

Final Project Evaluation Terms of Reference
UNDP Country Office and Ministry of Municipal, Rural Affairs and Housing
Kingdom of Saudi Arabia

1. Background and context

The Kingdom of Saudi Arabia (KSA) spans the vast majority of the Arabian Peninsula, with a land area of approximately 2,150,000 km² (830,000 sq mi). Saudi Arabia is the largest country in the Middle East, and the second-largest country in the Arab world with a rapidly growing population of 35,013,414 in 2020 the majority of which lives in urban areas. Such a high level of urbanization brings challenges in terms of meeting demands for infrastructure and services, as well as opportunity to provide human resources necessary for development and achieving sustainability. The annual population growth rate is 2.4%. In this regard, the National Housing Strategy of the Kingdom of Saudi Arabia stated that the deficit of affordable housing for Saudi families in 2011 was estimated at half a million housing units, which led the Custodian of the Two Holy Mosques the late King Abdullah bin Abdul Aziz to issue a royal decree for the establishment of the Ministry of Housing to replace the General Housing Authority, and ordered the allocation of 76 billion US dollars to build housing units and close the housing gap. On the 24th of January 2021 the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud issued a Royal Decree on merging the Ministry of Housing (MoH) with the Ministry of Municipal and Rural Affairs (MOMRA) and rebranding it as the Ministry of Municipal and Rural Affairs and Housing (MOMRAH).

The land award program has played a great role in providing land at a suitable price for building houses in urban areas. However, ineffective use of serviced land, in part due to speculation, has been a major contributor to a growing shortage of affordable housing. In addition, there is also a lack of products that matches the purchasing power of those in need of houses. Saudi households have increasingly faced challenges to access adequate housing, as the gap widened between supply and demand. Supply did not accommodate the financial affordability, whereas financing mechanisms were conventional to hardly satisfying the needs of the Saudi households, especially those of low-income category. There was a tendency to rely on the private sector as an essential developer through partnerships to provide various housing options, particularly for the high- and middle-income segments. The provision by the public housing sector has been limited and not able to reduce the backlog. In fact, provision in Saudi Arabia is mostly dominated by the private sector, as it holds large areas of vacant lands which can be developed to help stem the current housing crisis. This situation led Council of Ministers to issue the White Land Tax Act and its Implementing Regulation to spur owners to develop their vacant lands, in addition to many stimulating housing decisions and legislation for both the private and the 3rd non-profit sector.

In April 2016, the Saudi Vision 2030, an ambitious blueprint for development, was launched. Vision 2030 is the forward-thinking initiative of Crown Prince Mohammed bin Salman. It sets down a plan for the Kingdom of Saudi Arabia's future with several goals aimed at inspiring economic, political, and social development. The Saudi Vision 2030 aimed to increase home owning rates to 60% by 2020, through various housing solutions, at the lowest cost possible, and financing of projects for the poorest. Key areas tackled by the Program are increasing housing stock, affordability, and regulating the housing sector. Important work streams in this regard include managing urban density, urban redevelopment of city centres, provision of suitable land, and exchange of land with the government for the construction of new housing projects, public-private partnerships, providing financing solutions matching needs of different segments through transforming the Real Estate Development Fund into a financing institution, and the establishment of the Saudi Real Estate Refinance Company, in addition to supporting the segments in need of affordable housing initiatives under property use rights provided by NGO sector. The Technical Support to Implementation of the Developmental Housing Initiatives to MOMRAH project is a national project benefiting the whole of the Kingdom with a focus on female single headed household and low income families in addition to contributing to the

UNDP CPD (2017- 2021) Outcome 1 (Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure) and CPD output 1.3 (Urban policies developed to boost emerging national priorities). It also contributes to SDG target 11 "sustainable cities and communities".

The project is implemented by the Ministry of Municipal, Rural Affairs and Housing and in partnerships with UNDP/UN-Habitat.

On the basis of the outputs of MOMRAH Strategic Plans and UNDP Projects, as well as considering the UN and Saudi strategy and policy documents, the final evaluation will look into the progress of the following outputs:

1. **Business Plan for non-profit sector engagement:** defining the key areas of work and the roadmap for engaging non-profit organizations.
 - 1.1 International benchmarking report featuring 3-4 experiences of non-profit housing development in contexts of relevance to the KSA, with emphasis on the following aspects in particular: alternatives to the right of use, legal mechanisms /types of housing ownership, maintenance and operation programs, replacement of beneficiaries, criteria for the choice of beneficiaries and several aspects related to legislation and governance of housing development.
 - 1.2 Elaborate a template business plan that can be adapted and adopted by non-profit organizations in the field of Development housing
 - 1.3 Establish a cooperation/partnership framework, including guidelines and steps for forming and managing partnerships between MoH and non-profit organizations (and potentially other stakeholders i.e. private sector through CSR.
2. **Comprehensive review of current policies, legislation, initiatives and governance framework of non-profit housing development sector:** Review and develop policies, regulations and criteria to select development housing beneficiaries in order to guide and regulate the work of NGOs in delivering affordable housing.
 - 2.1 Review and analysis of the gaps and bottlenecks in the current frameworks and regulations related to non-profit housing initiatives, with particular attention to decree number 198 and other related decrees. This will increase coordination with relevant authorities that would improve the overall efficiency of the housing delivery system for NGOs to achieve the targets set by the Ministry.
 - 2.2 Comprehensive review of the household's characteristics of the existing non-profit housing initiatives and programmes in selected Saudi cities to study the socioeconomic development of subsidized households for their reintegration into market-price housing. This sub activity should include a comprehensive review of existing non-profit housing initiatives and programmes in selected Saudi cities as well as the review of legal mechanism/ types of housing ownership.
 - 2.3 Set new criteria for the selection of beneficiary target groups, including guidelines for socioeconomic development of households. This sub activity should include suggesting additional regulations or legal mechanisms the replacement of beneficiaries at the end of their contract or no more eligible according to the set criteria. This will help dealing with the current challenges that MoH is facing in this area. Subsequently, this will enhance the efficiency of the non-profit sector in development housing to meet the targets set by the Ministry

3) Spatial analysis to locate and design non-profit housing projects

3.1 Drafting of a Compendium of International Standards and Best Practice including 3 to 4 relevant experiences for the context of Saudi Arabia to support the selection of suitable locations for non-profit housing projects or similar social housing developments in Saudi cities.

3.2 Neighbourhood analysis of selected of Saudi cities by using international standards related to social integration, employment availability, accessibility and mobility among others. This activity will include the assessment of the designs of the housing unit.

3.3 Develop a system of spatial standards by utilizing geographic information system to select suitable locations within Saudi cities for the construction of non-profit housing developments.

3.4 Application of the new standards to one non-profit housing project in one Saudi city (preferably one of the main cities that Habitat has already studied extensively with Future Saudi Cities Programme) through a participatory housing design studio including the participation of different target groups

To date the project has been progressing well in achieving its intended outputs. Many achievements have been realized, including the completion of five sub-outputs reports (1.2, 1.3, 2.2, 2.3 and 3.2). The drafted reports include the development of a model partnership agreement (sub-output 1.3); a template business plan and housing needs assessment (sub-output 1.2), a mapping of the beneficiary selection process (sub-output 2.2), recommendations for revisions to beneficiary selection (sub-output 2.3), a neighborhood analysis of fourteen developmental housing sites (sub-output 3.2). All draft reports have been presented to the Ministry of Municipal and Rural Affairs and Housing (MOMRAH) and final versions have been completed with translations and graphic design for final submission.

Furthermore, the UNDP and UN-Habitat partnered with the Ministry of Municipal Rural Affairs and Housing (MoMRAH), Deputyship of Developmental Housing, together with NGO's and AlFaisal University and Dar Al Uloom University on the Sustainable Housing Concept Plan Initiative (SHCP) - Housing Design Studio. The SHCP will aim to develop new housing typology designs that addresses quality of life and beneficiary housing needs by engaging youth, women, and local experts through an inclusive participatory planning process. In addition, to creating housing projects designs that integrates development housing and the city by incorporating sustainable mobility concepts, such as non-motorized transport and adopting hot climate mitigative designs in public spaces.

The evaluation requires working with all heads of departments involved with the various outcomes as well as all consultants on the project and other relevant project and authority staff.

The project duration was originally for approximately 2 years (January 2020- October 2021). The project extension period (October 2021 to April 2022) provides the necessary time for the project to complete ongoing activities and deliver the outputs that were delayed due to COVID.

Basic Project information can also be included in table format as follows:

PROJECT/OUTCOME INFORMATION		
Project title:	Technical Support to Implementation of the Developmental Housing Initiatives	
Atlas ID	SAU10/ 118640	
Corporate outcome and output	Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure	
Country	Saudi Arabia	
Region	RBAS	
Date project document signed	25 December 2019	
Project dates	Start	Planned end
	1 January 2020	30 April 2022
Project budget	US \$1,777,008	
Project expenditure at the time of evaluation	US \$ 753,745	
Funding source	Government	
Implementing party ¹	Ministry of Foreign Affairs	
UN Implementing Partner	UNDP	
UN Executing Partner	UN- Habitat (Technical support)	

2. Evaluation purpose, scope and objectives

Evaluation purpose and objectives:

This final evaluation is conducted as part of a planned intervention aimed at re-positioning the project to help MOMRAH and the housing deputyship meet its mandate. In view of the pandemic and the drastic changes that has been taking place in the country, the project has had to adapt to the changes over recent years. This evaluation thus becomes crucial to assess the impact of the pandemic and to ensure the project has delivered its intended objectives. The evaluation and ensuing recommendations will help build a new phase for the project serving MOMRAH to better deliver its intended task and learn lessons from previous activities.

Scope of the evaluation:

- The final evaluation will look into the progress of the following outputs:
 - 1) Business Plan for non-profit sector engagement:** defining the key areas of work and the roadmap for engaging non-profit organizations.
 - 1.1 International benchmarking report featuring 3-4 experiences of non-profit housing development in contexts of relevance to the KSA, with emphasis on the following aspects in particular: alternatives to the right of use, legal mechanisms /types of housing ownership, maintenance and operation programs, replacement of beneficiaries, criteria for the choice of beneficiaries and several aspects related to legislation and governance of housing development.

¹ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

- 1.2 Elaborate a template business plan that can be adapted and adopted by non-profit organizations in the field of Development housing
- 1.3 Establish a cooperation/partnership framework, including guidelines and steps for forming and managing partnerships between MoH and non-profit organizations (and potentially other stakeholders i.e. private sector through CSR.

2) Comprehensive review of current policies, legislation, initiatives and governance framework of non-profit housing development sector: Review and develop policies, regulations and criteria to select development housing beneficiaries in order to guide and regulate the work of NGOs in delivering affordable housing.

2.1 Review and analysis of the gaps and bottlenecks in the current frameworks and regulations related to non-profit housing initiatives, with particular attention to decree number 198 and other related decrees. This will increase coordination with relevant authorities that would improve the overall efficiency of the housing delivery system for NGOs to achieve the targets set by the Ministry.

2.2 Comprehensive review of the household's characteristics of the existing non-profit housing initiatives and programmes in selected Saudi cities to study the socioeconomic development of subsidized households for their reintegration into market-price housing. This sub activity should include a comprehensive review of existing non-profit housing initiatives and programmes in selected Saudi cities as well as the review of legal mechanism/ types of housing ownership.

2.3 Set new criteria for the selection of beneficiary target groups, including guidelines for socioeconomic development of households. This sub activity should include suggesting additional regulations or legal mechanisms the replacement of beneficiaries at the end of their contract or no more eligible according to the set criteria. This will help dealing with the current challenges that MOH is facing in this area. Subsequently, this will enhance the efficiency of the non-profit sector in development housing to meet the targets set by the Ministry

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3.3 Develop a system of spatial standards by utilizing geographic information system to select suitable locations within Saudi cities for the construction of non-profit housing developments.

3.4 Application of the new standards to one non-profit housing project in one Saudi city (preferably one of the main cities that Habitat has already studied extensively with Future Saudi Cities Programme) through a participatory housing design studio including the participation of different target groups

- This evaluation will cover all activities held during the span of the project between (1 January 2020 - 30 April 2022) and highlight issues and recommendations in all aspects (technical, financial, management, structural and operational), including the effective use of resources and delivery outputs in the signed project document and workplan.

Issues relate directly to the questions of the evaluation must be answered so that users will have the information they need for pending decisions or action. An issue may concern the relevance, coherence, efficiency, effectiveness, or sustainability of the intervention. In addition, UNDP evaluations must address how the intervention sought to **mainstream gender in development efforts**, considered disability issues and applied the rights-based approach.

2 Evaluation criteria and key guiding questions

Referencing and adopting from Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria ((a) relevance/ coherence; (b) effectiveness; (c) efficiency; and (d) sustainability (and/or other criteria used), the evaluation will answer the following questions:

Project evaluation sample questions:

Relevance/ Coherence

- To what extent was the project in line with national development priorities, country programme outputs and outcomes, the UNDP/ UN-Habitat Strategic Plan, and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the design?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?
- To what extent were the project outputs achieved, considering men, women, and vulnerable groups?
- To what extent has the UNDP/UN-Habitat partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?
- Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP/ UN-Habitat project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP/ UN-Habitat ensure effective and efficient project management?

Sustainability

- To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?

Evaluation questions on cross-cutting issues

Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Gender equality

All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?

Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?

Guiding evaluation questions will be further refined in the inception report by the evaluation team and agreed with UNDP evaluation stakeholders.

3 Methodology

The evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and male and female direct beneficiaries. Methodological tools and approaches may include:

- **Document review.** This would include a review of all relevant documentation, inter alia
 - Project document (contribution agreement).
 - Theory of change and results framework.
 - Programme and project quality assurance reports.
 - Annual workplans.
 - Activity designs.
 - Consolidated quarterly and annual reports.
 - Results-oriented monitoring report.
 - Highlights of project board meetings.
 - Technical/financial monitoring reports.
 - Financial reports for the funding analysis required as per the evaluation questions
- **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners:
 - **Semi-structured interviews**, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
 - Key informant and **focus group discussions** with men and women, beneficiaries, and stakeholders.
 - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Surveys and questionnaires** including male and female participants in development programmes, UNCT members and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
- **Gender and human rights lens.** All evaluation products need to address gender, disability, and human right issues.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders, and the evaluator.

4 Evaluation products (deliverables)

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- **Evaluation debriefings.** Immediately following the evaluation, UNDP expects a preliminary debriefing and findings.

- **Draft evaluation report (within an agreed length).**² A length of 40 to 60 pages including executive summary is suggested.
- **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within one week of submission of the draft. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report.**
- **Presentations to stakeholders and/or the evaluation reference group** (if required).
- **Evaluation brief and other knowledge products agreed in the inception report** or participation in knowledge-sharing events, if relevant.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and UNEG quality check list and ensure all the quality criteria are met in the evaluation report.

In line with UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her/their control.

5 Evaluation required competencies

The evaluation will be carried out by an international consultant. The consultant shall be responsible for carrying out and performing all the duties and responsibilities as defined in the implementation arrangements section and required by the evaluation.

- **Required qualifications:** Advanced degree in architecture, development housing, urban and regional planning minimum 10 years' experience in evaluations, preferably in the field of housing policy, urban and regional housing, sustainable housing models. Knowledge of Saudi, region or similar context, a plus.
- **Technical competencies:** Team leadership skills and experience, technical knowledge in UNDP thematic areas, with specifics depending on the focus of the evaluation, data analysis and report writing etc.
- **Technical knowledge and experience:** Gender and disability inclusion competencies are preferable as well as technical knowledge and experience in other cross-cutting areas such equality, disability issues, rights-based approach, and capacity development.
- **Language skills required:** Fluent English, knowledge of Arabic is considered an asset.

Evidence to be presented:

- resume
- work samples
- references

To support claims of knowledge, skills and experience.

Explicit statement of evaluators' independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation should be provided.³

6 Evaluation ethics

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.³

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

7 Implementation arrangements

The section describes the specific roles and responsibilities of all involved in this evaluation:

1. Evaluation commissioner: The Resident Representative who will approve the inception report and the final evaluation report.
2. Evaluation manager: Lead the evaluation process and participate in all of its stages - evaluability assessment, preparation, implementation, management and use of the evaluation. Ensure quality assurance and manage the ERC portal
3. Evaluator:
 - a. Fulfil the contractual arrangements under the TOR
 - b. Develop the evaluation inception report, including an evaluation matrix and a gender responsive methodology, in line with the TOR, UNEG norms and standards and ethical guidelines
 - c. Conduct data collection and field visits according to the TOR and inception report
 - d. Produce draft reports adhering to UNDP evaluation templates, UNDP Evaluation guidelines including the required quality criteria and brief the evaluation manager, programme/ project managers and stakeholders on the progress and key findings and recommendations
 - e. Consider gender equality and women's empowerment and other cross-cutting issues, check if all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analysed and interpreted. The evaluator needs to ensure that all the evaluation sections are gender responsive.
 - f. Finalize the evaluation report, incorporating comments and questions from the feedback/ audit trail. Record own feedback in the audit trail including those of the members of the team, the evaluation manager, the commissioning programme unit, and key stakeholders.
4. Project manager:

- a. Provide inputs/ advice to the evaluation manager and evaluation reference group on the detail and scope of the TOR for the evaluation and how the findings will be used
- b. Ensure and safeguard the independence of evaluations
- c. Provide the evaluation manager with all required data (e.g. relevant monitoring data) and documentation (reports, minutes, reviews, studies, etc.), contacts/ stakeholder list etc.
- d. Ensure that data and documentation in general, but in particular related to gender equality and women's empowerment and other cross-cutting issues, are made available to the evaluation manager
- e. Provide comments and clarification on the TOR, inception report and draft evaluation reports
- f. Respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP
- g. Ensure dissemination of the evaluation report to all the stakeholders including the project board
- h. Implement relevant key actions on evaluation recommendations

Institutional Arrangements:

The consultants will take responsibility, with assistance from the project team, for setting up meetings and conducting the evaluation, subject to advance approval of the methodology submitted in the inception report. The consultants will report directly to the designated evaluation manager and focal point and work closely with the project team. Project staff will not participate in the meetings between consultants and evaluands. The consultants will work home based and will be required to travel to Saudi Arabia for a field visit. limited administrative and logistical support will be provided. The consultant will use his own laptop and cell phone.

8 Time frame for the evaluation process

The consultancy should be conducted and completed within 24 days over 3 months. The final timeframe should be agreed in the inception report.

This section lists and describes all tasks and deliverables for which the evaluator will be responsible and accountable, as well as those involving the commissioning office (e.g., workplan, agreements, briefings, draft report, final report).

- Desk review.
- Briefings of evaluator.
- Finalizing the evaluation design and methods and preparing the detailed inception report.
 - In-country data collection and analysis (visits to the field, interviews, questionnaires).
 - Preparing the draft report.
 - Stakeholder meeting and review of the draft report (for quality assurance).
 - Incorporating comments and finalizing the evaluation report.

In addition, the evaluator may be expected to support UNDP efforts in knowledge sharing and dissemination.

Working day allocation and schedule for an evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing 9 January 2022	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluator	-	At the time of contract signing 9 January 2022	Via email	Evaluation manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	Within two weeks of contract signing 9-23 January 2022	Home- based	Evaluator
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing 23 January 2022		Evaluator
Comments and approval of inception report	-	Within one week of submission of the inception report 30 January 2022	UNDP	Evaluation manager
Phase Two: Data-collection mission				
Consultations and field visits, in-depth interviews and focus groups	4 days	Within four weeks of contract signing 6-10 February 2022	In country With field visits	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	1 day	10 February 2022	In country	Evaluator
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)	10 days	Within two weeks of the completion of the field mission 13 February- 24 February 2022	Home- based	Evaluator
Draft report submission	-			Evaluator
Consolidated UNDP and stakeholder comments to the draft report	-	Within two weeks of submission of the draft evaluation report 10 March 2022	UNDP	Evaluation manager
Debriefing with UNDP/ UN-Habitat/ Key stakeholders	1 day	Within one week of receipt of comments 17 March 2022	Remotely UNDP	UNDP, stakeholder and evaluator
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	3 days	Within one week of final debriefing 24 March 2022	Home- based	Evaluator
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing 24 March 2022	Home- based	Evaluator
Estimated total days for the evaluation	24			

Excludes days estimated for UNDP's review

Payment's schedule:

Milestones/Activities	Indicated Timeframe/ Duration (working Days)	% of Payment	Document to be Submitted	Approving Officer accepting the milestone
Phase One: Desk review and inception report A detailed inception report describing initial findings based on the comprehensive documentation review, the evaluation methodology, detailed work plan, the outline of the final report in addition to the inception report. Presentation and approval	5 days	15%	A comprehensive Inception Report	Evaluation manager and reference group to review. Evaluation commissioner to approve
Phase Two: Data-collection mission and Debriefing to UNDP and key stakeholders: Collection and analysis by applying methodologies and approaches presented and approved in the inception report	5 days			
Phase Three: Evaluation report A draft evaluation report to be prepared based on collected data	10 days	35%	A draft evaluation report	
Debriefing with UNDP	1 day			
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	3 days			
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes) along with audit trail		50%	Final evaluation report	
Total	24 days			

9 Application submission process and criteria for selection

As required by the procurement unit.

10 TOR annexes

- **Intervention results framework and theory of change.**
- **Key stakeholders and partners.**
- **Documents to be consulted.** A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
 - MOMRAH strategy
 - Monitoring plans and indicators.

- Partnership arrangements (e.g., agreements of cooperation with Governments or partners).
- Project Document and Budget Revisions.
- Minutes of all meetings.
- **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

Table 1. Sample evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis

- **Schedule of tasks, milestones and deliverables.** Based on the time frame specified in the TOR, the evaluators present the detailed schedule.
- [Inception report](#)
- [Required format for the evaluation report](#). The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports as mentioned in section 6 of the evaluation guidelines.
- **Dispute and wrongdoing resolution process and contact details (annex A)**
- [Pledge of ethical conduct](#) in evaluation. UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system'.⁵

Annex A

UNDP Evaluation dispute resolution process

Dispute settlement

Should you or a member of the evaluation team feel unduly pressured to change the findings or conclusions of an evaluation you have been contracted to undertake you are freely able to raise your

concerns with the management within UNDP.

Please send your concerns to the Deputy Director of the Region who will ensure a timely response.

Please also include the Independent Evaluation Office, in your correspondence

(evaluation.office@undp.org).

Reporting wrongdoing

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the [UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), the Office of Audit and

Investigation is the principal channel to receive allegations*.

Anyone with information regarding fraud against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact

information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

[ONLINE REFERRAL FORM](#) *(You will be redirected to an independent third-party site.)*

PHONE - REVERSED CHARGES [Click here for worldwide numbers](#) (interpreters available 24 hours/day) Call +1-844-595-5206 in the USA

EMAIL directly to OAI at: reportmisconduct@undp.org

REGULAR MAIL

Deputy Director (Investigations)
Office of Audit and Investigations
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One UN Plaza, DC1, 4th Floor
New York, NY 10017 USA

* <https://www.undp.org/accountability/audit/investigations>