 84% think that HIC’s services to its Members improved during the last 5 years. HIC’s efficiency in providing capacity building to its Members has been rated positively as well: 91% of respondents perceive that the attended training was important for them.

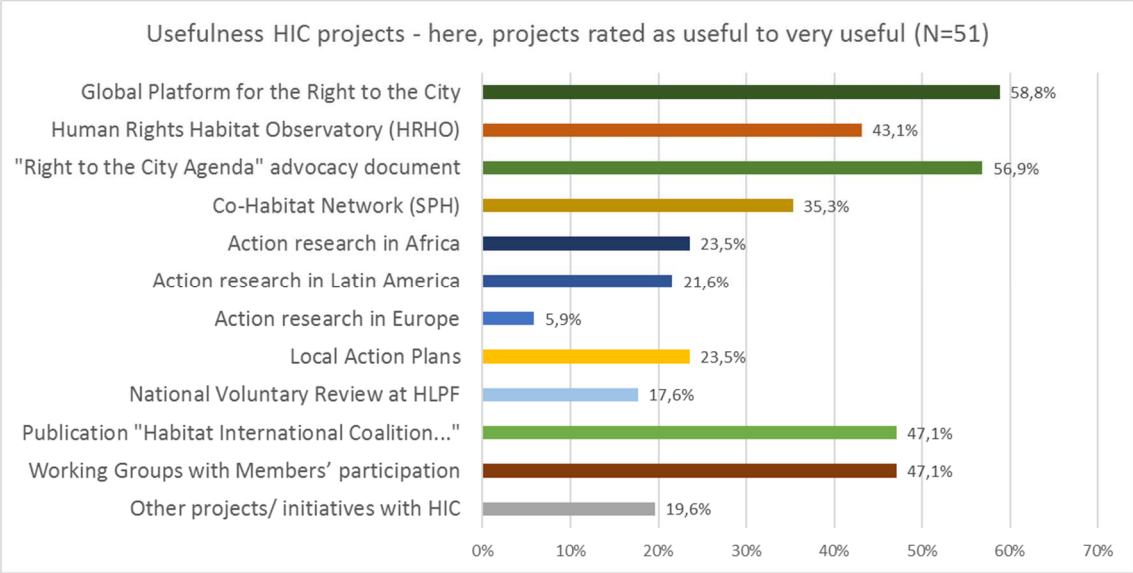
Figure 12 – HIC Members’ satisfaction ratings⁹⁷



⁹⁶ Numbers reported by HIC-GS, as of September 25, 2019.
⁹⁷ Source: Online survey, see Annex 10.

The survey respondents also rated the importance or usefulness of HIC projects for supporting or motivating local or national advocacy campaigns on housing and land rights, with the following results (fig. 13), being the GPR2C project rated as the most useful:

Figure 13 – Usefulness of HIC’s projects (Members’ perception) ⁹⁸

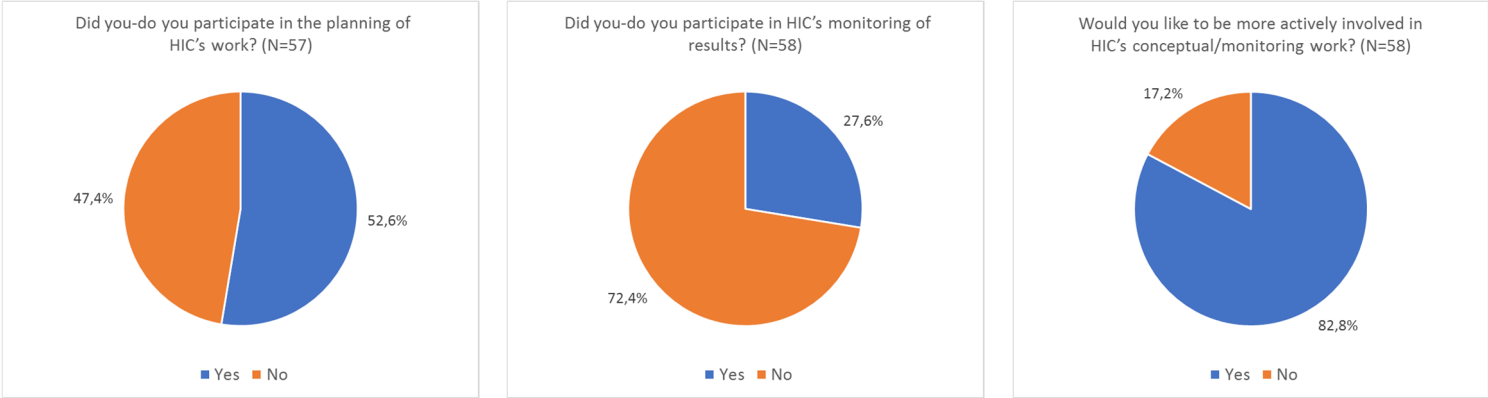


Other projects mentioned by some few respondents as useful to very useful are:

- Regional Campaign for the Redevelopment of Popular Neighbourhoods (Argentina)
- Human Right to Land Campaign (Zimbabwe)
- To include the Nairobi 2017 meeting as a reference in the African agenda (periodicity still to be determined)
- Capacity building of HIC members in the field of housing legislation and practices
- SR for Housing Rights mission in Chile
- Violation Impact Assessment Tool

Around the half of survey respondents – the rather active HIC Members – participated in the planning of HIC’s work and roughly one third in its monitoring. Remarkably, 83% expressed interest to be more involved in HIC’s conceptual or monitoring work (fig. 13).

Figure 14 – HIC Members’ participation in planning and monitoring ⁹⁹



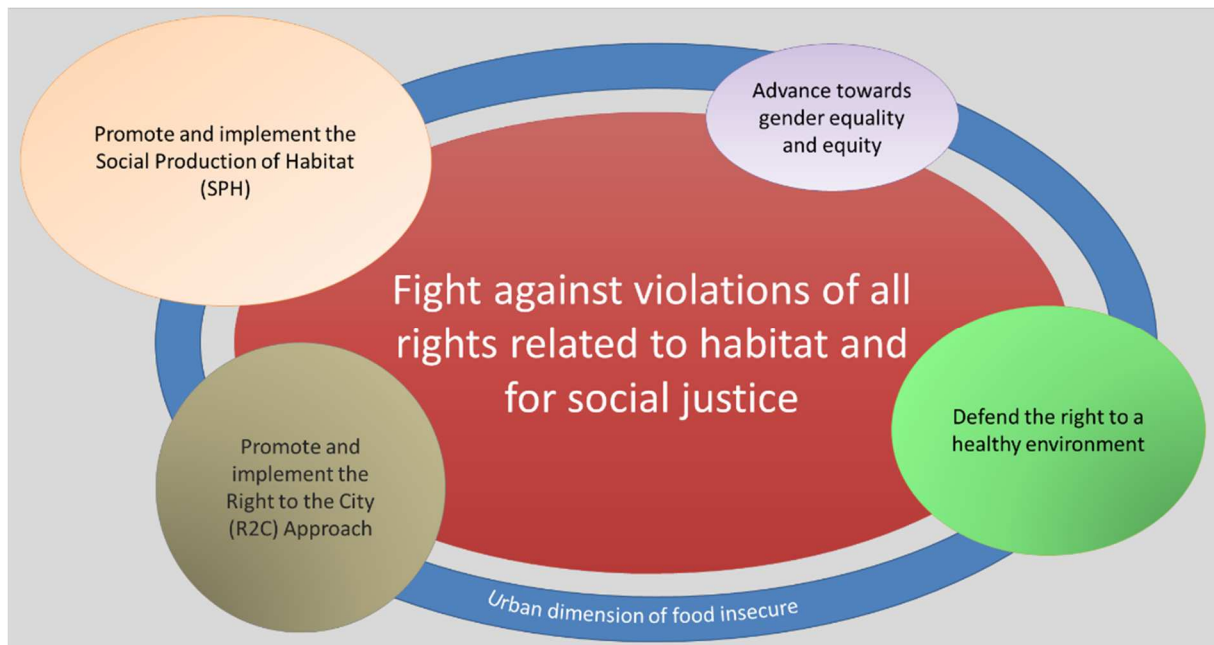
⁹⁸ Source: Online survey, see Annex 10.

⁹⁹ Source: Online survey, see Annex 10.

4.2.4.4 Reach-out efficiency

HIC is working at many fronts and on many different topics. Probably not all Members or partners will understand the need for this diversity. HIC must frequently renew the transmission of its conceptual approach in order to maintain the dialogue with its followers. The discussion of conceptual issues in General Member Assemblies and Board meetings is highly recommendable.

Figure 15 –HIC’s central involvement areas ¹⁰⁰



Particularly the African Members from countries with a high percentage of rural population might feel more attracted by the urban dimension of food insecure – and also access to water and sanitation – issues, than by R2C or SPH approaches. HIC’s important work in the “food and nutrition” area takes place mainly with non-Member organisations (together with CSM4CFS, IPC and FIAN) and should probably be broader communicated to its Africa-based Members.

HIC gets visibility through its leaders, less as an institution. There are only a few leading people, over many years they are the same. Institutional relations are often informal, based on personal relationships, not on institutional agreements. In this context, it is even more important for HIC to base its working relations on the consent of the membership base and the Board.

Through the different Member and partner organisations HIC reaches out to millions of marginalized people, fighting for the improvement of their living conditions. Evaluations previously carried out by SUM Consult with 14 different organisations related to habitat and human rights, from the three continents – many of these CSOs are HIC members, some of them smaller ones and other bigger ones – suggest an outreach to roughly 30,000 direct beneficiaries (of housing, capacity building, social awareness or human and habitat rights counselling projects) and 400,000 indirect beneficiaries, on average per organisation. An aggregate calculation over the 347 Members would mean that HIC Members altogether could directly target a total of 10 million people and indirectly some 140 million. A projection for the 80 active HIC members yields a direct target population of 2.4 million.

¹⁰⁰ Evaluator’s perception; own elaboration.

Table 5 – Target group estimate¹⁰¹

Year	Organisation	Country	Region	No. direct target group	No. indirect target group	HIC Member
2002	FOSOVI	Mexico	LAC	76.500	1.000.000	X
2010	COT-P	Kenya	Africa	25.000	200.000	No
2010	SERVIPROH	Argentina	LAC	15.000	175.000	X
2012	Pamoja Trust	Kenya	Africa	30.000	1.000.000	X
2012	Red Habitat	Bolivia	Africa	35.000	600.000	X
2012	Casa y Ciudad	Mexico	LAC	5.600	15.000	X
2012	CENDHEC	Brazil	LAC	34.500	200.000	No
2014	FUNDASAL	El Salvador	LAC	4.200	32.000	X
2014	Hakijamii	Kenya	Africa	10.000	300.000	No
2016	Lumanti	Nepal	Asia	25.000	110.000	No
2017	Pamoja Trust	Kenya	Africa	52.180	1.000.000	X
2018	OCR	South Africa	Africa	10.000	50.000	No
2018	Grassroots Trust	Kenya	Africa	85.000	600.000	No
2019	COPEVI	Mexico	LAC	4.710	200.000	X
TOTAL	14		AVERAGE	29.478	391.571	

4.2.4.5 Challenges related to the GS location

The current location of the General Secretariat in Barcelona has been criticised, particularly because of its distance to Members from the global South and its contradiction with HIC’s Constitution. Article 15 states: The General Secretary “can originate from anywhere as long as he/she lives and works in Africa, Asia, Latin America and the Caribbean, or the Middle East and North Africa regions. The HIC General Secretariat is located in one of these regions.” The current location has certainly several advantages, not only in administrative terms (sharing of office space; established internal control mechanisms; might be easier to get a visa; accessibility of qualified personnel; good flight connections...) but also because of Barcelona being an important centre for urban issues with concentration of several Member and partner organisations (campaign coordination with these organisations is therefore more fluid). Relocating the office again could lead to high costs, all staff would probably have to be replaced, the installation of the new Secretariat in the global South could involve logistical and legal hurdles. All these issues need to be discussed and resolved in a thoughtful manner during the upcoming year, when the new General Secretary will be appointed (mid 2020).

4.2.4.6 Areas of improvement

Several areas of improvement have been mentioned in the key informant interviews, which are related to efficiency:

- Meetings (e.g. Board meetings and general Assemblies), would these be in person or online, should be planned in good time; sometimes meeting announcements are too short notice
- The elected Board members should be involved more visibly in decision-making processes (for instance, transmitting MoM or relevant documents at a specific Board web site, similarly to the President’s blog)
- The internal communication and workflow could be improved by taking advantage of more updated office automation tools and technics (CRM – Customer-Relationship-Management, Office 365, etc.)
- Knowledge and responsibilities should be better transferred to lower-level staff and to new generations
- Staff fluctuation should be reduced, e.g. through incentives or more flexibility
- CSOs and social movements should be as far as possible involved into managerial and administrative processes

¹⁰¹ Source: SUM Consult GmbH evaluation reports.

4.2.5 Sustainability

33. *How have HIC's monitoring and advocacy tools and arguments been taken up by partners internal to the Coalition (Members and Structures) and externally (Allies and other bodies/institutions)?*
34. *What are the prospects for future resource mobilization and programme planning of HIC and its Structures?*
35. *What is the current contribution level of HIC Members, Friends and Allies and how could it be improved or optimised in future? – see also chapter 4.2.4.2 above*

4.2.5.1 Sustainability of initiated processes

The processes initiated by HIC are sustainable because they are taken over and continued in the medium and long term by the local CSO networks and governments HIC is dealing with. Following some examples:

- One church-based Cameroonian NGOs became a Member of HIC in 2017, at the workshop on the right to the city and the GA, held in Kenya in October 2017. Since then, their experience with HIC has been very rewarding. They receive now more information on the issues they are working on; the field of actors they interact with became wider; they acquired new communication techniques, including the use of the ZOOM platform to hold virtual meetings, campaigns on social networks; they participated in the animation of a thematic session during Africities 2018 in Marrakech.
- A Guatemalan NGO received support from the Mexico office during the process of housing law and housing policy formulation. They wanted specifically the social production of habitat topic to be covered by the new law. They value this interrelationship very much. It has given them concepts and elements to refine their methodologies in a more systematic way. Meanwhile, the housing law has been approved, it was the first social law in Guatemala. Recently, civil society organisations were working on the incorporation of the SPH elements into the housing policy. The policy proposal is currently with CONAVI (National Housing Council) and is very likely to be accepted. In addition to civil society, agreements were established with private sector initiatives. Moreover, HIC provides feedback on allegations and access to the international platforms. They also invited Enrique Ortiz to give a webinar with university students.
- Metropolis, the global network of major cities and metropolitan areas, is interrelated with HIC since 4 years. Metropolis has 138 member cities from Asia (68), Africa (25), Latin America & the Caribbean (20), Europe (17) and North America, including Mexico (8). Jointly with HIC, the develop concepts on gentrification and neighbourhood impoverishment, on housing, settlements and public space, on R2C. For Metropolis, this partnership is an opportunity to work with civil society actors and for HIC to influence municipal governments.
- A similar and probably even stronger partnership has been established with UCLG that forms part of the GPR2C network. As already mentioned, influenced by HIC and UCLG, several local governments develop new policies focused on the right to the city and to adequate housing concepts.
- A specific interrelation has been established between HIC and the Committee on Social Inclusion, Participatory Democracy and Human Rights (CISDP) of UCLG. The Committee and HIC have similar approaches focusing on human rights, the right to the city, the right to housing and on gender issues. They influence networks of government, academic and civil society groups regarding their awareness related to R2C. Through joint interactions with OHCHR in Geneva, they try to stronger introduce human rights issues into the SDG agenda. From 30 September to 3 October 2019 UCLG-CISDP organised the 9th edition of the World Human Rights Cities Forum in Gwangju, South Korea in which also members of the GPR2C network participated. A growing number of cities profile themselves as 'Human Rights Cities', understood as local governments that explicitly refer to international or regional human rights treaties and uses human rights in their local policies, programmes and projects.
- Survey respondents reported of several concrete cases where they were able to influence local governments and policies (see [Annex 10](#) and chapter 4.2.3.2 above).

4.2.5.2 *Institutional sustainability of HIC*

HIC depends on external financial support and cannot be self-sustainable. Because of its history, the accumulated knowledge and the developed networks, HIC is well-positioned to continue being a significant actor in the habitat sector. It is expected to continue raising international awareness about the violations of human rights associated to habitat; to continue building strength and solidarity across grassroots and members; to be part of processes finding strategies and alternatives for the social production of habitat. HIC is expected to continue to be a strong global coalition leading struggles for the human right to adequate housing and other habitat-related rights. According to many interviewed key informants, HIC is expected to sustain against the current and future global context. It exists as an international body and will continue to exist.

Funders such as MISEREOR are key allies to allow HIC to pursue its work. HIC could also improve membership contributions to increase its financial basis. As explored in chapter 4.2.4.2 above, the current fee contribution level is very low. But, even if each Member and Friend would pay its due, the level could not increase to much more than 35,000 EUR (assuming an average fee payment of 85 EUR). Financial contributions from Members and Friends would not lead to HIC's economic independence but at least provide an additional income for covering urgent administrative or logistical expenses.

HIC is trying hard to mobilise additional resources, additionally to MISEREOR's (from KZE). Currently, they have three more funders (FF, FPH, FAO) and are in conversation with German Brot für die Welt and Rosa Luxemburg Stiftung. HIC-LA recently tried the "Crowd Funding" option through "Global Giving" for a specific project. It was not easy because they could not use Pay Pal; they could not register with Pay Pal because the platform did not understand HIC's global structure (working from Mexico but registered in Netherlands...). For HIC's future sustainability, diversification is considered an important issue. Additionally to crowd funding, HIC should cooperate more intensively with universities, and tap governmental funds through the universities (for teaching and research).

With Ford Foundation funding, GPR2C will engage in a "sustainability strategy" from which HIC will also benefit.

4.2.5.3 *Areas of improvement*

New means of communication and organization, different local challenges, transformation of the civil society around the world, among other challenges, mean a permanent need for adaptation. Dealing in several languages, across different regions of the world and in society that goes from very rich to dramatically impoverished will always require organisational flexibility. This large and diverse context also calls for an extraordinary level of coherence to implement properly the different type of activities.

The evaluators identified the following key strategies that would help HIC to improve its sustainability prospects:

- HIC needs to vivify its participatory approach and its democratic structures in order to stronger incorporate CSOs and social movements in its actions. HIC Members should also be better incorporated in selected planning and monitoring activities, as far as feasible. It would be difficult to jointly revise a report or a text by many members, for instance a project proposal. It would take too much time. But certain documents can be shared with selected Members or Allies. There are also Members who are interested in the elaboration of specific project proposals, this should be encouraged (an example is the preparation of the climate change project by CLACSO, Argentina).
- HIC should show more presence with academic institutions, influence the academic curricula, insert the social aspects of architecture into architectural departments. They should teach young people about habitat rights and social production of habitat, participatory design, and in such a way contribute even more to the sustainability of initiated processes. At the same time increase its visibility in order to get better access to governmental and/or international funds.

5. Overarching conclusions and recommendations

5.1. Conclusions

In this section, we answer the three evaluation questions and present some lessons learnt.

5.1.1 To what extent is HIC fulfilling its mission through the MISEREOR projects

As already commented above, MISEREOR has particular importance for the fulfilment of HIC's mission related to strengthening of solidarity, networking and support for social movements and organisations and for the promotion and realisation of human rights related to housing and to habitat. MISEREOR's support to HIC has promoted important global initiatives and campaigns as well as the participation of Members at significant global events.

MISEREOR is helping HIC to better structure its global efforts. It is an important discussion partner, frequently questioning HIC's actions (as also with the current evaluation) in order to bring HIC back, if necessary, to its own objectives and tracks. MISEREOR is very much focused on strengthening of social justice and on participatory approaches. MISEREOR has been also putting HIC in contact with other likeminded organisations external to HIC Membership and current HIC Allies, thus expanding the scope of HIC's work and helping in the construction of new alliances and partnerships. It continues to be the most important donor and ally for HIC when fulfilling its mission.

5.1.2 Recent challenges faced by HIC and ways to overcome them

A main challenge for HIC is the fact that its sheer mandate is huge but the available resources are not sufficient to completely fulfil it. There is a growing demand for the participation in forums and official spaces of deliberation on issues associated to HIC's agenda, but without a genuine interest and opportunity to influence such processes or to provide the respective funding. For instance, as a result of Habitat III, the New Urban Agenda (NUA) has been promoted, but its implementation is poor. The link between policy and concrete actions is not a simple or direct one, is never straightforward or easy. Getting a new approach adopted into policy is worth celebrating, but always with the sober knowledge that this will not automatically or immediately translate into policy and will need its time. This challenge demands for consistent action. The conditions are not favourable, however, to allow a meaningful engagement, especially for a network like HIC, that needs time to process and engage with its Members. HIC needs to consistently develop strategies where and how to engage in the best way with such processes.

HIC is facing a particular challenge with regard to its Asia related involvement. The work of the HLRN India office is very much focused on India, the reach-out to other Asian countries and the interaction with Asian Members is limited. HIC is trying to balance this weakness through stronger GPR2C participation in Asia.

Current opportunities, which at the same time are challenging HIC, are the increasing global recognition of the importance of a human rights approach, of climate change and of housing issues. HIC has to show presence at the important fronts (OHCHR, COP, UCLG, HLPF, CSocD¹⁰² ...), to provide its expertise, to receive acknowledgement – and HIC is doing it. But this requires huge personnel and financial resources, which not always are backed-up with the ongoing project finance. Activities fixed in project contracts need to be flexible enough to allow the implementation of all the additional tasks which cannot be planned. HIC needs to request this flexibility from its donors.

There are many other challenges faced by HIC, and particularly by its Members: changing political situations and available spaces to work; instrumentalisation of civil society engagement in international development efforts; increasing violation of human and of habitat-related rights; shrinking spaces to

¹⁰² The priority theme of the 58th session of the Commission for Social Development, in February 2020, for instance, is "Affordable housing and social protection systems for all to address homelessness".
<https://www.un.org/development/desa/dspd/united-nations-commission-for-social-development-csod-social-policy-and-development-division/csod58.html>

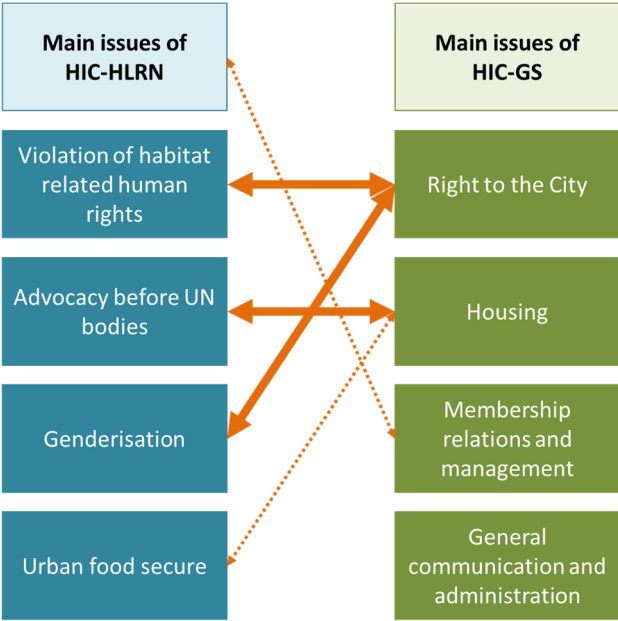
civil society actors; or scarce funding to support HIC Members’ daily operations. These are huge threats affecting directly Member organisations, and subsequently making the network much more fragile and vulnerable. An important mean to confront these threats is their worldwide publication and dissemination.

5.1.3 Recent achievements and advantages from the roles of HIC-GS and HIC-HLRN

During the evaluated period 2014-2019, the General Secretariat of HIC concentrated on the recognition of the R2C approach, through its involvement with the General Platform for the Right to the City. Increasingly, issues of affordable housing, habitat rights and gender topics have been included or specified in the work of GPR2C. The fact to be located in Barcelona has been a big advantage for HIC-GS, as it could establish closer relationships with important partners, such as UCLG, CISDP, Metropolis, CIDOB, Observatori DESC, n’UNDO, PAH (Plataforma de Afectados por la Hipoteca), Barcelona University, and also with the Municipality of Barcelona and the Catalan Government, particularly with the Catalan Development Agency ACCD (Agència Catalana de Cooperació al Desenvolupament) who could again finance HIC’s sub-projects. Moreover, HIC-GS focused on the implementation of the action research with HIC Member organisations in Europe, Africa and Latin America, in addition to its usual communication, administration and membership management tasks.

HIC-HLRN has continued to concentrate on awareness and capacity building in habitat-related human rights and its violation (including a right to land), on the respective advocacy work with UN bodies (e.g. HRCAC, CESCR, HRC, HLPF, CERD) and on UPR reviews. Increasingly, it included gender issues in its work, e.g. when supporting CSOs in Kenya and Uganda in the development and implementation of research and advocacy related to the women’s housing and land rights strategy. Moreover, the work with FIAN related to food and nutrition and in supporting the Civil Society Mechanism for relations with the UN Committee on Global Food Security (CSM4CFS) and the International Planning Committee for Food Sovereignty (IPC) have become increasingly relevant. HIC-HLRN ensures that HIC does not lose its integral approach towards habitat, e.g. tackling the important urban-rural linkages issue. Regionally, it develops many activities related to the Middle East and African region.

Figure 16 – Current intersection between HIC-GS’s and HIC-HLRN’s main issues ¹⁰³



Important conceptual elements and lessons learnt of HIC-GS’s work have been taken over by HLRN and vice versa. For instance, HIC-HLRN conducted jointly with GPR2C the research on the Right to the City in Greater Beirut and prepared a proposal for the Beirut R2C Charta. HIC-GS, on the other side,

¹⁰³ Source: Evaluator’s own elaboration.

incorporated more precisely the human rights approach in its work on R2C. The interaction and conceptual exchange between the two offices could certainly still be improved, for instance including lessons learnt from the Kenya and Uganda research into the African action research, but it's on the right track.

5.1.4 Major lessons learnt

Among the major lessons learnt, identified by the evaluators, are:

- In order to reach out to the realities at the ground, it is important to maintain a close and personalised relationship with Members and involve them into the concrete project work (e.g. doing joint research, developing local action plans, highlighting habitat rights violation issues)
- It is important to adapt the developed concepts to local conditions, again in joint efforts with local Members and Allies
- It is important to be flexible, adapting the concepts and methodologies to new upcoming opportunities, but also to challenges and threats
- In order to maintain a thriving membership, it is important to reach out to new organisations and to the new generation of organisations with a personalised attendance.

There are certainly many other lessons learnt. Its identification would require a thorough systematisation of HIC's work which could not be subject of this evaluation.

5.2. Recommendations

The following recommendations reflect the collected and collective opinion of the different informants and information sources throughout the evaluation process. They have been put through the evaluators' critical lens and systematically summarised by them. The unpurified recommendations have been presented to HIC during the December workshop in Barcelona (see [Annex 13](#)) and handed out to HIC Board members for further validation. These validation results (see [Annex 14](#)) are considered in the following summary (*in italic*). The recommendations are structured along four areas:

1. HIC structures
2. Communication and coordination with Members and Member and grassroots involvement
3. Communication between Members
4. HIC strategies and central objectives
5. Administration and management

5.2.1 Recommendations related to HIC structures

1. There were several recommendations related to the next HIC-GS office. For instance, it should be moved to a new sustainable location, in the sense, that a further removal would not be necessary in the future. Many Members from Africa favoured a location in an African country. From HIC's side it was highlighted that a strong membership in the selected country would be important in order to support the HIC-GS activities. Also financial constraints have been mentioned, for instance regarding governmental licence or cost of rents and of living.
2. Focus on strategic partnerships: HIC should gain a more important strategic position regarding the African issues, e.g. advocating before the African Commission, before UN, and establish a closer relationship with UN Habitat. Some Members and Allies expect more presence of HIC with Allies based at Rome and Geneva (both UN and CSO). Obviously, this is a question of resources which might be kept low when involving as much as possible also Member organisations. These strategic decisions should be discussed between the HIC structures and Board members.
There were certain reservations regarding a closer work with UN Habitat as the way they work is not always shared by HIC.
3. Institutionalisation of partnerships with the relevant or most continuous allies should be considered – *as already implemented with some allies, such as UCLG*. At the same time, the personalised communication with allies is very important and in many cases might be even more efficient than an institutionalised relationship.

4. HIC should further improve its visibility by disseminating its experience, presenting it in media articles or through self-presentation at events, etc. In this context, it would be important to better systematise the joint experience, even to develop a digital platform for showing concrete projects that involve CSOs (HIC Members) and local governments, related to both good practice and the bad experience.

For instance, the HRHO findings and messages should be listed and tagged as such. Right now they are scattered and not properly identified. This could be hosted in HIC's global site in a separate section.

5. Assure the maintaining of democratic structures and increase Board relevance and representation in decision making and strategic planning. An important tool could be a joint annual global work plan (involving the different HIC structures). It was also suggested to include a social movements representative in the Board (e.g. identified/ pre-elected by social movements in a participatory process).

Having multiple and independent projects for each HIC team might make a joint annual work plan difficult unless the different project objectives are the basis for the work plan.

5.2.2 Recommendations related to communication and coordination with Members and to Member and grassroots involvement

6. There is high expectation that HIC should focus its activities on Africa (without reducing presence in Latin America), but also become more visible in Asia; establish CSO relationships in countries where HIC is currently not present, involving new organisations, watching out and being open to new groups and movements; approach Members one by one, listen to their expectations more carefully.

HIC-GS commented that instead of focusing on Asia and Africa there should be a balanced impact in all regions from the Global South – and the Global North would deserve attention as well.

7. Communication with Members should be improved in general terms: Wider content, better regularity, more interaction in other languages than English; ensure that all communications (relevant reports, minutes of meetings, information documents...) are systematically translated into all HIC languages.

Following specific issues have been mentioned:

- The HIC webpage should also be in Portuguese;
- Rights violations are managed by HLRN; but, there would be a space in Spanish missing at the HLRN website, the same in French – as a matter of fact, this is not correct, there is space in Spanish, French and Arabic¹⁰⁴; the buttons for clicking are perhaps too small;
- Bring the HLRN work (e.g. HRHO) broader to the LA approach;
- In Africa: Bring organisations across the sectors together, the cross-sectoral dialogue should be improved, for instance within the Africities space;
- Assign higher priority to the GA;
- Discuss conceptual issues in General Member Assemblies (and also in Board meetings);
- Learn from Latin America: personalized attention, regional member workshops and member working groups.

Without a dedicated reference center, without a common language and without a similar socio-economic situation, learning from LA is a major challenge. LA is a unique region in this sense. But could it work if the recommendation focused on HIC Mena?

A fourth language would be a challenge (and quite time consuming). Arabic might be more relevant than Portuguese, but more complicated. With the limited human resources of the HIC-GS, the current distribution in EN-ES-FR is enough.

8. Develop a capacity building and knowledge transfer strategy which involves selected Members and the academia (including training in the ECSR Covenant, right to health, dealing with Universal Periodic Reviews, presenting parallel reports, reaction in case of evictions, political incidence, cross-cutting themes such as gender and the environment, etc.). In this context:

¹⁰⁴ <http://hlm.org/spanish/index.php#.Xf8MYPxCeHs> / <http://hlm.org/french/index.php#.Xf8NTfxCeHs>

It is suggested to fully implement the HICademy tool as a next step for improving the HIC global site.

- Strengthen the interaction with universities, their visible presence in the Coalition; *The interaction with universities is already happening, but there should be no privileges among HIC Members. Every HIC Member is as relevant and equal as the other.*

- Support the development of new visions at and with universities and academics; *The working group on capacity building in AL already has this theme among its work axes and is struggling to include HIC's topics in the university curriculum. A recent success has been the realization of a 120 hours' diploma with the Faculty of Architecture of the National Autonomous University of Mexico on participatory design and social production of habitat that will be carried out again this year.¹⁰⁵*

- Consider the participation of local authorities and government representatives in training sessions, both as resource persons and/or beneficiaries; *foster the dialogue among LGs/LAs and CSOs;*

In LA, this has been done for a long time now (including national authorities).

- Have a more important role in empowering grassroots, e.g. when dealing with local governments;
- Improve the interconnection of the denunciation of habitat rights violations with popular movements and other relevant organisations;

This is already happening in LA.

- Improve the awareness about habitat rights as human rights;
- Bring more people/Members on board of UN processes;
- Continue with the democratisation of HLRN and HIC tools and assuring transparency in UN human rights advocacy processes;
- Involve interested Members and Friends in strategic planning and results monitoring.

This could be done at the time of drafting and implementing projects . Is already happening in LA.

9. Develop joint project proposals with interested Members and partners; have more incidence in public policies, e.g. through regional projects.

It is already happening, although scale and scope are small. Members themselves should be facilitating this task, however. HIC offices are small and it is essential that HIC strengthens itself through the active involvement of members in initiatives and proposals supported by HIC.

10. Improve the contribution level of HIC Members and Friends by broader discussion, mutual understanding and agreements. In exchange Members could be offered something (incentives, including joint project proposals), for instance more South-South exchange; HIC could also be more positive in providing support to grassroots.

5.2.3 Recommendations related to communication between Members

11. Foster the interaction between Members, e.g. strengthening the South-South exchange, the exchange between global North and global South, promoting the interaction of Members in specific regions (e.g. through action research, horizontal meetings, workshops, internships and in joint capacity building groups – topics to be prioritized and decided by Members); Members could also meet virtually, also on peer-to-peer, individual level between certain organisations. Learn from Latin America: regional workshops, WhatsApp groups, Working Groups... (Specifically: Better connect HIC members to the GPR2C research initiatives; facilitate the LA working groups and initiatives (gender initiative, communication and capacity building / research WG, social production of habitat WG) with better access to relevant tools [Zoom, WhatsApp, work plan] in order to improve working performance; facilitate the African working groups too).

The possibility of more South-South exchange has been raised for a long time but financial issues have limited it.

¹⁰⁵ See more information here: <https://arquitectura.unam.mx/1d-d-participativo-2019.html>

12. Support HIC Members in elaborating own projects that open up calls to apply for seed funding and that strengthen the development and deepening of existing partnerships between Members.

5.2.4 Recommendations related to HIC strategies and central objectives

13. Continue strengthening the denunciation reporting process through national, regional and international networks; maintain and strengthen global solidarity campaigns; disseminate habitat rights violations through the UN and including the mass media (it is important to have this information distributed); define better its advocacy strategy.
14. Double down on housing focus given that globally it and other related urban issues have rapidly ascended in public policy and debate priorities. In this context:
 - Carry out powerful campaigns, e.g. related to gentrification, tenants issues, expulsions and evictions; also migration is an important topic in cities; international events could be a forum, such as HLPF, CSocD, HR UN forums, Cooperative Housing, WSF;
 - Jointly with selected Members, improve HIC strategies towards eviction prevention and post eviction actions (incl. updated guidelines in 5 languages: English, French, Spanish, Portuguese, Arabic);
 - Adapt and transfer the Social Production of Habitat concept to African and Asian realities;
 - Maintain the continual coordination with the UN-Special Rapporteur on Adequate Housing;
 - Influence, from the international level and in cooperation with Members, the national housing policies, in order to focus more on socially and culturally integrated solutions instead of merely economic approaches.
15. Straighten and popularise the R2C approach, develop a clear language (e.g. regarding “territorial development”¹⁰⁶, “participatory governance”, interrelation of right to housing and to the city with the right to land and territory¹⁰⁷), particularly when addressing grassroots, marginalized people and rural areas.
16. Strengthen holistic approaches towards habitat, including:
 - Improve incorporation of urban-rural linkage and environmental topics into HIC’s actions; visualise the interconnections more explicitly; establish a dialogue with people and organisations that focus on rural issues;
 - Combine habitat-related rights violation issues with other important issues, like environment and access to labour;
 - Improve incorporation of land rights issues, develop a land strategy (incl. development and legal recognition of norms, “human right to land”); consider small farmers land rights;
 - Improve incorporation of gender aspects, e.g. related to housing and land rights, to abuse of women and gender rights.

Don’t push too much: Holistic and participatory approaches to the improvement of living conditions in human settlements need time; take your time and listen more to the voices at the grassroots level.

This recommendation could be directed towards MISEREOR and other donors as well.
17. Foster the establishment of a global HIC Women and Habitat Network, based on the Latin American experience.

5.2.5 Recommendations related to administration and management

18. The General Secretariat should be stronger, with more dedication and (perhaps, if possible) more people; now the salaries are partly paid by GPR2C (through Ford Foundation), this helps a lot to manage the work load. Consider the following:
 - Management processes should not only tackle administrative topics but also conceptual development and policy orientation;

¹⁰⁶ Used, for instance, in the NUA.

¹⁰⁷ Refer, for instance, to: Priscilla Claeys: The Right to Land and Territory: New Human Right and Collective Action. March 2016. <https://halshs.archives-ouvertes.fr/halshs-01316857/document> AND <http://www.fmsh.fr/en/24666>

- Increase planning flexibility;
 - Reduce staff fluctuation providing incentives (exchange visits, etc.) and transferring knowledge and responsibilities to lower-level staff and to new generations;
 - Involve as far as possible CSOs and social movements into managerial and administrative processes (enhance participation and transparency);
 - Encourage to carry out smaller projects with specific objectives within bigger projects coordinated by the HIC-GS in regions where there are no regional offices;
 - Organise inter-regional meetings of HIC structures.
19. Improve administrative and management processes efficiency by improving the internal communication and workflow (taking advantage of more up-dated office automation tools and technics, such as CRM, Office 365, etc.) and by planning further ahead for the different administrative and political events (Board meeting, GA, etc.).

5.2.6 Recommendations related to cooperation with MISEREOR

20. When planning the next evaluation (with MISEREOR), envisage more time in total (at least a period of 6 months) to allow for several feedback rounds.
21. MISEREOR additionally suggests to hold at least yearly joint planning and monitoring meetings in Aachen, with participation of the responsible MISEREOR staff from sectoral and regional departments, including the evaluation department if required, and representatives of HIC-GS and Board.

The following overview includes also suggestions related to responsibility and implementation perspective for each recommendation.

Overview 6 – Summary of recommendations ¹⁰⁸

No.	Recommendation	Responsibility	Perspective ¹⁰⁹		
			Short-term	Mid-term	Long-term
Recommendations related to HIC structures					
1.	Assure a sustainable location of the next HIC-GS office, look for a proximity to strategic Members and Allies	HIC Board			
2.	Focus on strategic partnerships	HIC Board, HIC-GS and regional structures			
3.	Institutionalise relevant partnerships	HIC Board, HIC-GS and regional structures			
4.	Further improve HIC's visibility	HIC Board, HIC-GS and regional structures			
5.	Assure the maintaining of democratic structures	HIC Board, HIC-GS and regional structures			
Recommendations related to communication and coordination with Members and Member and grassroots involvement					
6.	Focus HIC's activities on Africa, and become more visible in Asia, balancing HIC's work and impact in all global regions	HIC-GS and regional structures			
7.	Improve communication with Members	HIC-GS and regional structures			
8.	Develop a capacity building and knowledge transfer strategy	HIC Board, HIC-GS and regional structures; Members/Friends from academic institutions			
9.	Develop joint project proposals with interested Members and partners (refer also to recommendation 12)	HIC Board, HIC-GS and regional structures			
10.	Improve the contribution level of HIC Members and Friends	HIC-GS and regional structures			
Recommendations related to communication between Members					
11.	Foster Member interaction (North-South, South-South, regionally)	HIC-GS and regional structures			
12.	Support HIC Members in elaborating projects (refer also to recommendation 9)	HIC-GS and regional structures			
Recommendations related to HIC strategies and central objectives					
13.	Strengthen the denunciation reporting and dissemination	HIC-GS and regional structures			
14.	Double down on housing focus	HIC Board, HIC-GS and regional structures			
15.	Straighten and popularise the R2C approach	HIC-GS and regional structures			
16.	Strengthen holistic approaches towards habitat	HIC Board, HIC-GS and regional structures; MISEREOR			
17.	Foster the establishment of a global HIC Women and Habitat Network	HIC Board			
Recommendations related to administration and management					
18.	Allow the General Secretariat to be stronger (refer also to recommendation 1)	HIC Board, HIC-GS			
19.	Improve administrative and management processes efficiency	HIC-GS			
Recommendations related to cooperation with MISEREOR					
20.	Envisage more time for the next evaluation to allow for several feedback rounds	HIC-GS, MISEREOR			
21.	Hold at least yearly joint (MISEREOR-HIC) planning and monitoring meetings in Aachen	MISEREOR			

¹⁰⁸ Source: Evaluator's summary and perception on the basis of recommendations provided throughout the evaluation process.

¹⁰⁹ Short term = within 6 months; Middle term = within 1-2 years; Long term = within 2-5 years.