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**ToR for Individual Consultant**  
**Strengthening Development Planning and Management in Greater Cairo Joint  
Programme Mid-Term Evaluation Consultant**

- II. Post Title: Strengthening Development Planning and Management in Greater Cairo' Joint Programme Mid-Term Evaluation Consultant
- III. Contract Duration: 3 months – 30 working days
- VI. Deadline for Application: 5 September 2019

**Background**

The United Nations Development Programme (UNDP) began supporting the General Organization for Physical Planning (GOPP) in 1986 through a project establishing a GOPP Regional Center in Ismailia for the Suez Canal Economic Region. Since then and building on the success of this project, the GOPP and UNDP embarked on several other initiatives to promote good governance and induce institutional transformation by decentralizing decision-making process and applying participatory planning methods in planning and executing physical plans. These initiatives have been materialized through four main projects including 'Strengthening Development Planning and Management in Greater Cairo' joint programme in collaboration with UN-Habitat and the New Urban Communities Authority (NUCA).

**Strengthening Development Planning and Management in Greater Cairo**

Greater Cairo, which includes the geographic scope of the governorates of Cairo, Giza and Qalubiya is characterized by being one of the largest urban agglomerations in the world with a population of about 18 million. Greater Cairo hosts the headquarters of the government, government institutions, foreign embassies, prestigious universities, hospitals, Egyptian and international finance institutions as well as the most famous and important world tourist sites.

Greater Cairo is facing many challenges in terms of the pressure on all public utilities, infrastructure, traffic, the environment and urbanization. The future vision and strategic trends for Greater Cairo were prepared through the Strategic Plan for the Greater Cairo Region joint programme during the period between 2007-2014. A group of studies and plans were prepared which, when implemented, will improve the quality of life and achieve social justice for all segments and economic strata of the population. The strategic objective of this joint programme is represented in the active contribution to realizing the strategic vision for the development of Greater



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Cairo represented in achieving social justice and economic competitiveness, as well as being environment-friendly through the development of priority development projects, participatory planning process and preparing studies of institutional, legal and administrative development.

### **Purpose of Evaluation**

UNDP, UN-Habitat and GOPP have agreed to conduct a mid-term evaluation of the said joint programme in order to capture and validate their results so far, identify lessons learned and identify areas that require further support or strengthening.

The evaluation will serve the following purposes:

1. Validate results reported by the joint programme
2. Articulate the results in messages that could be used in communication on joint programme achievements.
3. Identify existing institutional strengths that the joint programme enjoys for its continuation, as well as the areas that can be further strengthened to help the joint programme in effectively promoting for an enhanced physical and urban planning.

### **Evaluation Scope and Objectives**

The objectives of the evaluation are to:

1. Assess and validate the achievements so far of said joint programme, identifying the strategic, policy and institutional factors that have led to the realizing these achievements (or impediment of results).
2. Conduct a capacity assessment of the joint programme to identify existing capacities of the joint programme and identify needs that can benefit from additional support
3. Validate the relevance, efficiency, effectiveness, and sustainability of the joint programme development outcomes in realizing good governance and decentralization.
4. Provide recommendations for the way forward of the joint programme in relation to its multi-year workplan.
5. Assess how has the joint programme sought to mainstream gender in its activities as well as in its generated urban plans.
6. Assess the joint programme's communication plan and how effective is it in reaching their stakeholders
7. Examine UNDP-GOPP-NUCA and UNDP-UN-Habitat joint programme partnerships during the evaluation's timeframe and assess the value and relevance of these.



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## Evaluation Questions

Evaluation questions define the information that the evaluation will generate. The evaluator will include in the Inception Report a list of evaluation questions that, when answered, will give users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. For example, evaluation questions might include:

### Project evaluation sample questions

#### Relevance:

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP 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 project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- 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



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- 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?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP 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's objectives?
- Are the project's objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

## 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 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, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- 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 ensure effective and efficient project management?



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## Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's 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 did UNDP actions pose an environmental threat to the sustainability of project outputs?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

## Evaluation cross-cutting issues sample questions

### Gender equality

- 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 data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?



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Evaluation questions must be agreed upon between UNDP, UN-Habitat and GOPP and accepted or refined in consultation with the evaluator. Evaluation questions are to be included in an inception brief prior to start of evaluation mission.

### **Methodology**

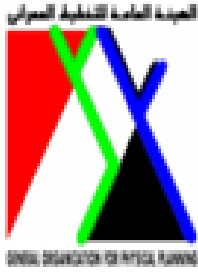
The evaluator is expected to use all relevant methods to obtain data and information for their analysis and drawing up of findings, conclusions, lessons learned and recommendations.

Among the suggested methodology for the evaluation includes:

1. **Documentation review and identification of stakeholders:** Begin with the description of the joint programme and its intended results. Review documents such as the joint programme document, joint programme brief, quarterly progress reports, Annual Project Reports (APR), and minutes from joint programme Board meetings as well other related reports and agreements.
2. **Field visits to relevant joint programme sites and representatives from UN agencies.** A list of the suggested field visits should be included in the inception brief. The visit will be coordinated by GOPP.
3. **Interviews** with joint programme director, managers, staff, partners including GOPP, NUCA, UNDP and UN-Habitat.
4. **Focus Groups/questionnaires** with joint programme staff and beneficiaries.
5. **Probing the joint programme outcome/output indicators**, going beyond these to explore other possible indicators, and determining whether the indicators have been continuously tracked.

The evaluator should develop suitable tools for data collection and analysis. The methodology and tools that will be used by the evaluator should be presented in the inception brief and the final report in detail. The methodology must be agreed upon between UNDP, the evaluator and GOPP prior to the start of the evaluation.

### **Deliverables and Schedule of Payment**



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Key evaluation deliverables the evaluator will be accountable for producing under the supervision of UNDP and UN-Habitat Technical Officers:

- 1- **Inception report (10%)**— the evaluator will prepare a brief outlining the main evaluation issues that will be addressed, the stakeholders to be consulted, relevant evaluation questions and the proposed and final methodology that has been agreed upon before the evaluation is set to begin. The report should also define and include criteria to measure efficiency, effectiveness, relevance, and sustainability. It is suggested that the evaluator use the Evaluation Matrix (provided in Annex 1) to present the evaluation design and methodology.
- 2- **Draft evaluation report (40%)**—The programme units at UN-Habitat and UNDP should review the draft evaluation report to ensure that the evaluation meets the required UN quality criteria
- 3- **Final evaluation report (20%)**
- 4- **Brief Executive Summary (10%)**
- 5- **PowerPoint presentation on findings and proposed recommendations (10%)**
- 6- **List of main messages on results and future directions of the joint programme (10%)**



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### **Time-Frame**

The evaluation timeframe is tentatively planned to be around 30 working days to be undertaken between the months of September and December 2019. The time frame does not include two weeks of unpaid time, during which UNDP Egypt will analyze, provide comments and share the draft report with different stakeholders. This slot falls between the writing of the draft report and finalization of the evaluation report.

### **Required Competencies**

The evaluation will be carried out by a national consultant who has not participated in the joint programme preparation and/or implementation and does not have any conflict of interest with joint programme related activities.

The appropriate a **Consultant** for the evaluation will have the following qualities:

- Advanced university degree in the social sciences preferably in urban development and physical planning with 10-15 years of national/international experience in the field.
  - Recognized experience in the evaluation of institutions similar to the GOPP
  - Experience with strategic Planning and the evaluation of institutional arrangements
  - Expert in urban development and physical planning
  - Recent experience with result-based management monitoring and evaluation methodologies
  - Fluency in English and strong technical writing and analytical skills
  - Previous involvement and understanding of UNDP procedures is an advantage
  - Extensive international experience in the fields of joint programme formulation, execution, and evaluation is required
- Interested candidates should submit their anticipated lump-sum (in Egyptian pounds) that will include all consultancy-related costs.





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## Annex I

**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