



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

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<b>Name of the evaluation intervention</b>	Technical Support Project for Effective Implementation of Development Housing Initiatives
<b>Time frame of the evaluation</b>	10 January 2022 - 30 April 2022
<b>Date of the report</b>	7 <sup>th</sup> April 2022
<b>Country of evaluation intervention</b>	Kingdom of Saudi Arabia
<b>Name of evaluator</b>	Sheikh Salim Altaf
<b>Name of the organisation commissioning the evaluation</b>	United Nations Development Programme

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The report reflects an evaluation of project outputs and outcomes based on the consultation with key stakeholders to obtain information on the performance of the Technical Support Project, Developmental Housing Initiatives. My gratitude is hereby extended to all those who invested their time and participated in the evaluation process. In particular, my special thanks to UN-Habitat and UNDP team based in Riyadh, Saudi Arabia who accommodated my visits and interactive sessions. I extend my gratitude to Saudi University representatives who supplemented the evaluation process.

Sheikh Salim Altaf

### **Project and evaluation information details**

Project title	Technical Support Project for Effective Implementation of Development Housing Initiatives	
Atlas ID	SAU10/ 00123413	
Corporate outcome and output	Strengthened participation of the non-profit sector in housing provision within the housing development Initiative in KSA	
Country	Kingdom Saudi Arabia	
Region	RBAS	
Date project document signed	25 December 2019	
Project dates	Start: 1 January 2020	Valid Period: 30 April 2022
Project budget	US \$1,777,008	
Project expenditure at the time of evaluation	Financially, the current expenditures until 31st of December 2021 of the project is US\$ 1,498,818.68 which represents 94.5% of the total received amount.	
Funding source	Government	
Implementing party	Ministry of Municipal Rural Affairs and Housing (MoMRAH)	
Evaluation information		
Evaluation type	Project Evaluation	
Final/midterm review/ other	Final	
Period under evaluation	Start: 10.01.2020	End: 30.04.2022
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Evaluation dates	Start: 10.01.2022	End: 30.04.2022

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## List of acronyms and abbreviations.

CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
DH	Developmental Housing
FGDs	Focus Group Discussions
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GIS	Geographic Information System
HNA	Housing Need Assessment
KIIs	Key Informant Interviews
KM	Knowledge Management
KSA	Kingdom of Saudi Arabia
MOH	Ministry of Housing
MOMRAH	Ministry of Municipal, Rural Affairs and Housing
NGO	Non-Governmental Organization
NHC	National Housing Company
NHP	National Housing Program
NTP	National Transformation Program
OECD	Organization for Economic Cooperation and Development
PD	Project Document
QPR	Quarterly Progress Report
RBM	Results-Based Management
SDGs	Sustainable Development Goals
SES	Social and Environmental Standards
SESP	Social and Environmental Screening Procedure
SHCP	Sustainable Housing Concept Plan Initiative
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNDP CPD	United Nations Development Programme - Country Programme Document
UN-Habitat	United Nations Human Settlement Programme

USA	United States of America
VRO	Vision Realization Office
VRP	Vision Realization Programs
WEF	World Economic Forum

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## Executive Summary

### Context:

This report describes the findings of the final evaluation of the project “**Technical Support Project for Effective Implementation of Development Housing Initiatives**” which was implemented in Kingdom of Saudi Arabia.

Kingdom of Saudi Arabia launched the Housing Program in 2018, as part of the Vision 2030, to be the main proponent of the housing sector development process in the country with an aim to create a vibrant environment for its citizens. In addition, the Program indirectly contributed to numerous other Vision 2030 objectives of an overarching urban transformation in the Kingdom since housing sector holds a critical position in shaping the cities (land use, density, growth centres, connectivity, etc), employment generation, governance and citizen services. The program made provisions of suitable and guaranteed financing solutions, which helped improve housing conditions for both the current and future generations. It maximized the sector's impact on the overall economy by developing and improving the legislative and regulatory environment, establishing a well aligned institutional ecosystem for the housing sector. The program is being implemented in two phases, Phase I (2018-2020?) and Phase II (2021-2025). The second phase (2021-2025) has been strategized to ensure that the progress achieved in phase I is sustained, residual challenges in the market are addressed and the housing ecosystem continues to mature.

In December 2019, Ministry of Housing (MOH) later merged and now known as Ministry of Municipal, Rural Affairs and Housing (MOMRAH) formalised an agreement with UNDP and in cooperation with UN-Habitat to provide assistance in implementing the “**Technical Support Project for Effective Implementation of Development Housing Initiatives**”. The project would provide alternative options and improve participation of non-profit organisations (strengthening its current efforts in enhancing the role of non-profit organizations), study and review policies, laws and regulations for efficient engagement of non-profit organisations in the proposed initiatives, develop frameworks for replacement of beneficiaries and define their eligibility criteria, prepare international best practices and case studies on development housing, and in-depth spatial analysis of cities, sites, categories most in need of non-profit housing units using Geographic Information System (GIS) and thematic maps.

The long-term goal of the project is to ‘**enhance adequate housing provision by the non-profit sector while contributing to develop inclusive, sustainable and liveable cities and communities.**’

The project is expected to achieve the following outcomes:

**(a) Increasing Non-private sector delivered housing:** While the Government has considerable resources, they cannot all be allocated to the various socio-economic challenges faced by society. By establishing non-profit housing delivery organizations, a cross section of people can benefit. The concept of a non-profit housing developer is to develop low-cost housing that will provide the greatest access and opportunity to marginalized people.

**(b) A paradigm shift:** The project aims at mainstreaming the right to adequate and affordable housing. By supporting the government in creating not only the policy mechanism but also the business plan, this project will expedite the process of developing these organizations which are critical to the delivery of durable housing solutions.

**(c) Capacity building:** and assessment of current initiatives of the development housing including criteria for selection of sites for future projects as well as enhancing designs of housing units and finally reviewing and advising the Ministry of Housing on updating governance structures with focus on regulations are all expected outcomes.

### Evaluation purpose and methodology:

The evaluation process intended to corroborate that the project activities and outcomes adhere to the long-term goal of the Saudi Vision 2030 and coherent with the objective of the technical support project. The evaluation assesses and analyse the progress towards the achievement as specified in the Project Document (PD) and Project Results Framework. Additionally, the evaluation process assessed the impact of the pandemic to ensure that the technical support project has delivered its intended objective.

Evaluation process as an integral tool to monitor and report to support the decision mechanism intends to be catalytic in taking key learnings to improve the project relevance, efficiency, effectiveness, coherence, sustainability and impact toward the goal.

The primary audience of this evaluation are UNDP and UN-Habitat staff, MOMRAH staff, participating universities and non-profit organisations. The process involves an interactive session with the key stakeholders to understand their strengths and project areas of potential improvement relevant to the project. The process has ensured to address all the concern stakeholder in impartial and balanced way to provide the key information to drive the project to further stage.

This evaluation has covered all the activities held during the span of the project between (1st January 2020 – 30th April 2022) highlighting the issues and recommendations in all aspects (technical, financial, management, structural and operational) of the project activities based on UNEG indicators (efficiency, effective, relevance, coherence, sustainability and impact) and workplan sketched in the signed project document. The evaluation process has followed an informed and adaptable approach to meet the evaluation requirements and have ensured the safety of all staff and respondents. Due to the limitation towards travel, field visit; interactive session with KIs were held through online mode which ensured an interaction with key stakeholder in limit with protocols with effective engaging measure to counter the loss of quality with a structured questionnaire.

The evaluation process has included five stages i.e., (i) desk review, (ii) preparation of inception report, (iii) field visit, (iv) data analysis and interpretation, and (v) evaluation report writing and finalization.

The evaluation has used mixed methods (document review and interactive sessions) as well as general best practices of evaluation to gather qualitative and quantitative data that focus on the purposes of the evaluation and answers all the evaluation questions from the TOR. The evaluation has two levels of analysis and validation of information:

- desk review of written program documentation and information combined with independent data collected by the evaluator through interviews
- fieldwork in Riyadh, Saudi Arabia and other sites (if required), and online/video conferencing calls with informants not in Riyadh, Saudi Arabia.

The Evaluation Matrix has helped develop the methodologies for gathering objective, valid, reliable, precise, and useful data with integrity to answer all the evaluation questions. The evaluation was conducted, and findings have been structured around **six major evaluation criteria relevance, coherence, effectiveness, efficiency, sustainability, impact along with GESI and Human Rights criteria**. Based on the Evaluation Matrix, four respondent – specific detailed questionnaires for the evaluation purpose were developed and shared separately. Both online and offline interviews were conducted to cover maximum respondents within the stipulated time.

#### Evaluation tools:

- |   |   |
|---|---|
| • Detailed Review of documents and program outcomes               | • Interview & Meetings Guide                                |
| • Strategic Results Framework (Project logical framework)         | • Rating scales   |
| • Results per project activity table and regular progress reports | • Surveys and questionnaires (gender inclusive & anonymity) |
| • Evaluation matrix   | • Interview, meetings and site visit schedule               |

The Data Analysis Strategy, included 4 steps i) Document and Literature Review; ii) Key Informant Interviews; iii) Performance Rating; and iv) Final Analysis. All relevant Developmental Housing documents were reviewed and was considered a first iteration toward answering all the evaluative questions and allowed the evaluator to identify gaps in information that need to be filled in during fieldwork. This resulted in a preliminary set of findings to be triangulated through other methods. Key informant interviews were conducted with a range of stakeholders that provided insight and perspective to the Developmental Housing evolution, management, and operations. The interviews also explored critical success factors, challenges or barriers to success, and results, as well as gender and reporting considerations. Performance rating was based on 'a five-point scale' against the DAC evaluation criteria to assess the performance of the project. As final analysis, qualitative analysis was performed and transformed qualitative data into quantitative tabulations wherever possible and appropriate. The findings generated through these methods were interpreted in the context of findings generated through other qualitative and quantitative methods described above and triangulated accordingly.

#### Evaluation findings:

The Technical support project has envisaged three expected outcomes i.e., increase of non-profit sector, paradigm shift and capacity building. The project successfully achieved the targets, and each output has been oriented in achieving the expected outcome. The six integral and interrelated

components acted synergistically to achieve this project result. The summary findings in terms of the evaluation criteria are presented below:

**Relevance:** The overall rating for Relevance is **Highly relevant/ satisfactory (HS)**.

The project result matrix and its interventions fit with the DH standard practices. The causal chain among the project outcome, output and activities were well linked. The project designed to deliver ten sub outputs to cover the three progress areas focused to address the components of paradigm shift and engagement of non-profit organisation aligned with the need of the project. The project undertook selected case studies to understand the good practices of developmental housing initiatives strengthening the knowledge base. The DH activities inclusively addresses the need of beneficiaries such their identification, income support, socio-economic mobility etc. thrusting the affordability for the beneficiaries. The initiative supplements the exercise to meet its objective to develop inclusive, sustainable and liveable housing by including measures such spatial analysis, application of international design & planning principles to attain inclusive and sustainable housing. The relevance of research-based outputs (project documents, case studies) indicates the right direction of intervention which was evidenced in the preliminary evaluation and been reinforced by interview with KILs.

**Coherence:** The overall rating for Coherence is **Satisfactory (S)**.

Activities envisaged and delivered under the technical support project are well interwoven and integrated to support the respective outcome. Each output of the project has worked as a foundational element and evenly fits to bringing out the outcome of another sub output. The consistency of the technical support also has been satisfactory wherein project outcome can potentially drive and facilitates hassle free and effortless delivery mechanism. These components are well addressed through the study of legal, policy and governance structure which has provided an understanding of contextual legalities and other requirements to formalise the requirements of beneficiary selection taking consideration of their socio-economic profiles. Further, the technical support project has prepared a GIS guidebook providing a tool to assess the site in term of sustainability before applying planning and design principles. Complemented with best practice the project also demonstrates the application of principles providing guidance and an overall picture workplan to execute the developmental Housing initiative showing an extended range of external coherence.

**Effectiveness:** The overall rating for Effectiveness is **Highly Satisfactory (HS)**.

The project has been evidently effective in achieving the intended envisaged objective through the project activities. The best practices and ready to use templates have reinforced the institutional mechanism of the government whereas the comprehensive policy and governance framework has provided a clear road map of the DH delivery. The project activities have been highly effective in capacity building through guidebooks and participatory process and have duly addressed the marginalised section through new criteria of beneficiary selection.

**Efficiency:** The overall rating for Efficiency is **Moderately Satisfactory (MS)**.

Based on the data collected during the evaluation, it is observed that the project successfully utilized its human and financial resources to achieve the expected results. Good coordination and collaboration among the project team (UNDP and UN-Habitat), partner NGOs, government, and beneficiaries helped it to achieve results in a timely manner despite the impacts of the pandemic. However, the project faced coordination issues with the ministries due to mergers of the different ministry leading a knowledge and experience gap in comprehending the data and other critical requirements. Financially, the current expenditures until 31st of December 2021 of the project is US\$ 1,498,818.68 which represents 94.5% of the total received amount which proves the efficient use of the resources.

**Sustainability:** The overall rating for Sustainability is **Satisfactory (S)**.

Sustainability of the project results are viewed in relation to technical, financial, environmental, and institutional dimension of project results laid against the overall socio-political economic context. Technical support project has exhaustively delivered the output supporting to form a strong institutional framework, improved socio-economic condition of beneficiary and enrichment of understanding about developmental housing delivery mechanism. This is not in the capacity of individual evaluator to assess the financial sustainability of the project and it is being assumed that the project has effectively used its financial resources. KSA is in transformation state having merger of ministries and on boarding of new resource. These transformation poses a significant risk of knowledge transfer, understanding of data set, mechanism, expectation of stakeholders and takes time in comprehension and mobilisation. Technical support project under its participatory design process has taken its approach adhering to the

concept of SDG 11 and three transformative commitments (Equity, inclusivity and sustainability). This has taken due care of environmental concern in the design process. Neighbourhood analysis of selected of Saudi cities were conducted by using international standards related to social integration, employment availability, accessibility, and mobility among others. This helped in developing Standardized housing allocation schemes to ensure a transparent, accountable and equitable social housing programme.

**Impact:** The overall rating for Impact is **Satisfactory (S)**.

Technical support project has delivered few tangible outputs and have brought few significant impacts. The project has enriched knowledge base through its extensive case studies on best practices and have put forth a critical understanding of successful practices in terms of different components of housing delivery mechanism (Engagement model, financing mechanism being followed, housing tenure, beneficiary financial contribution and eligibility criteria's). International best practices in urban planning and design, development of GIS guidebook has contributed in capacity building. It has put forth a spatial analysis guidebook which would help future site assessments. Further, application of international standards and SDG goal in participatory process has led to understanding in critical areas of design and planning. However, the design process did not assess affordability index, infrastructure and amenity support, application of vernacular techniques and geo-climatic assessments.

**GESI:** The overall rating for GESI is **Highly Satisfactory (HS)**.

The participatory process of the technical support project has addressed the social and cultural practices of Saudis and have translated the practices in the architectural design with amalgamation of the international practices of design and planning. Meeting the objective of participatory process i.e., communicate, engage, learn, experiment and innovate; the process has well integrated the concepts of family privacy, religious infrastructure taking the addressing components of family privacy and religious infrastructure in the walkable setting.

**Human Rights:** The overall rating for cross – cutting barriers and challenges including human rights is **Highly Satisfactory (HS)**.

The project has ensured equal human rights in the process with development of legal framework, policies, non-profit organisation and beneficiary selection. It has been compliant to the indicative questions based on project objective.

The overall performance of the project is 'satisfactory. The project performance score/rating following 'a five-point scale' against the evaluation criteria is given in below table.

Criteria	Rating/ Score	Performance
Relevance	5	The project is highly relevant to its main objectives and outcomes of Developmental Housing Initiatives in KSA at the local, regional and national levels. The measure of relevance is based on assessment and interventions carried out in the project activities.
Coherence	4	The project design and implementation are aligned with DH guiding policies and KSA development projects. It has positively created synergies between the component activities and helped in achieving the target.
Effectiveness	5	The project is evidently effective as it has effectively contributed to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities. The best practices and ready to use templates have reinforced the institutional mechanism of the government whereas the comprehensive policy and governance framework has provided a clear road map of the DH delivery
Efficiency	3	The project has fairly achieved its objective that is increasing housing stock, affordability, and regulating the housing sector in KSA.
Sustainability	4	Moderate risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future. Factors like continued presence of strong institutional framework, improved socio-economic condition of beneficiary and strong ownership by the government will contribute in sustainability of the project.
Impact	4	The objective/outcome have been achieved all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice". These results will have far reaching effects on the future socio-economic development activities.

Gender and Social Inclusions	5	The technical support project has promoted fair participation of all gender groups under various project activities. It can be concluded that the project design did not bar any gender from equal participation, benefits, outcome or promote any action which can harm women, men, boys and girls. The country's approach to gender has undergone a complete change in recent years and women are now provided equal opportunities, representing various initiatives and are active professionally. While the project outputs and reports in this case could not reflect gender inclusivity for housing needs and principles. The participatory process of the project has addressed the social and cultural practices of Saudis and have translated the practices in the architectural design with amalgamation of the international practices of design and planning. Meeting the objective of participatory process, the project has well integrated the concepts of family privacy, religious infrastructure emphasizing on enhancing gender and social inclusion. The project has been inclusive including in addressing the dimensions of accessibility, accountability, participation and use of available resource. Data base system could be improved with better disaggregation among different categories.
Human Rights	5	The project has ensured equal human rights in the process with development of legal framework, policies, non-profit organisation and beneficiary selection.
<b>Overall</b>	<b>4</b>	

**Scale:** 5: Highly satisfactory, 4: Satisfactory, 3: Moderately satisfactory, 2: Somehow satisfactory, 1: Not satisfactory

### Conclusions:

The Technical support project has envisaged three expected outcomes i.e., increase of non-profit sector, paradigm shift and capacity building. It can be fairly concluded that the project outputs have met all the KPIs within the stipulated time frame despite the challenges of COVID-19 restriction and protocols. As a technical partner, the UNDP & UN-Habitat team have provided the necessary outlines, guidelines and advisory support at various stages and in all the necessary areas of the Development Housing sector. The team has adopted a participatory process to deliver the reports and have provided set of supplementing overarching recommendations to achieve the objective of Developmental Housing initiative. The exercise has delivered some critical tangible outputs adding an enormous value addition and outlined as a guiding tool for the government of KSA in delivering the Developmental Housing initiative. Key outcome has been highlighted as listed below:

- A compendium of good practices of successful Developmental Housing Initiative.
- Business template plan
- Partnership Framework
- Steps to carry out Housing need assessment
- Beneficiary selection procedure
- Socio-economic mobility assessment
- Rental and Ownership models
- Delivery mechanism
- GIS guidebook
- Application of international design principles in neighbourhood planning

### Recommendations:

The evaluation proposes a set of recommendations derived from the analysis of previous sections and considering the key challenges faced during the project intervention.

1. There is a clear need for contextual case studies to further establish the role and responsibilities of NGOs in such scenarios where contextual understanding is one of the key factors in the delivery of social/developmental housing programs.
2. A ready-to-use handbook/manual for professionals could be developed for effective use of the proposed Business Plan covering all the facets.
3. A requisite communication plan for Effective Convergence, Knowledge Management & Transfer systems could be designed.
4. Leveraging UN-Habitat's extensive experience with the 'people's process' approach, this can be taken as an essential component of the project outcomes.
5. The financial incentivization model for Beneficiaries, NGOs, and key participants in the value chain should be included. Ready reckoner/templates for NGO partnerships, and agreements would standardize and streamline engagement & operations.



6. The use of output indicators from the Strategic Plan (Integrated Results and Resources Framework - IRRF) in addition to specific results indicators would have helped cover cross-cutting issues.
7. Need for more participation of Saudi Nationals in the project & Effective governance, implementation road map, and monitoring systems to achieve desirable results.
8. The future phases of such programs should encourage and ensure the participation of Saudi National experts at all given stages. This will ensure a contextual output in the project and promote – 'Housing for all Saudis, by Saudis'.
9. National housing information database for a targeted approach, segmentation, and providing adequate support services.
10. ESG Audit process & awareness building through planned IEC interventions
11. A GIS based Spatial Analysis guidebook of DH sites/locations shall be critical for future site identification, analysis & design process
12. Competency Framework of NGOs, handholding and Capacity Building based on KPIs
13. A 5-point agenda for Development Housing Initiatives – 1) Technical Advisory, 2) Policy Advocacy, 3) Inclusive Development, 4) IEC & Capacity Building, 5) Promote Sustainability and development goals.
14. Develop a Development Housing (DH) Implementation Plan and Roadmap
15. Technical and contextual deep dive topic study of Supply-Side topics to meet the Demand Side requirements.

# 1 Introduction

## 1.1 Background and Context

Kingdom of Saudi Arabia launched the Housing Program in 2018, as part of the Vision 2030, to be the main proponent of the housing sector development process in the country with an aim to create a vibrant environment for its citizens. It aligned with the Vision's objective<sup>1</sup> for Saudi families and societies to access appropriate housing. In addition, the Program indirectly contributed to numerous other Vision 2030 objectives of an overarching urban transformation in the Kingdom since housing sector holds a critical position in shaping the cities (land use, density, growth centres, connectivity, etc), employment generation, governance and citizen services.

The Housing Program has been instrumental in providing housing solutions that enabled Saudi families to own and benefit from suitable houses based on their personal needs and financial capabilities. The program made provisions of suitable and guaranteed financing solutions, which helped improve housing conditions for both the current and future generations. It was catalytic in boosting the supply side<sup>2</sup> of housing units at reasonable prices within a record time providing Saudi families with opportunities to own suitable housing (increasing the percentage of owned houses) and focussed on securing housing for the society's underprivileged section and the neediest. It maximized the sector's impact on the overall economy by developing and improving the legislative and regulatory environment, establishing a well aligned institutional ecosystem<sup>3</sup> for the housing sector.



Figure 1: The program's 2030 Roadmap (Source: The Housing Program Delivery Plan (2021-2025) Report)

The National Housing Company (NHC), along with its subsidiaries (The National Housing Services Company, National Asset Management Company, and National Financing Services Company) as part of the National Housing Strategy aims to be an enabler of the real estate supply system (empowering the private sector, broadening horizons to enhance the sustainability of the real estate supply system).

<sup>1</sup> Vision 2030 mentions that only 47 percent of Saudi families own their homes in 2016 and it aimed to increase this rate by five percentage points by 2020. This was estimated to be a substantial achievement given the high increase in the number of new entrants to the housing market. It shall meet this target by introducing a number of laws and regulations; encouraging the private sector to build houses; and providing funding, mortgage solutions and ownership schemes that meet the needs of our citizens. It had a specific goal to exceed 90 percent housing coverage in densely populated cities and 66 percent in other urban zones.

<sup>2</sup> Met housing demand by boosting access to adequate real-estate through establishing e-platforms like the "Sakani". Stimulated supply through effective partnerships with the private sector (represented by real estate developers and house-builders), establishment of the National Housing Company (NHC) and the "Etmam" Center, which facilitated the developers' with a comprehensive digital platform. For supply to the most underprivileged families, it worked in partnership with the non-profit sector to establish and rehabilitate more than 350 residential community associations.

<sup>3</sup> By establishing the NHC and Real Estate General Authority (REGA) as the central regulatory entity for the real estate sector to tackle gaps in housing unit supply and regulation respectively. Launched the lease documentation platform "Ejar platform" to regulate the real estate rental sector in the Kingdom in light of its importance in preserving contractors' rights.

The program is being implemented in two phases, Phase I (2018-2020?)<sup>4</sup> and Phase II (2021-2025)<sup>5</sup>. The Program's major economic, social, and sectorial achievements are as below:

- Accelerated home ownership to 60% despite demand-suppressing conditions in 2020 owing to the Covid-19 pandemic.
- Maintain affordability levels of housing products (by achieving a level below 5x the average income of Saudi salary).
- Transformed access to housing by serving 1.1M Saudi families through the Sakani platform.
- Deliver deeply satisfying outcomes for beneficiaries by realizing citizen satisfaction levels exceeding 80%.
- Developed the real estate business environment by strengthening the real estate foundations to 75.8%.
- Expanding the housing mortgages by subsidizing more than 420K contracts.

The second phase (2021-2025) has been strategized to ensure that the progress achieved in phase I is sustained, residual challenges in the market are addressed and the housing ecosystem continues to mature. The Program's 2025 Strategy is represented in the following five paradigm shifts described in the figure below:

Key themes	2020 status	2025 paradigm shift
<b>Strategic objectives</b>	Dramatic increase of home ownership from 47% to 60% in a record time (2016-2020)	Support vulnerable segment, increase home ownership, improve housing market affordability and enhance housing market maturity
<b>Beneficiaries</b>	HP served a broad spectrum of beneficiaries, incl. neediest segments	Continue to target the neediest segments and determine support levels on basis of financial capability of beneficiaries
<b>Financial support / sustainability</b>	Built the housing ecosystem (incl. banks, SRC, etc.) and developed REDF's different frameworks	Optimize housing ecosystem spending, reduce mortgages' cost and launch guarantees company to serve citizens and RE Developers
<b>Market supply</b>	Worked to increase supply through off-plan in partnership with private sector and offer developed lands (infrastructure projects)	Increase private sector contribution and upskill the capabilities small-to-medium scale developers to raise their contribution in units' supply
<b>Governance &amp; coordination</b>	Established and coordinated the housing ecosystem and set all policy and regulations	Focus on maturing ecosystem and raising the efficiency of works by complementing with urban and developmental planning of cities

Figure 2: The Five Paradigm Shift in the 2025 Strategy (Source: The housing Program Delivery Plan (2021-2025) Report

#### **Box 1: Expectations from the current phases of the Housing Program**

- Evolve the Program's strategic focus from rapidly accelerating ownership to steadily improving market affordability, sector maturity and housing access.
- Deliver significant impacts on economy, society, and housing sector, while increasing the spending efficiency in comparison to Phase I. Economically, The Program will contribute with SAR 157 B in GDP, while creating an additional 38K jobs.
- Envisaged Phase III (2026 – 2030), shall have the Program and the entire ecosystem achieve its peak and steer the housing market to achieve the 70% ownership rate by 2030.

(Source of above information: The Housing Program Delivery Plan (2021-2025) Report and Vision 2030 document)

<sup>4</sup> During Phase I, the program was able to facilitate procedures of immediate entitlement for citizens to real-estate, instead of the 15-year waiting period, which doubled the movement of supply and demand in the program and its housing options and contributed to increasing the ownership rate from 47% in 2016 to 60% in 2020. It broadened access to finance, improved sector regulation, introduced modern technologies and practices, and scaled housing unit delivery in line with market needs. Loan volumes have risen from SAR 50K (US\$ 13.33k) in 2018 to nearly SAR 296K (US\$ 78.9k) in 2020 powered by the Mado'om instrument and other initiatives. Additionally, the Program has provided 46,000 housing units through Developmental Housing Program to Saudi families with income vulnerabilities. Made significant economic contribution with cumulative GDP and Employment impacts of SAR 115B (US\$ 30.65B) and 38K direct job generation, respectively.

<sup>5</sup> Housing Program shall resume its efforts to increase the ownership percentage to 70% by 2030. Shall be accomplished by targeting the most underprivileged segments of society. Shall target to boost the attractiveness of the sector for investment by the private sector.



The United Nations (UN) strategy draft for the development cooperation of the Kingdom of Saudi Arabia and the National Housing Strategy emphasises that the issue of housing and property rights needs to be addressed within the framework of multi-financial and urban planning housing schemes, adopting public-private partnership approach, and land exchanges with governmental agencies. Thereafter the most notable initiative was launched “The Affordable Housing Initiatives” in line with the Vision 2030. Substantive support to the neediest families has been offered through the development housing initiatives, focusing on promoting the growth of non-profit<sup>6</sup> sector. It aims to establish associations and civil societies which provide housing services, perform technical supervision, build and enhance their capacities.

Developmental Housing is an initiative that integrates the non-profit sector with the vision of 2030 to increase the contribution of the non-profit sector in non-oil industry Gross Domestic Product (GDP) from less than 1% to 5%, which required government institutions to establish collaborative partnerships with the non-profit sector by facilitating opportunities and that what the Ministry of Housing strived to accomplish.

## 1.2 Description of the Programme

In December 2019, Ministry of Housing (MOH) later merged and now known as Ministry of Municipal, Rural Affairs and Housing (MOMRAH) formalised an agreement with UNDP and in cooperation with UN-Habitat to provide assistance in implementing the “**Technical Support Project for Effective Implementation of Development Housing Initiatives**”. The project would provide alternative options and improve participation of non-profit organisations (strengthening its current efforts in enhancing the role of non-profit organizations), study and review policies, laws and regulations<sup>7</sup> for efficient engagement of non-profit organisations<sup>8</sup> in the proposed initiatives, develop frameworks for replacement of beneficiaries and define their eligibility criteria, prepare international best practices and case studies on development housing, and in-depth spatial analysis of cities, sites, categories most in need of non-profit housing units using Geographic Information System (GIS) and thematic maps.

The Key areas of support has been outlined in the UNDP project document and is critical to adapt the Vision 2030, achieve the SDGs and the New Urban Agenda. Much of the data and findings of the ‘Future Saudi Cities Program’ has been taken into consideration while designing the project.

The Theory of Change of the project set forth by UNDP is based on two pillars:

- Pillar 1: Increasing non-private delivered housing<sup>9</sup>
- Pillar 2: Paradigm Shift<sup>10</sup>

The long-term goal of the project is to ‘**enhance adequate housing provision by the non-profit sector while contributing to develop inclusive, sustainable and liveable cities and communities.**’

The project intends to assist MOMRAH with the following outputs<sup>11</sup> to achieve **Outcome 1: Strengthened participation of the non-profit sector in housing provision within the Housing Development Initiatives in the Kingdom of Saudi Arabia.**

1. **Business Plan for non-profit sector engagement:** defining the key areas of work and the roadmap for engaging non-profit organizations building on relevant international best practices in the field of development housing.
2. **Comprehensive review of current policies, legislation, regulations and governance of the housing development sector** to stimulate non-profit NGOs in the field of development housing. The review and analysis includes regulations on housing development initiatives, especially Resolution 198, as well as suggesting new regulations/criteria or governance studies to redefine beneficiary profiles, including their replacement, alternatives to ownership or usufruct, operation and maintenance programs of the development housing programs with

<sup>6</sup> Only 8 non-profit organizations were operating during 2019 in the housing sector in the Kingdom of Saudi Arabia & targeted to achieve 30 organizations by 2020.

<sup>7</sup> Focus on Regulation 198, to define updated regulations for engaging and working with non-profit NGOs.

<sup>8</sup> Have clear terms of references describing the areas where the non-profit organisations are expected to contribute. Identifying clear working areas for existing and new housing associations/NGOs/non-profit organisations.

<sup>9</sup> The concept of a non-profit housing delivery organisation & developer is to develop low-cost housing that shall provide affordable housing units to the most needy and marginalised sections.

<sup>10</sup> Aims at mainstreaming the right to adequate and affordable housing. By not only through policy advocacy but through business plans as well.

<sup>11</sup> Source of information, Quarterly Progress Reports and Evaluation ToR

special focus on the roles and responsibilities of the MOH/MOMRAH, other government stakeholders, NGOs and the beneficiaries of development housing.

3. **Spatial Analysis for locating Non-Profit Housing Projects:** study and analysis of the cities, sites and categories most in need of housing projects development using geographic information systems. This will include a demonstration project in one of the locations of the development housing in Kingdom of Saudi Arabia (KSA) using new criteria and designing an architectural concept note. Furthermore, the UNDP and UN-Habitat have partnered with the Ministry of Municipal Rural Affairs and Housing (MOMRAH), Deputyship of Developmental Housing, NGO's and Universities (Al Faisal University and Dar Al Uloom University) on the Sustainable Housing Concept Plan Initiative (SHCP) - Housing Design Studio. The SHCP aims to develop new housing typology designs involving various stakeholders and students. To address quality of life and beneficiary housing needs by engaging youth, women, and local experts through an inclusive participatory planning process. In addition, create housing projects designs that integrates developmental housing with the city by incorporating sustainable mobility concepts, such as non-motorized transport and adopting hot climate mitigative designs in public spaces.

Table 1: Summary of the Project (Source: UNDP Project PD document, Signed Agency Contribution Agreement, Latest Quarterly Progress Report)

Title	Technical Support Project for Effective Implementation of Development Housing Initiatives
Start/End Dates	10 January 2020 and 30 April 2022
Location	Riyadh, Saudi Arabia
Contribution Amount	US \$1,777,008
Contributing Agency	United Nations Development Programme (UNDP)
Recipient Agency	United Nations Human Settlement Programme (UN-Habitat)
Background	UNDP and the Government of the Kingdom of Saudi Arabia through the Ministry of Housing ("MOH" now MOMRAH) signed a Project Document titled "Technical Support to Implementation of the Developmental Housing Initiatives", by which UN-Habitat shall undertake to provide advisory services and technical support to the Government in its implementation of the Developmental Housing Initiatives Programme in collaboration with UNDP. Support to the Government of the Kingdom of Arabia through the Ministry of Housing ("MOH" now MOMRAH) to implement the Activities.
Nature of Activities	<p>UNDP and UN-Habitat will participate in supporting the Ministry of Housing in promoting the participation of the non-profit sector, strengthening its current efforts in enhancing the role of non-profit organization, assessing current policies and initiatives and proposing new governance frameworks, including complementary regulations and initiatives. This will include: the development of a business plan for non-profit sector engagement; the review of current decrees, regulations for development housing initiatives; and the development of a spatial system to select the sites for developmental housing, including a demonstration pilot project. The project consists of one outcome "Strengthened participation of the non-profit sector in housing provision in the Developmental Housing Initiatives in KSA". <b>The project's major objectives are:</b></p> <ol style="list-style-type: none"> <li>1) Improve MOH/MOMRAH institutional and human resource capacities to coordinate the implementation of the Developmental Housing Initiatives.</li> <li>2) Strengthen the road map action plan as well as review and update the current legislative framework to support the implementation of housing programs within the framework of non-profit housing initiatives.</li> <li>3) Enhance the capacity of government institutions and non-profit sector organizations to provide access to adequate housing focusing on the ones in greatest need.</li> <li>4) Update the standards and criteria to improve the selection of sites dedicated to non-profit housing development projects in line with international urban planning and design standards, including the implementation of a demonstration project in one of the Saudi cities.</li> <li>5) Improve mechanisms and standards for the replacement of beneficiaries at the end of their contract or no more eligible according to the set criteria, alternatives to usufruct and ownership, and operation and maintenance programs.</li> </ol> <p>UN-Habitat will provide different relevant global experiences and adapting them to the needs of the MOH/MOMRAH programs.</p>

<b>Purpose</b>	Support to Government of the Kingdom of Saudi Arabia through the Ministry of Housing ("MOH" now MOMRAH) to implement the Activities. In this context, the collaboration with UN-Habitat foresees the following three outputs: (a) Business Plan for non-profit sector engagement: defining the key areas of work and the roadmap for engaging non-profit organizations building on relevant international best practices in the field of development housing. Comprehensive review of current policies, legislation, regulations and governance of the housing development sector to stimulate non-profit NGOs in the field of development housing. The review and analysis include regulations on housing development initiatives, especially Resolution 198, as well as suggesting new regulations/criteria or governance studies to redefine beneficiary profiles, including their replacement, alternatives to ownership or usufruct, operation and maintenance programs of the development housing programs with special focus on the roles and responsibilities of the MO, other government stakeholders, NGOs and the beneficiaries of development housing. (b) Review of current Decrees, regulations for development housing initiatives: especially Resolution 198, which is the basis from which these initiatives were launched, as well as studying the criteria of differentiating the selection of beneficiaries of development housing units, substitution of beneficiaries to let other beneficiaries of the same units, mechanisms of ownership of units or the right to use them as well as the maintenance and operation of development housing projects. (c) Spatial Analysis for locating Non-Profit Housing Projects: study and analysis of the cities, sites and categories most in need of housing projects development using geographic information systems. This will include a demonstration project in one of the locations of the development housing in KSA using new criteria and designing an architectural concept note.
<b>Expected Outcome</b>	The project is expected to achieve the following outcomes: <b>(a) Increasing Non-private sector delivered housing:</b> While the Government has considerable resources, they cannot all be allocated to the various socio-economic challenges faced by society. By establishing non-profit housing delivery organizations, a cross section of people can benefit. The concept of a non-profit housing developer is to develop low-cost housing that will provide the greatest access and opportunity to marginalized people. <b>(b) A paradigm shift:</b> The project aims at mainstreaming the right to adequate and affordable housing. By supporting the government in creating not only the policy mechanism but also the business plan, this project will expedite the process of developing these organizations which are critical to the delivery of durable housing solutions. <b>(c) Capacity building:</b> and assessment of current initiatives of the development housing including criteria for selection of sites for future projects as well as enhancing designs of housing units and finally reviewing and advising the Ministry of Housing on updating governance structures with focus on regulations are all expected outcomes.
<b>Reporting</b>	UN-Habitat will provide UNDP with a narrative report on the progress on a regular basis – bi-annual progress reports & substantive output reports as per schedule. UN-Habitat will provide UNDP with financial report on the status of funds provided related to activities carried out.
<b>Contributions</b>	UNDP shall receive a financial contribution from MOMRAH as part of the scheduled project financing.
<b>Schedule of Payment</b>	First Instalment of US\$ 758,155 shall be made available on signing of the agency-to-agency contribution agreement. Second Instalment of US\$ 826,845 shall be made available on 01-May-2020 and upon 30% progress of activities as per PD.
<b>Disbursed Amount</b>	US\$ 1,585,000
<b>Utilisation Amount</b>	Financially, the current expenditures until 31 <sup>st</sup> of December 2021 of the project is US\$ 1,498,818.68 which represents 94.5% of the total received amount.

The project has been implemented nationally, National Implementation Modality (NIM) following UNDP implementation procedures relevant and applicable to KSA. The project has been operationalized with the support from UN-Habitat (regional office and headquarters); a UN agency. The line Ministry is MoMRAH, the main beneficiary of the project. UNDP has been the administrating agency that provided overarching coordination and implementation support in the project whereas UN-Habitat is the implementing partner which rendered technical advisory support and is responsible for executing activities in close collaboration and support of MoMRAH. The details of the Project Structure have been provided in **Annex 14**

### 1.3 Evaluation Purpose, Objectives and Scope

The purpose of the evaluation is to ensure that the project activities and outcomes adhere to the long-term goal of the Saudi Vision 2030 and coherent with the objective which aims to assess the impact of the pandemic of the technical support project. The evaluation assesses and analyse the progress towards the achievement as specified in the Project Document (PD) and Project Results Framework<sup>12</sup>. The process identifies the necessary change, additions and improvements required and acts as a guiding tool for the project to achieve its intended results during the remaining duration of the project<sup>13</sup>.

Additionally, the evaluation process assessed the impact of the pandemic to ensure that the technical support project has delivered its intended objective. Further, owing to the pandemic situation, changes taking place in the country, merger and transformation of ministries, limited availability of required resources, where the project has adapted to the changes over recent years. Thus, the objective of the evaluation is to assess the impact of the pandemic and to ensure the project has delivered its intended objectives as listed below:

- To assess and understand the impact of pandemic.
- To ensure the project has delivered its intended objectives.
- To ensure that the project activities are focused on results.
- To ensure that the project assists the government in delivery mechanism
- Project activities are conducted in an ethical way.
- Act as guidance tool to achieve the project expected outcome.
- Improve performance and contribution of project activities
- Reinforce project accountability and transparency

Evaluation process as an integral tool to monitor and report to support the decision mechanism intends to be catalytic in taking key learnings to improve the project relevance, efficiency, effectiveness, coherence, sustainability and impact toward the goal. It aims to provide key stakeholders an early indication and set of corrective action and activities to empower the project partners by supporting the critical project direction and decisions on improvement. The process involves an interactive session based on semi-structured questionnaire (**Annex 4B**) with the key stakeholders (**Annex 11**) to understand their strengths and project areas of potential improvement relevant to the project. It takes account of the constituents reinforcing understanding of objective driven assessments to highlight the gaps in forming a dynamic planning and implementation mechanism. The process has ensured to address all the concern stakeholder in impartial and balanced way to provide the key information to drive the project to further stage.

The geographic coverage and area of the project is entire KSA, the evaluation study covers all the critical outputs (3 Nos) and ensures that the project outcome aims to integrate marginalised section (most needy) of the region and the target population listed by MOMRAH.

The evaluation and ensuing recommendations would set an outline to amend and update the course of action for the next phase for the project serving MOMRAH enhancing the delivery mechanism of Developmental Housing initiative ensuring sustainability of the project. It has put forth the key lessons against each sub output and their intended task. The details of scope of the evaluation are provided in **Annex 1**.

This evaluation has covered all the activities held during the span of the project between (1st January 2020 – 30th April 2022)<sup>14</sup> highlighting the issues and recommendations in all aspects (technical, financial, management, structural and operational) of the project activities based on UNEG indicators (efficiency, effective, relevance, coherence, sustainability, and impact) and workplan sketched in the signed project document.

The primary audience of this evaluation are UNDP and UN-Habitat staff, MOMRAH staff, participating universities, and non-profit organisations. The process involves an interactive session with the key stakeholders to understand their strengths and project areas of potential improvement relevant to the

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<sup>12</sup> Refer Annex 6

<sup>13</sup> 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.

<sup>14</sup> The project document (PD) was signed on the 26<sup>th</sup> of December 2019. The advance payment was received by UNDP in May 2020. The initial few months between the 1<sup>st</sup> of January and 30<sup>th</sup> of May were used by the UN-Habitat team for the mobilization process, understanding the context and holding key meetings with the counterparts. The project began in full force from the 1<sup>st</sup> of June 2020 onwards.

project. The process has ensured to address all the concern stakeholder in impartial and balanced way to provide the key information to drive the project to further stages. 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.

## 1.4 Structure of the evaluation report

The Evaluation Report have followed the guidelines for United Nations Evaluation Group (UNEG) Norms and Standards for evaluation in Nations System. The Evaluation Report has been structured along with the following chapters:

- **Executive Summary:** summarizing the project, the evaluation context and the key findings;
- **Introduction:** includes project background review; description of the programme; Evaluation purpose, objective and scope; report structure; adaptation and limitations
- **Project Overview:** project start and its duration, implementation status, problems that the project seek to address, immediate and development objectives of the project, main stakeholders and expected results;
- **Approach and Methodology:** Approach; methodology; strategy & tools; cross-cutting considerations; data sources; performance standards; key stakeholder; ethical consideration; background information on evaluator; limitations; data analysis strategy; performance; final analysis; project timeline; limitations and mitigation.
- **Analysis and Findings:** Findings of desk review; results and outcomes; UNEG indicators;
- **Conclusions and Recommendations:** conclusion; evaluation rating; a summary of findings and possible recommendations for subsequent decision making and necessary steps (possibly corrective actions) which need to be taken by national Stakeholders in order to ensure the long-term sustainability of project's achievements;
- **Lessons Learned:** good practices and lessons learned generated by the project during its implementation related to relevance, performance and success and which could be used for future interventions in the country, region and other parts of the world;
- **Annexures:** Terms of Reference (TOR), Evaluation Matrix, Evaluation Rating scales, field mission schedule, project result framework, list of data and its sources, KII questionnaires, MoMs etc.

## 1.5 Covid-19 adaptations and Limitations

### Impact of Covid-19 on implementation of the project

Starting March 2020, technical support project implementation was hindered due to COVID-19 which limited travel for international and other experts for missions to Saudi Arabia, prevented face-to-face meetings and conducting larger workshops from taking place. During the height of COVID-19, Saudi was completely locked down which greatly impacted general project timelines, meetings, information gathering, workshops, etc. The project adjusted the implementation dynamics and modality wherever necessary in order to overcome the new and unexpected circumstances. KSA limited the number of people who could meet so ultimately the number of people engaged were limited in the participatory and consultation processes so that the housing design studio and steering committee meetings in-person could be hosted, which was a priority.

### Impact of Covid-19 on evaluation process

Outbreak of pandemic has implied measure of social distancing and limitation on physical meeting posing a challenge in understanding the nitty-gritty of the project. Moreover, it has limited the physical interaction to specific representative of the stakeholder. However, the evaluation process has followed an informed and adaptable approach to meet the evaluation requirements and have ensured the safety of all staff and respondents. Due to the limitation towards travel, field visit; interactive session with KIIs were held through online mode which ensured an interaction with key stakeholder in limit with protocols with effective engaging measure to counter the loss of quality with a structured questionnaire. The process has adhered to the COVID-19 protocols while conducting physical meetings. Also, quarantine protocols have caused delays and have limited the interaction in the process to specific representative of the key stakeholders and two project sites: Jeddah & Al-Khobar couldn't get visited.



## 2 Approach and Methodology

This section sketches out the approach and methodology employed to conduct the evaluation to achieve its objective as mentioned in the signed Project document.

### 2.1 Approach

The evaluation was conducted in line with the United Nations Evaluation Group (UNEG) Norms and Standards for evaluation in Nations System. The evaluator followed the concreted approach and methodology, with application of informed and interactive sessions adhering to the required protocols of COVID-19. The evaluation process followed the results-based approach guided by envisioned two pillars of the project as delineated in the signed project document (Theory of Change). The evaluation was undertaken in-line with principles such as: **independence, impartiality, transparency, disclosure, ethical, partnership, competencies/ capacities, credibility and utility**. The process promotes accountability for the achievement of project objectives and promote learning, feedback and knowledge sharing on results and lessons learned among the project's partners and beyond. The use of multiple data collection tools (Detailed Review, Key Informant Interviews (KIs), Focus Group Discussions (FGDs) and site visits) allowed the process to triangulate and validate findings. The review was participatory and consultative in nature to ensure close engagement with government and other relevant stakeholders.

The evaluation process has included five stages i.e., (i) desk review, (ii) preparation of inception report, (iii) field visit, (iv) data analysis and interpretation, and (v) evaluation report writing and finalization. Desk reviews consisted of the signed project document, Saudi Vision 2030 report, National Transformation program delivery plan, Quality of life program 2020, Annual reports, quarterly project progress reports and sub output reports which laid the foundation to prepare inception report. Further field visits, group discussions and KIs supplemented the inputs for assessment and evaluation. In order to cover the scope and spirit of the ToR, the evaluator integrated both qualitative and quantitative tools and techniques for the data collection.

The cross-cutting issues of human rights and GESI (gender equality, vulnerability, disability, social inclusion) were studied from both cross-cutting as well as stand-alone perspective. Adoption of the approach of recognizing diversity entails that information on GESI and human rights is collected and analysed in all aspects of relevance, effectiveness, efficiency, impacts and sustainability criteria as well. The inquiry through field methods like FGD and KI was designed to probe into the cross-cutting themes. The cross-cutting themes were not considered as additional themes but rather as integral part of the inquiry. This was achieved through various steps such as formulating specific questions in defining the criteria for evaluation, designing checklists for interactive sessions (FGD and KI), developing criteria for site selection during field study.

### 2.2 Methodology

The evaluation has used conventional evaluation methodologies to collect and analyse data on the design, implementation, outcomes, impact, and sustainability of the Project. The Terms of Reference (TOR) for the evaluation detailed the important areas for findings and analysis on the development and implementation of the project which have been used to structure the evaluation. The scope of work has asked questions about progress of the three (03) main outputs of the Project: **Business Plan for non-profit sector engagement, Comprehensive review of current policies, legislation, initiatives and governance framework of non-profit housing development sector, and Spatial analysis to locate and design non-profit housing projects.**

The evaluation was conducted through transparent and participatory processes with UNDP and UN-Habitat staff, MOMRAH staff, participating universities and non-profit organisations. Further, it included representative Women staff, thematic leaders and key experts, project partners, stakeholders and beneficiaries in accordance with UNEG Norms and Standards and the UNEG Code of Conduct for Evaluations in the UN System.

The evaluation has used mixed methods (document review and interactive sessions) as well as general best practices of evaluation to gather qualitative and quantitative data that focus on the purposes of the evaluation and answers all the evaluation questions from the TOR. The evaluation has two levels of analysis and validation of information:

- desk review of written program documentation and information combined with independent data collected by the evaluator through interviews
- fieldwork in Riyadh, Saudi Arabia and other sites<sup>15</sup> (if required)<sup>16</sup>, and online/video conferencing calls with informants not in Riyadh, Saudi Arabia.

## 2.3 Methodological Strategy and Tools

The Evaluation Matrix (attached as **Annex 2**) has helped develop the methodologies for gathering objective, valid, reliable, precise, and useful data with integrity to answer all the evaluation questions. The evaluation was conducted, and findings have been structured around **six major evaluation criteria along with GESI and Human Rights criteria**, which are also the internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development. These are:

- **Relevance** relates to an overall assessment of whether the project is in line with UN and KSA policies, and meets the national, local needs and priorities as described in the program documents as well as in its design.
- **Coherence** indicates how well does the project fit? The compatibility of the project with other projects in a country, sector or institution.
- **Effectiveness** measures the extent to which formally agreed expected project results (outcomes and outputs) have been achieved or can be expected to be achieved.
- **Efficiency** measures the productivity of the project intervention process, i.e. to what degree the outcomes and outputs achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs, and
- **Sustainability** is an indication of whether the outcomes/outputs (end of project results) and the positive impacts (long term results) are likely to continue after the project ends.
- **Impact** measures to what extent the project has evidently achieved its objective that is increasing housing stock, affordability, and regulating the housing sector.
- **GESI** relates to the assessment of addressing the gender equality and women empowerment issues in the design, implementation and monitoring of the project. To assess the extent that the project promoted positive changes in gender equality and the empowerment of women and identification of any unintended effects emerge for women, men or vulnerable groups.
- **Human Rights** relates to the assessment of the extent that poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country.

An Evaluation Matrix (attached as **Annex 2**) has been developed, while respondent – specific<sup>17</sup> detailed questionnaires for the evaluation purpose were developed and shared separately. The questionnaires were drawn and developed from the evaluation components, sub-questions and its indicators as described in the Evaluation Matrix. Both online and offline interviews were conducted to cover maximum respondents within the stipulated time.

### Evaluation tools:

- Detailed Review of documents and program outcomes
- Strategic Results Framework (Project logical framework)
- Results per project activity table and regular progress reports
- **Evaluation matrix:** An evaluation matrix was developed based on the evaluation scope presented in the TOR, the project log-frame and the review of key project documents (**see Annex 2**). This matrix is structured along the six evaluation criteria and includes all evaluation questions; including the scope presented in the guidance. The matrix provides overall directions for the evaluation and have been used as a basis for interviewing people and reviewing project documents.
- **Interview & Meetings Guide:** Based on the evaluation matrix, an interview guide was developed (**see Annex 4**) to solicit information from stakeholders. As part of the participatory approach, the Evaluation Team has ensured that all parties view this tool as balanced, unbiased, and structured.

<sup>15</sup> Jeddah and Al-Khobar couldn't be visited

<sup>16</sup> Due to various limitation, there are deviations from the proposed methodology but without compromising the quality of evaluation

<sup>17</sup> Respondents representing various stakeholders ranging from government to private sector. Details of KIIs is provided in Annex- 11.

- **Rating scales:** The evaluator has rated the project achievements according to the guidance provided in the TOR consisting of four specific rating scales for rating a) Outcomes, Effectiveness, Efficiency, M&E and Execution; b) Sustainability; c) Relevance; and d) Impact. (**see Annex 3**)
- Surveys and questionnaires (gender inclusive & anonymity)
- Interview, meetings and site visit schedule

## 2.4 Cross-cutting considerations

The Evaluation is results-based wherever possible and was conducted through a participatory approach on the following key cross-cutting areas<sup>18</sup>:

- **Gender equality** - This is an important consideration under the independent evaluation of UNDP's contribution to gender equality and women's empowerment and it picks up the thread from traces of UNDP's first Gender Equality Strategy. Overall, the evaluation evaluates and concludes on notable changes and improvement in the program's approach towards implementation of policies to address gender inequality. Guided by the principles, norms and standards pertaining to equality and non-discrimination on the basis of sex and protection and promotion of women's human rights, including the right to be free from violence.
- **Human Rights** - Evaluation is guided by the principle that human rights are the cornerstone of the United Nations Charter, a universally recognized value supported by the United Nations human rights machinery. Evaluation assesses the extent to which the program, products and services contribute to effectively achieve human rights change (and to ultimately improve the universal enjoyment of rights). Evaluate the people-centered approach to development, which enhances capabilities, choices and rights for all men and women. It abides by the universally shared values of equity, gender equality and respect for diversity. Equality between men and women is both a human rights issue.
- **Inclusive Development** – Further to the human rights principle, an inclusive development principle also guided the evaluation. It includes people from all strata and sections of the society who have been consistently left out of the gains made by the development. Persons with disabilities account for a large section that are left far behind their non-disabled peers. UNDP has recognized, and been involved with, disability-related development since the 1980s and it remains an important area of country-level support.
- **Capacity Building** - Capacity assessments helped to determine which capacities to prioritize and how to incorporate them into national and local development strategies, sector and thematic programs and projects, and budgets. It evaluates the capacity building as the process through which individuals, organizations and societies obtain, strengthen, and maintains the capabilities to set and achieve their own development objectives over time.
- **Results-Based Management** – Adopted results-based management (RBM) approach. The purpose was to examine the degree to which RBM has fostered a results culture within the organization, enhanced capacity to make better management decisions, and strengthened UNDP's contribution to development results<sup>19</sup>.
- **Scalability** - Various evaluations have suggested UNDP and other development partners to support scaling-up of successful pilot initiatives. Adopted methods<sup>20</sup> to assess the viability and conduciveness of scaling projects.
- **Knowledge Management** – Was guided by strategic knowledge management (KM) framework for implementation as well as feedback from staff, clients and formal evaluations. Focused on organizational learning on what does and does not work in UNDP's areas of development work, collecting, analyzing and using evidence and lessons from a global and country perspective, and from external and internal experience.

<sup>18</sup> Source: United Nations Evaluation Group and evaluation guidance note

<sup>19</sup> Contribution in terms of managing outputs and outcomes, determine linkages between outputs and intended outcomes. Capture value of introduction of systems and tools, which have efficiency benefits, strengthens culture of results in the organization or improved programmatic focus at the country level. Responsiveness and alignment to nationally defined outcomes and priorities (Saudi Vision 2030).

<sup>20</sup> Inspired by the Scalability Assessment Tool (SAT) / MSI Framework and refer Scaling-Up Checklist



- **Additional Dimensions not covered above** - Adopted methods to capture key lessons learnt during the project implementation and re-strategize during various phases. Determine what has worked, failures/lost opportunities, sustainability, innovations, integrated solutions, last mile impact and how better or differently one can approach the program.

## 2.5 Data sources

The evaluation process has majorly sourced data from UN-habitat team, MoMRAH and open sources to build understanding of KSA context, project activities and expected outcomes. UNDP and UN-Habitat strategic and programmatic frameworks; national legal and conceptual documents; basic Project information; project reports; stakeholder information; and financial information have been supplementary.

A. **Document Review:** The list of documents reviewed has been listed below:

- Signed PD –Technical Support Project for Effective Implementation of Development Housing Initiatives (48 pages)
- Annual Progress Report– UNDP
- Quarterly Progress Report (QPR) – UNDP (December 30th, 2021)
- Quarterly Progress Report (QPR) – UNDP (October 25th,2021)
- Reporting Period: June 30th, 2021 – (October 30th, 2021)
- Quarterly Progress Report (QPR) – UNDP (31<sup>st</sup> of March 2021- June 30th, 2021)
- Quarterly Progress Report (QPR) – UNDP (January 1, 2021 – 31<sup>st</sup> of March 2021)
- Signed Agreement –UN Agency to UN Agency Contribution Agreement
- Vision 2030 Kingdom of Saudi Arabia – The Housing Program Delivery Plan (2020 Housing Program) – Vision 2030 KSA
- Quality of Life Program Delivery Plan (2020 QoL Program) –Vision 2030 KSA
- The Housing Program Delivery Plan (2021-2025)
- National Transformation Program Delivery Plan 2021 – 2025
- Technical Support Project for Effective Implementation of Developmental Housing Initiatives Best Practices Report (Draft 09/11/2020)
- Project Output Reports (10 reports)
- The Business Plan Template for NGOs
- The Partnership Agreement Between the Ministry of Housing and Non-Governmental Organisation for Developmental Housing Provision
- Housing Need Assessment Template for NGOs.

The full list of the data sources is given in **Annex 12**.

B. **Consultation** with UNDP/UN-Habitat programme staff, local authorities.

Using virtual platforms, the evaluator remotely conducted meetings with the project team/UNDP/UN-Habitat throughout the evaluation process

C. **Key Informant Interviews (KII):** UN-Habitat, UNDP, Universities (Dar Al Uloom, King Al Faisal), NGOs Focus Group Discussion (FGDs)

During the field visit, the evaluator met and interviewed the Project Team, representatives from the UNDP, the MoMRAH, as well as selected representatives of the universities and NGOs included in project implementation. The questionnaires for the surveys and interviews are provided in **Annex 4**. A total of four different sets of questionnaires were designed for the different target groups.

Once data collection was completed, the findings were analysed using the triangulation method. Based on the analysis, the evaluation generated evidence on the project's relevance, effectiveness, efficiency, impact, sustainability and coherence to respond to the indicators of the evaluation, and provided recommendations and lessons learned.

D. **Briefing and debriefing session with UNDP and UN-Habitat Project Team**

After the initial assessment was completed on 10 March 2022, the evaluator provided a short briefing on immediate findings to the UNDP Project Team.

### Workshop – debriefing session

Once the Final Report has been accepted, an evaluation debriefing will be held with the representatives of UNDP, UN- Habitat and other key stakeholders in order to present the main findings and recommendations through an online form (i.e. Skype/Zoom/Microsoft Teams briefing).

## 2.6 Sample and Sampling Frame

Technical support project involved stakeholders of distinctive capacity to play in the project. UNDP and UN-habitat involved to provide technical assistance to the ministry of KSA who introduced and envisioned the developmental housing initiative for its potential beneficiaries and aims to engage non-profit organizations as executing agency. Although having mutual interdependence; each stakeholder functions are independent yet woven in a circular loop chain. The distinctive nature of the contribution and interdependence makes it utmost for the evaluation process to understand, capture and assess the key function of each stakeholder to ensure the progress towards the intended objective. Having a non-experimental summative process, the evaluation intends to build the result based on outputs and objective driven assessments of project activities based on a qualitative and quantitative process.

To carry out the required qualitative and quantitative assessment, the evaluation process followed an interview and interactive session with the stakeholder based on thematic questionnaire which address the key indicators as per UNEG. The interactive session intended to bring out the results based on experience of the stakeholder in their respective capacity, expectation from the project and perspective in the dimensions of improvement. The process has carried out the evaluation based on assessment of secondary (project reports) and primary data (interactive session and questionnaire). However, the limitation due to the culture and tradition of KSA, sampling frame for direct interaction with the beneficiaries could not be done.

*Table 2: Total respondents per tool used in the Evaluation*

Respondents	Interactions	Participants per interaction	Total Individual	
			Male	Female
Donor KII/FGD	Physical	1	1	
			1	0
Implementing Agency & Partner KII/FGD	Physical and online	13	13	
			7	6
Government KII/FGD	Physical	1	1	
			1	0
Universities/ Institutions KII/FGD	Physical and online	1	2	
			0	2
Beneficiary & NGO KII/FGD	Online	3	3	
			2	1
Total Respondents			20	
			11	9

## 2.7 Data Collection Procedures and instruments

The exercise included secondary as well as primary data. Secondary data sets were availed from UNDP which consisted of two categories of data set. One which helped in understanding the project (signed project document, Saudi Vision 2030, The housing delivery program 2021-2025 etc.) and other which helped in understanding the project activities undertaken (quarterly and annual progress reports, Sub-output reports). Primary data were collected through online interactive sessions, physical meetings and UNEG indicator-based questionnaire circulated through google forms.

The approach was to reach out the maximum possible number of communities/stakeholders within the given time of field study to generate a strong base of primary data. Consequently, planning for field study was done in a way which will ensure to cover all the category of stakeholder while covering the diverse groups of beneficiaries of the DH initiative to make the evaluation approach process more efficient and practical. However, in absence of direct interaction with beneficiary, the process strategically brought the results from beneficiary-oriented discussion with the stakeholders. The

evaluation combined both the qualitative and quantitative methods based on secondary data and generated primary data to draw evidence-based conclusions. (Collected through multiple methods such as review of documents, Focus Group Discussions, Key Informant Interviews)

## 2.8 Performance Standards

The performance standard used to evaluate performance relative to the evaluation questions w.r.t. Progress Towards Results, Sustainability, Relevance/ Coherence, Efficiency and Effectiveness, Impact is as per the guidance provided in the TOR and UNEG. These are annexed as **Annex 3** (national /regional indicators, rating scales).

## 2.9 Key Stakeholders

An extended list of stakeholders had been identified during the desk review of the evaluation study. These stakeholders were consulted in the design of this project and they should have been engaged throughout the implementation of the project. Key stakeholders from this list were interviewed during the mission of the International Evaluator in KSA. The list includes:

- Ministry of Housing (MOH) merged and now known as Ministry of Municipal, Rural Affairs and Housing (MOMRAH)
  - Ministry of Housing VRO (Vision Realization Office)
- Aseeri, Ahmed; Ministry of Municipal, Rural Affairs and Housing (MOMRAH), Developmental Housing and Community Engagement Deputyship,
- Al-Dakhil, (Eng.) Mohammed; Assistant Deputy Minister of Developmental Housing and Community Engagement,
- Al-Qahtani, (Eng.) Mohammed, Head of Planning and Strategy.
- Al-Abdulrahman (Eng.) Naif, Head of Building and Construction, National Housing Company (NHC)
- UNDP Country Office in KSA and staff
- UN – Habitat and staff
- Tamim, Mayssam; Assistant Resident Representative, UNDP Saudi Arabia Country Office, (Evaluation & Project Manager)
- Majale, Michael; UNDP Technical Advisor to the project
- Alqordi, Daad; National Project Assistance, UNDP (Project Focal Point)
- Alotaishan, Nada; Monitoring & Evaluation Officer, UNDP (Evaluation focal point)
- Al-Hefnawi, Ayman; Team Leader, UN-Habitat Saudi Arabia
- Deuben, Lee; Team Leader, Senior Housing Expert; Saudi Arabia: Developmental Housing Initiative
- Aldawsari, Bader; Housing Expert, UN-Habitat
- Fustier, Nathalie Resident Coordinator, UN Office Saudi Arabia,
- Ali, Erfan UN-Habitat, Regional Office of Arab States, Regional Representative,
- Bouloukos, Adam Resident Representative, UNDP Saudi Arabia,
- Khor, Neil, Chief of Staff, Office of the Executive Director, UN-Habitat,
- Al-Turaiki, (Prof) Mohammed, Development and Rehabilitation Advisor, Developmental Housing and Community Engagement Deputyship,
- Mostafa, (Dr.) Lobna A; Associate Professor, College of CADD-Vice Dean, Dar Al Uloom University
- Elabd, Aliaa; Assistant Professor, Architectural Engineering Department, Al Faisal University
- Other Agencies/Institutions /NGOs
- Select development housing beneficiaries

## 2.10 Ethical consideration

The evaluation process was completed with utmost consideration to ensure that no race, religion, creed and class of the society gets offended with any course of action of the evaluation process and provides equal sense of involvement to all the residents of KSA towards the developmental housing initiative. The exercise has ensured the adherence of human rights in the process of evaluation and have maintained the objective of human subject research ethics and its attributes such as anonymity, confidentiality, and consent before inclusion of any observation, perception and opinion. The process has duly followed UNEG code of conduct throughout the evaluation implementation.

## 2.11 Background information on evaluator

International Evaluator – Sheikh Salim Altaf has completed this evaluation. Mr. Altaf is an urban development specialist, with over 10 years of experience on general project management and evaluation of projects related to urban development and reforms. Mr. Altaf is an Architect- City planner with academic background on city planning as well has over a decade of experience on project design, implementation, monitoring and evaluation in urban management sectors. Mr. Altaf contributed through his expertise on review of developmental housing and overall project management. His experience and expertise complemented in conducting this evaluation.

## 2.12 Major limitations of the methodology

The methodology faced some limitations, in terms of inaccessibility of some intervention areas either due to Covid-19 related concerns, interaction with adequate number of respondents (KII), limited time for field visit or logistical challenges. However, these limitations did not derail or significantly affect the evaluation findings.

To ensure quality, the IE developed and submitted for approval of an inception report, data collection tools and qualitative questions guides. The evaluation adhered to UNEG evaluation standards and guidelines and was conducted in accordance with the ToR and the PD.

The Evaluator did not come across any potential ethical issues and approaches that might have compromised the evaluation process. Before each Interview, the IE clearly explained to the respondents the objective of the evaluation and data collection and sought their informed consent.

## 2.13 Data Analysis Strategy

### 2.13.1 Document and Literature Review

All Developmental Housing documents were reviewed (including but not limited to the PD, Operational Guidance; M&E plans; consultant reports; Board minutes and, memos and emails) prior field visit in February/March to Riyadh. Additionally, a literature review of other relevant projects in KSA was conducted. The review of project documents was considered a first iteration toward answering all the evaluative questions and allowed the evaluator to identify gaps in information that need to be filled in during fieldwork. This resulted in a preliminary set of findings to be triangulated through other methods.

### 2.13.2 Key Informant Interviews (KIIs)

Key informant interviews were conducted with a range of stakeholders<sup>21</sup> that provided insight and perspective to the Developmental Housing evolution, management, and operations. The interviews also explored critical success factors, challenges or barriers to success, and results, as well as gender and reporting considerations. The KIIs were semi-structured in nature, ensuring that the evaluator was able to gather data related to the evaluation question, but allowed the flexibility to add probing questions based on respondents' answers. Prior to each interview, the evaluator identified the highest priority questions from **Annex 2** to cover with that respondent to ensure that evaluator collected the most pertinent data to answering the evaluation questions (considering data already collected). The intention was to hold as many KIIs as possible in-person, though remote KIIs were facilitated through video or online teleconference (owing to covid-19 adaptations and limitations) and online survey platforms-Google forms have been used to obtain responses from various stakeholders.

List of Key Informants is provided at **Annex 11**.

### 2.13.3 Performance Rating

Performance rating was based on 'a five-point scale' against the DAC evaluation criteria to assess the performance of the project.

**Highly satisfactory (5):** The project performed well overall against each of the evaluation questions.

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<sup>21</sup> Listed under 2.4 Key Stakeholders section

**Satisfactory (4):** The project performed well overall against majority of the evaluation questions but there were room for improvement.

**Moderately satisfactory (3):** The project performed moderately against almost half of the evaluation questions and there were rooms for improvement.

**Somehow satisfactory (2):** The project performed poorly overall against majority of the evaluation questions and there were immediate and major steps that could have been taken for improvement.

**Not satisfactory (1):** The project performed poorly in almost all the evaluation questions and there were immediate and significant steps that could have been taken for improvement.

#### 2.13.4 Final Analysis

The evaluator recorded all interviews (with consent) and/or took detailed notes so that the team could generate transcriptions and translations (if necessary), to then uploaded into a qualitative analysis platform for analysis. The coded responses allowed us to transform qualitative data into quantitative tabulations where possible and appropriate; however, it was important to note that because the respondent sample was small, in many cases it was suitable to quantify the qualitative data. Each question in the KII protocol had a direct link to an evaluation question (or component of an evaluation question) and was categorized according to those linkages during data analysis. The findings generated through these methods were interpreted in the context of findings generated through other qualitative and quantitative methods described above and triangulated accordingly.

#### 2.14 Project timing and milestones

The evaluation study to be completed within 3 months (contract period from 16 January to 10 April 2022), providing 24 working days. As indicated in the TOR, there are 3 milestones that the evaluation has met:

- Signing of the contract documents and initiation of review of the project document (16/Jan/22)
- Inception Report where the consultant clarifies objectives and methodologies of Evaluation and further feedback on the review of project document and other related documents (14/Feb/22)
- Field mission to Riyadh (27th February 2022 – 3rd March 2022)
- Stakeholder consultation workshop/sharing of initial findings (10/Mar/22)
- Submission of draft final report (31/Mar/22)
- Submission of Final report (to be determined by the UNDP and the consultation process, but no later than 10<sup>th</sup> April 2022 but it may change based on the date of the receipt of the comments)

A detailed revised schedule of key milestones, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting) is provided as **Annex 8**.

#### 2.15 Limitations and mitigation

The approach for the final evaluation is based on a planned level of effort for an independent evaluator with overall input of 24 days, which was challenging to cover all the aspects proposed in the evaluation methodology. A field mission of only 5 days at Riyadh, was planned meticulously, to interview key stakeholders, collect evaluative evidence and visit to the project sites. However, due to the regional COVID-19 protocols, the evaluation process included online interactive session with key stakeholders based on pre-structured set of questionnaires. The COVID-19 restrictions also hampered the site visit, limiting the exercise results to be based on responses from the informants.

Other major challenges faced by the IE were Covid-19 related travel restrictions and change in deputyship. Personnel turnover was identified as a major limitation affecting the Project implementation. A large number of authorities trained through the Project have left the Project partly due to the related restructuring decisions. The merger of ministries, change of government and introduction of new policies, these transformations posed a significant risk of knowledge transfer, understanding of data set, mechanism, expectation of stakeholders and takes time in comprehension and mobilisation. This could have impacted the overall detailed review and quality of interviews, but effective measures were factored in to achieve the purpose and objectives of the evaluation.

As many KIIs as possible in-person were hold, also remote KIIs were facilitated through video or online teleconference (owing to covid-19 adaptations and limitations) and online survey platforms - Google forms. However, no response from the respondents through online survey could be obtained.

Within the context of these limited resources, the independent evaluator was able to conduct a detailed assessment of actual verified results against expected results and was able to ascertain whether the project has met its main objective - as laid down in the PD - and whether the project initiatives are, or are likely to be, sustainable after completion of the project. The evaluator was able to make recommendations upon receiving feedback and debriefing with key stakeholders that may be useful to reinforce the long-term sustainability of project achievements. Finally, the report also provides lessons learned based on the learnings from progress reports, FGDs, interviews and debriefs, which could be further taken into consideration during the development and implementation of other similar projects in KSA, in the region and elsewhere in the world.



### 3 Analysis and Findings

This section assesses (qualitative and quantitative) the extent to which the project progress has been in line with the programme objectives, requirements of beneficiaries, interest of KSA, priorities of local needs, efficiency of non-profit organisation and policies of UN-Habitat and UNDP using standard indicators as listed below:

#### 3.1 Findings of the desk review

This section sketches an overview of the documents produced as output reports under three major heads and findings of the report review. A large knowledge base has been created through the technical support provided by the UNDP & UN-Habitat team for effective Implementation of the Development Housing Initiatives in KSA. Detailed observation has been summarised below:

**OUTPUT 1: Business Plan for non-profit sector engagement** aims to study the best international experiences on non-profit involvement in the delivery of developmental housing, preparation of template business plan and a model partnership agreement framework for non-profit engagement. The output inhibits three sub output reports as listed.

##### 1. Sub-output 1.1 – International Best Practice Report on Non-Profit Involvement in the Delivery of Developmental Housing

The output report is a collection of case-studies which elaborates on best practices of non-profit housing in four countries i.e., **Austria, England, Netherlands and South Africa** wherein various organisations including national government have been instrumental in delivering national social housing programmes. As foundation work, the report provides details of various critical documents, decrees and resolutions reviewed (overall 34 documents reviewed). Few important documents such as Resolution 198, Decision 621, Royal decree 55190, resolution 457, Bylaw relationship between MoHR&SD and Technical Supervision; NGO and associations law; the executive regulation of non-profit organisations; societies rules and regulations etc, have been pivotal in comprehending the relevant best practices, standard documents, legal and governance structure and policy measures used in successful DH initiatives.

The report has extracted learning from the success stories of developmental housing programmes and practices of the four shortlisted countries to utilize and secure leverage for the effective involvement of the non-profit sector. These four countries were shortlisted based on five parameters<sup>22</sup> and a tabular overview was presented based on seven aspects<sup>23</sup>.

The report follows a four-step methodology i.e., Development of Selection Criteria, Identification of International Best Practice Case Studies, Case Studies Analysis in Detail, Case Studies Key Lessons, and focuses on three critical areas of assessment (as listed) to illustrate the central role of the non-profits, government and other stakeholder in the successful delivery of developmental housing programmes. Key findings from the international benchmarking exercise have been summarised below:

- **Government/NGO relationships:** This section has addressed three sub areas<sup>24</sup> and have put forth the learning and insights to ensure a strong accountable partnership agreement framework. Key measures such as online process (online registration process, availability of online forms, transparent approval and rejection criteria and a clear indication of required documents in case of rejections) and cost-effective registration free as incentive were found insightful. Submission of a business plan (components such as financial projections) and legally executed partnership agreement with clear roles and responsibility as prerequisite procedure to establish a strong system of accountability, oversight and compliance were key learnings.

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<sup>22</sup> 1. Involvement of NGO, 2. addressal of low-income beneficiaries, 3. delivery of substantial units, 4. Housing unit purchase options and 5. planning requirements

<sup>23</sup> 1. Percentage of subsidized housing units/units delivered by Non-profit organisations; 2. Eligibility criteria of the beneficiaries; 3. Financing mechanism for public and social housing; 4. Models for non-profit sector involvement and their role and responsibilities; 5. Housing tenure options; 6. Beneficiaries' financial contribution; 7. Considerations for planning

<sup>24</sup> 1. Requirements for registration, licensing and internal governance, 2. Cooperation and partnership framework, 3. Business plan and Financing instruments

- **NGOs and housing provision mechanisms:** Addressed three key sub areas<sup>25</sup> this section advocated to establish legal framework to permit non-profits to off-set their cost through effective mechanism such as rental payments, maintenance & service charges. Availability of clear guidelines<sup>26</sup> of land and housing provisions, planning, housing standards<sup>27</sup> and approval process<sup>28</sup>. Additionally, to facilitate provisions for maintenance and operation<sup>29</sup> were important learnings from the case studies
- **NGOs and beneficiary's relationship:** Addressed four critical areas<sup>30</sup> and provided learnings to strengthen NGO and beneficiary relationship. Introduction of high priority section<sup>31</sup> for beneficiary selection; Delineation of housing tenure options<sup>32</sup> and introduction of retention mechanism<sup>33</sup> were key lessons. Further, encouragement of tenant participation in decision making process related to design, construction, allocation and management of developmental housing units were highly encouraged.

The report comprehensively documents the best practice in all three critical areas and establishes a way forward for further outputs based on captured best practices. Case studies have showcased a good mix of examples of hybrid model (NGO and Private sector partnership, Austria), technical capacity (Netherlands), schemes & social support (England) and low-income NGO housing models (South Africa). Case studies were more focused on rental housing and provided "right to buy" with special conditions. However, report didn't provide insights on established practices on the rights of tenants on most of the parameters. Further, the report has not concluded the best practices on community participation.

## 2. Sub-output 1.2 – Template Business Plan for KSA Non-Profits Involved in the Developmental Housing Programme

Output report 1.2 focused on development of two templates in partnership with MoMRAH aiming to enhance the current efforts made by the Saudi government in an order to increase the capacity and contribution of non-profit sector at the needed pace in DH initiative. The sub-output detailed out two functional instruments i.e., Housing Need Assessment framework and Business template plan to ensure an evidence-based practice to assess the housing requirements and to engage non-profit sector for development of required number of housing stock.

The report has devised a sample methodology for HNA and Business template integrating inputs from multiple toolkits and guidelines developed by local, federal, national governments which were used to conduct housing and community need assessments. These frameworks (HNA & Business plan) intend to support the government in creating a sound mechanism to meet the housing requirements and understand the business proposal of non-profits. The report has taken learnings and inferences from the baseline research (output 1.1) supplemented by other studies<sup>34</sup> (Canada and Australia) & NGO interviews to enhance methodology and content of the templates to capture required assessment and information.

Sample methodology to conduct HNA consisted of two phases i.e., Preparatory and drafting. Preparatory phase<sup>35</sup> sketched out the prerequisites to conduct HNA and outlined the scope of the work,

<sup>25</sup> 1. Access to land and housing provision/acquisition; 2. Planning, housing standards and approval process; 3. Maintenance and operation systems

<sup>26</sup> Land and housing acquisition, compensation, dispute settlement and mechanisms to appeal the decisions to land and housing acquisition committee

<sup>27</sup> Special planning guidelines for developmental housing projects.

<sup>28</sup> Modalities to engage housing beneficiaries at different stages of project design and implementation

<sup>29</sup> Introduction of "Right to repair Scheme" which will enable tenants to have urgent, minor repairs (such as blocked sink/leaks) in a time bound outline.

<sup>30</sup> Beneficiary criteria; Housing tenure options; Rights and duties; Community participation

<sup>31</sup> Older person, person with disability, people living in inadequate housing condition, victim of crime etc.

<sup>32</sup> Beneficiary monthly contribution out of the housing subsidy usufruct value do not exceeds 25%-30% of their monthly social security pension or overall income

<sup>33</sup> Cases when family benefitting from housing subsidy have been excluded from the social security due to improved socio-economic condition

<sup>34</sup> Seventeen business templates were examined

<sup>35</sup> Identification of the desired outcome; Identification of staff & resources needed; Determination of research methodology; Development of stakeholder engagement plan; Data collection/stakeholder engagement and compilation of housing need assessment report



assessments<sup>36</sup> to be carried out and project constraints<sup>37</sup>. The sub output provided tools<sup>38</sup> to carry out the preparatory phase and elaborated steps<sup>39</sup> to be followed in drafting phase of HNA to bring out the finding and conclusions of the assessment.

Further, the output report outlined the contents of business plan with sample templates and illustrations to ensure a comprehensible, consistent and user-friendly outline. The report elaborated two phases of business plan preparation wherein first phase included preliminary activities like data collection, situation analysis, identification of desired vision, target identification, strategies to measure success, draft outline to circulate internal inputs and compilation of business plan whereas second phase elaborated on content<sup>40</sup> of the final framework.

The report has efficiently elaborated on methodology to conduct HNA and have put forth a comprehensive business plan framework for non-profits. However, business plan can be strengthened with operation and contingency plan to address any unseen hindrance occurred during operation phase.

Findings on templates- HNA and Business template are found to be useful as a guiding tool to carry out housing need assessment and present business proposals. However, a ready to use template may be generated for both to have an easy facilitation.

### **3. Sub-output 1.3 – Model Partnership Agreement**

The report has presented model structure and common provisions of partnership framework which aims to present an accountable and transparent mechanism to form an association between government and non-profits. It has been attempted to cater to the dynamic and changing roles of the non-profit organisation, outlining the functional steps to manage the partnership between government institutions, non-profit organisations and the private sector.

The output has drawn its baseline information from the international benchmarking report featuring international case studies (1.1) to render understanding of ways to develop partnership agreement with the government and private sector. Sample partnership agreement from USA, Canada and England provided the model structure. Sub-output 2.1 on KSA developmental housing legal framework provided the overview of the regional legal bindings and partnership modalities and engagement of non-profits with ministry of housing.

The report has provided guidelines<sup>41</sup> to manage partnership framework and have provided a template framework having core components<sup>42</sup>. The framework established a system of accountability, oversight and compliance. It ensures that all tasks and responsibilities are included in the agreement with defined role of action. The template can be used for engaging multiple stakeholders with their defined roles and responsibilities under Article 4 of the template. The template established a transparent and streamlined process for NGOs to get access of public funding. However, the template did not include additional operational<sup>43</sup> guidelines of partnership agreement. Moreover, separate clauses of maintenance, operation, performance audits etc. can be added to further strengthen the partnership template.

The report has presented a comprehensive and inclusive partnership arrangement and have discussed legal and operational sections. However, the output hasn't inferred indicators from the strategic plan (Integrated results and resources framework - IRRF) in addition to specific results indicators. Further disaggregation of indicators based on gender, sex and targeted groups to be verified.

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<sup>36</sup> data gathering methodologies, training requirements

<sup>37</sup> budget, scope and time

<sup>38</sup> Workplan; Available resources; Target area and sub areas; Stakeholder and Target Population and Data gathering technique

<sup>39</sup> Background/overview from the preparatory phase; Socio-economic profile; Assessment of housing stock; Assessment of available service; Finding and conclusion on unmet housing need and beneficiary priority

<sup>40</sup> Executive Summary; Mission & Values; Objectives; Products and Services; Stakeholder Analysis; Strategic Planning; Monitoring & Evaluation; Staffing & Operational context; Asset Management; Risk Analysis; Financial Projections & Budget and Key Performance indicators

<sup>41</sup> 1. Monitoring and evaluations: set regular review dates to assess partnership impact; 2. Flexible amendment provisions: provide room for expansion and growth; 3. Adhere to good legislative drafting techniques: avoid ambiguity; 4. Open access for information/document-sharing: to build trust, transparency and accountability; 5. Provide a structured timetable (e.g., every quarter) for reporting progress and challenges (to assure communication).

<sup>42</sup> Preamble and recitals (Outline of involved parties and intention of the contract); Definition of key terminologies; Duration of the agreement (Effective period of engagement); General guiding principles for the partnership (Modalities and frequency, undertakings to protect tenant privacy and address their needs); List of attachments (supporting documents & laws, annexures); Individual responsibility of the parties (coordination mechanism); Global provisions (termination and dispute resolution mechanism); Signature page (End of agreement)

<sup>43</sup> Monitoring and Evaluation; Flexible amendment provisions; Open access; Structured timetable

## **Overall findings of OUTPUT 1**

The case studies have showcased a good model of NGO's technical capacity in delivery of rental housing (up to 75% in Netherlands), display of hybrid model of NGO and private sector partnership (delivered 59% of rental housing block in Austria), showcased right to buy/rent-to-own scheme and social support (delivered 17.5 % of total home in England) and successful low-income NGO housing model (contributed 13.6% of total housing stock where NGO delivered multiple roles<sup>44</sup> in South Africa.). The comprehensive exercise has documented best practices covering relationships between government, NGO and beneficiaries which serves the purpose of foundational research for other outputs of the report. Further, output 1 provided methodology to conduct HNA, content of business plan and a general outline of partnership framework with a template guidebook with categorically defined steps. However, focused case studies relevant to KSA which can elaborate more on ownership model and community participation can be a supplement to the study. Ready to use HNA, business proposal and partnership framework templates with guidelines/article on maintenance, operational and performance audits can be provided for easy facilitation. (The current templates provided are more like a guidebook).

## **Overall Rating- Satisfactory**

### **OUTPUT 2: Comprehensive review of current policies, legislation, regulations and governance of the housing development sector:**

This section aimed to review and analyze the current framework and regulations<sup>45</sup> related to non-profit housing initiative to identify existing gaps and bottlenecks, understand household characteristics of existing non-profit housing initiative in terms of beneficiary selection, tenure option etc.; and looked after recommendations for new criteria of beneficiary selection.

#### **1. Sub-output 2.1 – Review and Analysis of the Policy and Regulatory Framework Related to Non-profit Developmental Housing Initiatives**

Output report 2.1 assessed current legislative framework decrees and regulations related to developmental housing with an objective to increase coordination mechanism and to improve the overall efficiency of housing delivery system. The exercise utilized inferences from baseline study<sup>46</sup> carried under international benchmarking output report (1.1) to build an improved understanding of legal and governance framework, associated bottlenecks and derived ways to have effective contribution of non-profit organisation to meet the objective of the programme.

The output report assessed legal<sup>47</sup>, governance<sup>48</sup> and Developmental housing Policy<sup>49</sup> of KSA. Legal and governance framework were analysed based on three critical areas<sup>50</sup>. The assessment categorically presented set of applicable laws and decrees<sup>51</sup> relevant to these three critical areas. Further the report reviewed key policy documents<sup>52</sup> to highlight strength and challenges of the existing policies and recommended potential solution to strengthen it.

The document presents key lessons in legal & governance assessment based on case study (can be referred in section 1.1) and provides lessons based on policy evaluation which has been extracted below:

- **Scaling up non-profit participation in Developmental Housing**

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<sup>44</sup> Own, build, maintain and collect the rent

<sup>45</sup> With particular attention to decree 198 and other decrees

<sup>46</sup> 34 documents. (Resolution 198, Decision 621, Royal decree 55190, resolution 457, bylaw relationship between MHRSD and Technical supervision, NGOs and Association law, The executive regulation of non-profit organization and societies rules and regulations.)

<sup>47</sup> Mapping non-profit related laws, decrees and regulation; legal and process analysis of NGO housing sector.

<sup>48</sup> Government Institution involved in developmental housing; Assess institutional mandates; Requirements for licensing, registration & internal governance.

<sup>49</sup> Beneficiary criteria; Tenure options rights and duties; Community participation

<sup>50</sup> Government & Non-profit; Non-profit & Housing; Non-profit & Beneficiary

<sup>51</sup> NGO and Association law 2016, By law regulating the relationship between MHRSD and supervisory authorities 2019, Resolution 457, 2018, Draft agreement between MOH and NGOs, 2019; NGO Executive Regulation, 2016; Land and Housing acquisition 2019, Usufruct agreement between NGOs and beneficiaries, 2019, Resolution 198, Resolution (356) on voluntary work, 2020

<sup>52</sup> Vision 2030; National Transformation Program; The Housing Program; Quality of life program

It was concluded that availability of dedicated funding scheme from the government can scale up non-profits engagement in DH and supports delivery of low-income housing. Further non-profits can have legal means to generate revenue to off-set their costs and private sector contributions/partnerships can be an effective support to the delivery of developmental housing.

- **Barriers to economic mobility and ownership due to income limits**

It was found that twin-track approaches can potentially address housing delivery as well as can generate service opportunities. Further, ownership versus usufruct can be balanced according to beneficiaries' needs and potential for success. Further, tenants should not lose the developmental housing unit if income improves (as one goal is to improve socioeconomic mobility).

- **Balancing developmental housing stock with ownership goals**

It was suggested that National homeownership goals should be balanced with the need to retain a portion of developmental housing units for families where ownership may not be the best option.

- **Scaling up the number of Developmental Housing units to meet ambitious goals**

To meet the desired number of housing stock, it was suggested to devise strategies to increase private sector engagement and examine additional demand-side strategies.

- **Absence of a comprehensive Developmental Housing Implementation Strategy**

Recommended to have Developmental Housing implementation strategy that sets out priority actions and activities towards the achievement of the goals of Vision 2030 and the Housing Delivery Program.

The output has inclusively mapped out the relevant laws, regulations and decrees to understand the KSA context in term of legal and governance framework. Further, it has reviewed all relevant policy documents. However, the output report misses out in establishing the link of legal, governance and policy review with business proposal and partnership framework. The review did not assess legal and governance framework related to socio-economic profile and legal condition of partnership agreements. Further Key performance Indicators are not discussed.

## 2. Sub-output 2.2 – Review of household characteristics and existing non-profit housing initiatives including beneficiary selection, tenure options, and efforts to support beneficiaries

Sub output 2.2 highlighted three areas of developmental housing. i.e., Mapping of the criteria and standard which applies in the selection of beneficiaries of the DH programmes; Assessment of data management for profiling of developmental housing beneficiaries and study of socio-economic mobility of beneficiaries. It aimed to understand the strength and weaknesses of the DH housing programme of KSA and focused on understanding whether a strong data management methodology responds to the decision-making process.

The report has presented three components in the methodology i.e.; Baseline research<sup>53</sup> to determine KSA context, Identification of information gaps<sup>54</sup> & follow ups with MoH, MoHRSD and NGOs and identification of KSA strength and opportunities<sup>55</sup>. Based on foundational work<sup>56</sup> the report has rendered assessment in three focus areas<sup>57</sup>.

Key findings of the output have been extracted below:

- Selection criteria for developmental housing are provided in a dedicated legislative framework (regulation 198) and by reference to criteria provided by SS and the disabled care. Due to this

<sup>53</sup> Review of national acts, decree, and regulations; Review of DH internal policy documents and strategies upcoming reforms to social security and DH system; Interview with MoH, MoHRSD and NGOs representative; Review of SS and DH beneficiaries

<sup>54</sup> Identification of SS and DH beneficiaries' data sets pertaining to potential and current beneficiaries; Review of data collection and research methodologies; Meeting with MoH, MoHRSD and NGOs to clarify research methodology behind datasets, potential statistical errors and biases and inquire about additional data.

<sup>55</sup> Identification of potential weakness, opportunities and strengths of the KSA DH programme in relation to beneficiary eligibility, enrolment process and socio-economic mobility.

<sup>56</sup> Resolution 198 - Mechanism for paying the instalments of the housing subsidy for the categories sponsored by the Ministry of Labor and Social Development; Royal Decree No. M/45 07/07/1427 on Social Security System; Royal Decree No. M / 37 dated 09/23/1421 AH on the Disabled Care System; Usufructuary Agreement Between a Beneficiary and an NGO

<sup>57</sup> Eligibility criteria and standards; Beneficiary profiles; Household socio-economic mobility

reference beneficiary eligibility gets tied up with amendments, changes to criteria of SS and the disabled care. This linkage advocates a strong coordination between MoHRSD, MoMRAH and DH programme to avoid the risk of not serving those most in need of DH.

- SS scoring system are being used for eligibility of DH programme.
- Enrolment of beneficiaries takes place only through the SAKANI platform often with the help of NGOs which makes the process vulnerable to prioritisation of specific group.
- Lacks a clear, inclusive and participatory housing scheme.
- Need improved coordination of datasets between MoHRSD and MoMRAH is needed to determine scoring criteria to facilitate evidence-based policy decision.
- MoHRSD methodology to devise the criteria for SS and 200 k is unknown.
- Sample size of beneficiary satisfaction survey (345) is not apt.
- No mechanism to monitor the progress on empowerment of beneficiaries.
- No institutionalised socio-economic mobility programmes for DH beneficiaries.
- Home ownership scheme and socio-economic mobility programmes lack evidence base and customization on the needs of the beneficiaries in the DH programme.
- Flat rates for both lease-to-own options and monthly rent will project a negative impact on socio-economic growth of vulnerable segments of beneficiaries.

For beneficiary eligibility and selection criteria, the report has recommended to draft a developmental housing legislation to provide dedicated eligibility criteria, scoring system and recourse mechanisms for DH. It has been suggested to have a strong coordination mechanism among existing regulatory frameworks and ministries to determine need and opportunities of beneficiaries based on baseline research. Further it has been recommended to standardised DH deputyship to build the capacity of NGOs and tailored home-ownership model for specific needs.

Further, it has been put forth that DH deputyship should strengthen the methodologies for collection, analysis, use and sharing of data on beneficiaries with respect to data management and use of data on beneficiaries by also leveraging existing partnerships with research institutes. With respect to socio-economic mobility, it has been recommended to have tailored home ownership model to address specific needs of the beneficiaries.

The report has duly addressed three focus areas i.e., eligibility criteria, beneficiary profile and household socio-economic mobility. The report has presented two process of beneficiary selection where in components of socio- economic research to determine beneficiaries among potential beneficiaries can be further elaborated. Further review of household characteristics has not been reflected.

### **3. Sub-output 2.3 – Development of recommendations for new criteria for the selection of beneficiaries**

The output report 2.3 focused on the formulation of new criteria, standards and provides recommendations for the selection of target beneficiary groups as well as suggests measures to boost the socio-economic growth of beneficiary households.

The methodology involved analysis of key findings from sub-output 1.2 and 2.2<sup>58</sup> (Baseline research); review and analysis of international case studies<sup>59</sup> and policy recommendation<sup>60</sup>. The report assessed two focus area<sup>61</sup> and develops a concrete understanding of strength, opportunities and gaps present with these key areas of the programme. Primary and secondary research on current practices and international case studies enabled to develop the policy recommendation which maximizes the opportunity to overcome the shortcomings in the implementation of the developmental housing programme and framework for DH policies, regulations and coordination mechanism.

Key findings of the output are extracted as listed:

- Standardized housing allocation schemes bound within a law, act or strategy are key to ensuring the development of a transparent, accountable and equitable social housing programme.

<sup>58</sup> Baseline research to determine the KSA context; Identification of information gaps and follow ups with MoH, MoHRSD and Identification of KSA strength and opportunities

<sup>59</sup> Case studies on beneficiary eligibility, enrolment, screening and socio-economic mobility (England, USA, South Africa)

<sup>60</sup> Actions needed to maximize opportunities and overcome systematic weakness, Proposed framework for DH policies, regulations and coordination mechanism

<sup>61</sup> Eligibility criteria and standards and Household socio-economic mobility

- Allocation schemes are often underpinned by the development of clear rules and regulations governing criteria for beneficiary eligibility, qualification, preferences and prioritization.
- The harmonisation of existing regulatory and policy frameworks for the selection of beneficiaries is fundamental for the coordination of provisions from existing laws and regulations and the assigning of clear roles and responsibilities to all stakeholders.
- Coordination mechanism are of key importation for effective implementation of DH programmes
- There is a range of model exists<sup>62</sup> to support the transition of beneficiaries from usufruct to home ownership.
- Mechanism for transitioning from leasehold to freehold embedded in social housing programmes for financially able beneficiaries.
- Each program should provide provision of more than one mechanism based on feasibility to bring transition from renting to buying.
- There is need of multi faced approach to move out the families out of poverty.

Further the report has recommended development of need and evidence-based Housing allocation scheme by DH deputyship. It has suggested to devise new eligibility criteria based on income and need based prioritisation of beneficiary. To harmonise existing regulatory and policy frameworks, drafting of a development housing act has been recommended which coordinates provisions from different existing laws and regulation with clear roles and responsibilities of stakeholder. A DH coordination mechanism has been advocated to increase cross-sectoral coordination and cooperation in the implementation of DH programme.

Further, replacement of housing stock due to transition of units to ownership has been suggested to avoid depletion of affordable housing pool. It has been clarified that clear and enforceable resale restriction for a specified period is fundamental to preserve limited government resource, profiteering behaviours and market distortions. Further, the report has recommended a unit price which should be affordable to different income group and provision of homeownership counselling as a prerequisite to participate in housing schemes.

The report has discussed measures to back the DH programmes with provisions to boost socio-economic mobility. The report links HNA (housing need assessment) and socio-economic indicators to target all the household members programme to improve socio-economic mobility. The report recommends to empower vulnerable groups with a particular focus on women.

Further, the output report has recommended to devise new autonomous criteria of beneficiary selection but a clear outline of the same has not been provided. Further the report has mentioned multiple models for transition to ownership but a clear analysis which suits to the setting of KSA has not been reflected. The measures to improve socio-economic activities are general in nature and specific actions to empower women have not been discussed.

## **Overall findings of OUTPUT 2**

Output 2 covered review of legal and governance framework and mapped relevant laws, decrees and regulations to KSA context. The output assessed all the relevant policy documents (Vision 2030, NTP, The housing program, Quality of life program) and highlighted strength and challenges of existing policy documents. Further, the output has assessed existing eligibility criteria, beneficiary profile and have highlighted strengths and opportunities to improve socio-economic mobility. However, the section did not link legal, governance and policy review with HNA and specific legal conditions for partnership framework.

The section has reviewed existing eligibility criteria, beneficiary profile and household socio-economic mobility. It has exhaustively described the selection criteria followed to DH. However, the report did not render a clear understanding of social research used to determine to determine beneficiaries among potential beneficiaries. The report did not reflect any exercise on household characteristics. Further, the report did not deliver a clear outline of new beneficiary selection criteria and an ownership model or usufruct transition model to ownership applicable to the setting of KSA. The report recommends general measure for socio-economic mobility and in need of clear role of DH deputyship.

## **Overall Rating- Satisfactory**

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<sup>62</sup> Right to buy; right to acquire; rent to buy/own schemes, shared ownership, part buy/part rent schemes and shared equity schemes.



### OUTPUT 3: Spatial Analysis to locate and design non-profit housing projects

This section has showcased international best practices of urban planning in developmental housings, neighborhood analysis, development of guidebook to conduct spatial analysis and housing design participatory process.

#### 1. Sub-output 3.1 – International Urban Planning Best Practice in Developmental Housing Locations

The sub output is a synopsis of international standards and best practices around the world. The case studies are primarily focused on supporting social housing and best practices that can help in designing and developmental of housing programmes for KSA considering KSA Vision 2030, Housing Program Delivery Plan and NTP. The report describes six<sup>63</sup> step process which defines the rationale of case study selection to bring out the recommendation for KSA.

The case studies include best practices from six countries i.e., Oman (two case studies); United States of America, Austria (two case studies); Singapore; Chile and Turkey. These case studies were compared based on variables associated with international criteria for urban planning design principles. The research focuses on two key areas:

- a. Data collection & Spatial analysis-
  - i. Data collection, availability, and analysis of methodologies
  - ii. To examine spatial criteria established for site selection
- b. International Best practices standards- Standards for determining site and design suitability, Identification of proximity to amenities.

The output report has used five means of spatial analysis i.e., GIS analysis to determine the accessibility of sites to public amenities; Literature review to understand design, legal and financial mechanism; Review of plans and drawings for assessment of typologies, sustainability and space considerations; Site visits to have field reviews and Expert consultations. The report assessed 11 planning criteria using spatial analysis tool (Adequate space for streets; adequate density; mixed land-use; Social mix; Limited land-use specialization; Walking access to public transit; Walking access to social services and amenities; Walking access to open/public space; Walking and biking infrastructure; Reduced parking footprint and Adequate living space). The output report elaborates majorly<sup>64</sup> five planning and design principles from selected case studies<sup>65</sup> and six other international best practices for better living conditions.

Sub-output 3.1 acts a steppingstone for laying foundation for upcoming sub outputs and have been instrumental in providing guidance to MoMRAH in selection of suitable location for developmental housing in Saudi cities. The case studies analysis focused on the criteria that were incorporated for site selection, planning land use typology; understanding the housing development based on social fabric and income groups; Housing modality and design of housing units based on various factors. The analysis covers four aspects as presented below.

- **Context-** Cultural and historic relevance, National and regional perspective
- **Spatial Analysis-** Relation to the city- mobility, public facilities, land use and functions; Neighbourhood & housing site analysis- land use and functions, mobility; Housing unit design-adequate space, light and ventilation.
- **Implementation criteria-** Legal mechanism; Financial mechanism and Sustainability.
- **Analysis** of various findings including the strengths and weaknesses in each case study.

The report compiles its key findings highlighting the relevance of various parameters such as proximity of urban housing to city centres, accessibility to public transport, optimized density through compact design, active ground floor uses, availability of amenities and open spaces within walking distance. Further, aim to accommodate diverse needs and housing typologies, adequate living space with natural light and ventilation, pedestrian friendly walkable streets and well-designed open green spaces were key findings.

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<sup>63</sup> 1. Development of Selection Criteria; 2. Identification of International Planning Principles; 3. Case Studies Analysis in Detail; 4. Planning Best Practice Analysis of Case Studies; 5. Case Studies Key Lessons; 6. Recommendations for KSA

<sup>64</sup> Street systems and last mile connectivity (Adequate space for streets, pathways etc. and efficient street network including last mile connectivity); Adequate density; Land-use Typology and merits of Mixed land-use; Social Fabric and diversity; Limited land-use specialization.

<sup>65</sup> Access to public transport; Social services and amenities; Public open spaces; Infrastructure required for pedestrians and cyclists; Reduced parking footprint; Adequate living space

Other planning and policy-related observations included the use of existing land within the city to keep a check on land prices, prioritizing infill development through urban regeneration, avoid of leapfrog development, having higher density, compact development, avoidance of single functions & promoting the combination of residential, commercial office and to ensure healthy social mix with good living standards with enough housing stock. Car-oriented development has been discouraged.

The report has extensively covered aspects identified during scope analysis including planning and design criteria. However, the report has missed out on a few areas from the contextual alignment with respect to KSA. The geo-climatic zones and geographic conditions in KSA are unique and require specific climate responsive planning and design outlook. The selected case studies lack planning tools such as climatic zones, the last mile connectivity, street design or climate responsive unit designs, design creating microclimatic zones to address harsh climate. Case study on traditional/ vernacular architecture should have been included as passive cooling systems and used while designing traditional units which can be a good benchmark for design guidelines as the same would help in reducing energy footprint of buildings.

The strong cultural values and limitations posed due to the social fabric's influence the design, planning principles and policies. Social fabric and cultural resemblances to KSA were other significant areas that were not elaborated in case studies. Therefore, case studies including gender inclusivity for housing needs and planning principles required for sensitive zones for heritage or cultural significance could have been added. Another observation is that the order of the case study is disorganized in terms of sequencing and order. For example- the case study based on USA misses out on limited land-use specialization criteria; the case study based in Turkey, Chile and Oman (Sur) covers five, six and nine parameters out of eleven respectively; the analysis on LEED-ND principles in Oman (Barka) was missed.

## **2. Sub-output 3.2 –Neighbourhood analysis of selected developmental housing projects in Saudi cities using international standards**

The sub output report carried out neighbourhood analysis of fourteen existing developmental housing sites based on principles of sustainable neighbourhood developments. This has been done to create a better understanding of sites to strengthen the developmental housing projects and to analyse the potential opportunity and weakness which can guide decision makers in better utilization of available resources.

The assessment criteria have used five UN-Habitat and six international planning and design principle (mentioned in 3.1) using a five-step multi scaler<sup>66</sup> methodology as listed below:

- **Site selection**  
To cover varied geographic contexts, urban and rural areas and different housing typologies;
- **Preparation of base maps and survey materials**  
To understand the context and review existing plan
- **Site visits** - To validate and verify existing information, gather new/missing data and to gain a visual experimental experience.
- **Site analysis** - Using GIS analysis
- **Recommendations**- For future developmental housing projects.

Extracted findings of the report has been listed below:

- City centres met more spatial evaluation criteria by virtue of their location and proximity to amenities.
- All Developmental Housing sites were found it to have functional layouts, adequate space, good light and ventilation, and high-quality finishes
- 10 out of 14 sites have access to open public space and 8 out of 14 sites had well designed streets with sidewalks, landscaping and street infrastructure.
- Most developmental housing projects are singularly residential with very little mixed use. Only 2 out of 14 sites have active ground floor use.

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<sup>66</sup> City-level analysis (City context map; Population density map; Amenities heat map; Job density map); Neighbourhood-level analysis (Land use map + amenities+ access to public transport + green spaces map; Photo essay); Site-level analysis (Site plan, Street sections); Building-level analysis (Housing typologies, Unit design)

The report consolidated its recommendations based on assessment of 14 sites (Riyadh region<sup>67</sup>, Riyadh city<sup>68</sup>, Dammam city<sup>69</sup>, Buraydah<sup>70</sup>, Taif<sup>71</sup>, Jeddah<sup>72</sup>, Makkah<sup>73</sup> and Khamis Mushait<sup>74</sup>) which ranges from development and utilization of a standardized spatial assessment tool for all potential available land to develop land-based finance tools to unlock land supply. Further, it emphasized to locate DH projects to central and connected locations to avoid social isolation, concentration of poverty; to have dense developments, better access to public transport, amenities and promotion of healthy lifestyle with a mix society.

Observation was formed that not all 7 Regions of KSA covered for city/site analysis. Further it did not reflect principles related to local context (vernacular wisdom of construction technique, architecture, material), geo-climatic conditions in the assessment. While the overall summary and photo analysis of various sites based on the principles provides a good understanding of site conditions.

### **3. Sub-output 3.3 –Spatial analysis guidebook utilizing geographic information system (GIS) to analyse developmental housing sites in Saudi cities**

The output report has presented spatial standards for site selection utilizing GIS tool and delivers a spatial analysis guidebook to assess DH sites. The guidebook details out the steps to be followed to analyse a DH site using GIS tool. The guidebook can act as a tool to understand the geographical merits and demerits of potential site for developmental housing project.

The report has assessed eleven design principles<sup>75</sup> with an application of spatial tools (QGIS/ArcGis), software (MS Excel to organize the data set), open-source imageries (Google earth, open street maps, satellite imagery (USGS, Natural earth data etc.), topographical data, and printed documents (Master plans/sector plans). The report assesses each principle and interprets the result based on a scoring system linked with a rationale to draw the inference. All the eleven principles were then summed up to bring out a consolidated score backed with a logic to rate the site condition. Understanding of overall score has been listed below.

- Score > 80 – Suitable
- 80 > score > 50 – Conditionally suitable with few improvements
- 50 > score > 30 - Conditionally suitable with significant improvements
- Score < 30 – Unsuitable

The key finding of two sites<sup>76</sup> analysed to have found scores in between 84 and 33 making the site conditionally suitable with few improvements and conditionally suitable with significant improvements respectively. The rapid assessment provides an approach to understand a quantitative measure to understand the sustainability of the site.

The report has provided recommendation to review, adapt and adopt GIS guidebook for future utilization and to test the multi factor guidebook scoring criteria on a current DH site to verify the accuracy and applicability of the assessment. Further, it has been recommended to synchronize GIS guidebook with ELAMs system to have standardised land assessment tool and build capacity of local branches to understand the spatial tools. The report has recommended to create land value tool and its integration into methodology to have comparison of complete development cost of land and to create an evidence-based prioritisation structure for the acquisition of land of DH schemes.

This report has presented scoring mechanism which can act as potential guide for the user to understand the applicability of potential sites based on score. However, the report has provided scoring logic for each principle but linkage of weightage to the principles in the assessment has not been elaborated. Further, the current template is bulky and can be difficult for user to navigate through

<sup>67</sup> 1. Al Zulfi Housing Development; 2. Al Majma'ah Housing Development; 3. Al Kharj Housing Development;

<sup>68</sup> 4. Mezen housing; 5. Taibah Housing Development

<sup>69</sup> 6. Dhabab Housing Development; Al Faridah Housing Development; 8. Qahat Mada Housing development

<sup>70</sup> 9. Al Basaten Housing Development

<sup>71</sup> 10. Al Fateh Housing Development

<sup>72</sup> 11. Ruba Housing Development; 12. A'Ali Housing Development

<sup>73</sup> 13. Wahat Makkah Housing Development

<sup>74</sup> 14. Telal Al Khamis Housing Development

<sup>75</sup> Distance from city center; Ease of access (Road connectivity and linkages); Type of development (Greenfield or brownfield); Land use and zoning designations; Distribution of population density; Distribution of jobs; Distribution of amenities; Access to public transport; Access to healthcare and educational facilities; Access to public open/green space; Streetscape and street design

<sup>76</sup> Dhabab Dammam; Al Fateh Taif



the same. A ready-to-use template of the assessment where variables can be filled to assess the score of sites can be included.

#### **4. Sub-output 3.4 – Title: Application of the new standards to one non-profit housing project in one Saudi city**

The output report focused on participatory housing design studio for the application of new standards in two housing project (Jeddah and Al-Khobar) locations.

The report captures the participatory development planning process to devise innovative site design. The participatory process involved workshops with non-profit organisations, academia and design experts. The process focused to demonstrate new innovative approaches with application of guiding principles<sup>77</sup> derived from the international best practices addressing quality of life and having three focuses of engagement<sup>78</sup> in the participatory process<sup>79</sup>.

The extract of key findings has been summarised below:

- Land available for DH is located far from amenities, job canters and reach of public transport, hence, these pilot sites are not recommended to develop in the immediate future.
- Limited data hindered the ability to conduct adequate analysis and housing need assessment.
- Transportation cost should be taken under consideration of DH location.
- Limited input from in design and location of DH can lead to dissatisfaction.
- Privacy is a highly relevant factor in design.
- Quality of life factors (public spaces, access to public facilities, pedestrian network were important design elements which diverges from current design practices in KSA.

The output report provides recommendations for future development such as review of density and mixed use regulations to foster safe and vibrant neighbourhood; dedicated space for pedestrians; mix house typologies for different income group; compact development of cities to avoid uncontrolled urban sprawl; develop strategies to unlock land in more optimal location<sup>80</sup> ; incorporation of energy efficiency and conservation measures in housing design; and ensure that design process and results are youth, gender, disable and older population.

Having a comprehensive participatory process, the exercise misses out in few fronts. The process did not cover the financial implication or affordability assessment based on different existing income groups. Affordability criteria should have been considered owing to the social fabric and different income groups. This could have helped in creating an affordability index for various income groups and based on that requirement housing typologies can be derived. The exercise missed out in catering to the synergy between existing traditional sustainable practices based on vernacular concepts and advanced technology used for designing climate responsive design, construction techniques and, materials used. Also, the exercise didn't reflect any assessment to assess the mobility pattern of the user. For example- last mile connectivity from the workplace, institutions, and site connectivity to transport terminals including subways, foot over bridges, climate-responsive street design and safety guidelines. There are no coverage of basic infrastructure needs that are required to support the housing ecosystem including water supply, electricity requirement, gas pipelines, waste handling systems etc. There was no clear assessment of energy consumption and footprint for such ecosystems.

### **Overall findings of OUTPUT 3**

The report has comprehensively analysed case studies based on UN-Habitat design and planning principles along with additional international principles of design and planning. However, the case

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<sup>77</sup> Promote adequate density urban growth, alleviate urban sprawl and maximize land efficiency Encourage walkable neighbourhoods and reduce car dependency; Promote sustainable, diversified, socially equal and thriving communities in economically viable ways; Optimize the use of land and provide an interconnected network of streets which facilitate safe, efficient and pleasant walking, cycling and driving; Provide a variety of lot sizes and housing types to cater for the diverse housing needs of the community, at densities which can Ultimate support to provision of local services; Foster local employment, local production and local consumption

<sup>78</sup> NGOs, Women & Youth, Local experts (finance, design and environment feasibility)

<sup>79</sup> Planning; Site Selection; Identify & Engage Partners; Data Gathering & Site Assessments; Participatory Process; Workshop (1): Steering Committee Meeting; Research on Housing Typologies; Housing Norms and Standards Assessment/Review; Housing needs assessment; Neighbourhoods Site "0 draft" Design; Workshop (2): Student Housing Design Studio (3 days); Co-design: Student Work; Workshop (3) Student Presentations; Concept Plan Development; Compiling Design Studio Results & Components; Housing Expert Consultations; Final results; Workshop (4) Final Presentation of Results; Final plan submission

<sup>80</sup> Locations near job canters, amenities and public transport facilities

studies were not assessed based on climate responsive parameters, use of vernacular technology and their effectiveness in energy footprint. Moreover, the case studies did not assess the design implication based on social and cultural fabric. More relevant case studies could have added more value to the contextual need. Further, neighbourhood analysis missed assessment on similar parameters and did not account of vernacular and climate responsive techniques.

Further the section has carried out spatial analysis at two sites out of five based on 11 design principles and their assessment based on a defined scoring logic. The assessment has given a broad idea of suitability of sites. However, all the design principles have been considered of equal weightage (as there is no mention of weightage) which can be further elaborated (can have an evidence-based weightages to the principles). Moreover, A short and clear guidebook with steps to follow can be more user friendly.

Participatory design process brought few critical findings such as development of dense and mixed neighbourhood, dedicated space for pedestrian, mix house typologies etc. but did not link the housing typology with affordability index of housing. The exercise also did not reflect any assessment of required infrastructure and amenity support based on value chain analysis of housing eco-system.

### **Overall rating- Satisfactory**

## **3.2 Expected Results/Outcomes**

This section details out the key outcomes against each section and the way it has contributed to the expected outcome. Technical support project has envisaged three expected outcomes i.e., increase of non-profit sector, paradigm shift and capacity building. Each output has been oriented in achieving the expected outcome which has been comprehensively presented in the table below:

The key used for indicator assessment (Colour Coding):

<b>Green = completed, indicator shows successful achievement</b>
<b>Yellow = On target to be achieved by the end of the project</b>
<b>Red = Not on target to be achieved by project closure</b>

<b>Expected Output</b>	<b>Output Indicator</b>	<b>Status</b>	<b>Remarks</b>
<b>Business Plan for non-profit sector engagement.</b> 1.1- International Best Practice Report on Non-Profit Involvement in the Delivery of Developmental Housing.  1.2- Template Business Plan for KSA Non-Profits Involved in the Developmental Housing Programme.  1.3- Model Partnership agreement	1.a Number of non-profit organizations participating in MOH operations.  <b>Target- 400</b>	<b>There are partnership agreements in place with 400 non-profit organizations. (100% of 2021 target).</b>	The output indicators could not be verified in absence of verified numbers from the ministry. However, it is assumed that the output has achieved its required figure.
	1.b % increase of housing services provided by non-profit sector organizations –  <b>Target- 30%</b>		
<b>Comprehensive review of current policies, legislation, regulations and governance of the housing development sector.</b>	2.a Review and analysis of the gaps and bottlenecks in the current frameworks and regulations related to non-profit housing initiatives, with	<b>34 thirty-four laws, decrees, regulations, and programmatic documents were assessed to identify bottleneck in program</b>	Mapped applicable laws and decree for each sub-output.  Review of institutional and

Expected Output	Output Indicator	Status	Remarks
<p>2.1- Review and Analysis of the Policy and Regulatory Framework Related to Non-profit Developmental Housing Initiatives.</p> <p>2.2- Review of household characteristics and existing non-profit housing initiatives including beneficiary selection, tenure options, and efforts to support beneficiaries.</p> <p>2.3- Development of recommendations for new criteria for the selection of beneficiaries.</p>	<p>particular attention to resolution 198</p> <p><b>Target- Review of 05 laws, decree and regulations</b></p>	<p>delivery; Thirty-four documents (1,017 pages) have been translated and analyzed</p>	<p>governance framework and provided recommendation for 7 rules, laws and decrees. Review of existing Policies identified existing strength, challenges and provided potential solution.</p>
	<p>2.b Definition of integrated regulations, criteria, and standards for updated procedures of non-profit housing delivery.</p> <p><b>Target- 05 integrated regulations, criteria and standards</b></p>	<p>6</p> <p>Sub-output 2.1 has provided preliminary recommendations for amendments for six laws, decrees and regulations</p>	<p>Reviewed 5 resolution, decrees as foundation work and existing KSA framework (Beneficiary selection criteria, enrolment process and housing allocation process) and highlighted strength and opportunities.</p> <p>Rendered 6 recommendations on beneficiary profile and data management. Further identified strength and opportunities to improve socio-economic mobility.</p>
	<p>2.c Suggest or redefine of the criteria for the selection of beneficiary target groups.</p> <p><b>Target- 08 criteria</b></p>	<p>12 Total</p> <p>(1) Sub-output 2.1 recommends adjustments to beneficiary classification twin track approach-delineate between special needs groups and low-income</p> <p>(11) Sub-output 2.3 recommends eleven adjustments to the existing beneficiary selection criteria</p>	<p>Reviewed and found completed. 2.3 have provided adjustments to existing beneficiary selection criteria but a clear indicative outline of new criteria has not been provided.</p> <p>Provides recommendations to devise new autonomous beneficiary selection. However no clear outline/criteria were provided for</p>

Expected Output	Output Indicator	Status	Remarks
			beneficiary selection.
<b>Spatial Analysis for locating Non-Profit Housing Projects.</b>  3.1- International Urban Planning Best Practice in Developmental Housing Locations.  3.2- Neighborhood Analysis of Developmental Housing Locations in Select Saudi Cities.  3.3- Spatial Analysis Guidebook for Assessing Developmental Housing Site Locations  3.4- The effective implementation of the Development Housing Expert	3.a Drafting of a Compendium of Hou. Dev. International Standards and Best Practice projects-  <b>Target- 5 case studies</b>	8 (160%) Eight case international case studies were selected and examined for comparison	Based on foundation work carried in 2.1. Carried out 8 case studies from 6 countries. (Oman, U.S.A, Austria, Singapore, Chile, Turkey)
	3.b Neighborhood analysis of selected of Saudi cities by using international standards-  <b>Target - Review of 13 regions and 05 site visits</b>	14 (108%) Fourteen site assessments complete  same update as on 31 March 2021 12 (240%) Site Visits Completed by December 2020	14 neighbourhood analysis were carried out. (Riyadh city, Riyadh region, Dammam city, Buraydah, Taif, Jeddah, Taif, Jeddah, Makkah and Khamis Mushait)
	3.c Develop a system of spatial standards of site selection.  <b>Target- 15 spatial standards</b>	11 International best practice spatial standards have been identified within report 3.1 / 3.2 / 3.3	Developed GIS guidebook with spatial analysis of 2 sites.
	3.d Participatory Housing Design Studio.  <b>Target- 1 Demo project</b>	2- Demo Projects (200%) Sites Al Khobar and Jeddah Planned for 2021/2022 (April-February)	Participatory design process and included inputs from non-profits. Worked on the concept of SDG-11 and three transformative commitments (Equity, Inclusivity and Sustainability)

Based on the above table, the achievement of the project's overall progress is rated as: **Highly Satisfactory (HS)**

### 3.3 Relevance

This section assesses the relevance of the technical support project activities in term of three aspects i.e., relevance of the project in addressing the objective and expected outcome, relevance with the structure of the project design and relevance of the project activities in terms of existing policies (Alignment of the project activities with the national policy context) and plans of the region. The segment intends to bring out the relevance of the project to its main objectives and outcomes of Developmental Housing Initiatives in KSA at the local, regional and national levels. The measure of relevance is based on assessment and interventions carried out in the project activities.

#### Theory of Change

The project result matrix and its interventions fit with the DH standard practices. The causal chain among the project outcome, output and activities were well linked. The project activities were broadly aligned with the targets of Saudi Vision 2030 and the objective of "Developmental Housing Initiative of KSA". The activities envisaged under three outputs were inclined to address the long-term goal of the

project<sup>81</sup>. Based on two pillars of the developmental housing initiative, these three outputs imparted activities having multidirectional and interdependent approach to meet the project objective. This relevance was figured out with the set of activities undertaken under the initiative.

### **Relevance of the Project Design**

Understanding the project design, the project designed to deliver ten sub outputs to cover the three progress areas focused to address the components of paradigm shift and engagement of non-profit organisation aligned with the need of the project. The structure of the project was duly backed by the quarter and annual progress report to keep a regular in line check of progress of the project towards the result.

### **Relevance in addressing the needs**

The project undertook selected case studies to understand the good practices of developmental housing initiatives strengthening the knowledge base. Key components such as Housing need assessment, business template plan (to assess the objective, capacity and experience of non-profit organisation), partnership framework (provides a legal framework to engage non-profit organisation) provide evidence of strong connection which address the long-term goal as well as objective to enhance the capacity of government to provide access to adequate housing in association with non-profit organisation.

### **Relevance in relation to the existing policies and plans**

Further, review of developmental relevant policies, legal and governance framework supports the housing initiative in understanding the components of government, NGO and beneficiary relationship; rights and duties of each player and reinforces understanding of other nitty-gritty such as requirements of land, approval process, housing standards, maintenance and operation system. The DH activities inclusively addresses the need of beneficiaries such their identification, income support, socio-economic mobility etc. thrusting the affordability for the beneficiaries. The initiative supplements the exercise to meet its objective to develop inclusive, sustainable and liveable housing by including measures such spatial analysis, application of international design & planning principles to attain inclusive and sustainable housing.

The relevance of research-based outputs (project documents, case studies) indicates the right direction of intervention which was evidenced in the preliminary evaluation and been reinforced by interview with KILs.

### **UN-Habitat team**

Discussion with UN-Habitat team indicated that a comprehensive and inclusive approach was taken to meet the objectives which has been a value addition in knowledge base, advocacy, policy advice, technical assistance in addition to components such as socio-economic cohesion, urban planning component, promotion of affordable housing and the cross-cutting areas of sustainable development.

### **NGO**

The project activities have brought a new perspective in developmental housing to bring out human centric design through its participatory process of design and planning making it stand well in line to develop sustainable and inclusive housing.

### **Universities**

The comprehensive interactive session with the universities indicated that the participatory process helped in integrating the contextual aspects in terms of social and cultural practice tailoring the international principles at the local level.

### **The Government**

Through a detailed discussion with the government and ministry representative, it was learned that the technical support provided by the team is a unique urban planning exercise. It is a comprehensive study and has helped set a benchmark for all future projects and is one of the first in the developmental housing initiatives program. It was acknowledged that the legal, governance and policy recommendations rendered have the potential to supplement the current shortcomings and grey areas

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<sup>81</sup> To enhance adequate housing provision by non-profit sector while contributing to develop inclusive, sustainable and livable cities and communities.

of the existing policies. The limited availability of data from the national database and surveys citing privacy concerns remains a challenge to set parameters & identify the neediest beneficiaries and in the implementation of various recommendations on the ground. Further, it was suggested that the segmentation of the entire developmental housing is crucial to increase the coverage of DH program and in turn, shall make units available for the wider population who need affordable houses under different income groups. It was advised that there is a need for the study of a deep-dive topic to understand various supply-side topics which are responsible for accelerating housing delivery & can help meet the huge demand and target of DUs, while keeping any price-rise, the housing bubble, and the inflation in check. This would enable the government to adopt a sustainable and efficient delivery model of affordable housing units in KSA. The government found the technical support project highly relevant.

#### **UNDP**

The evaluation found that the project objectives were very relevant to the needs of the beneficiaries given the political, social, legal and institutional context of KSA. The project consulted widely with key stakeholders, partners and beneficiaries to ensure relevance.

Based on the above-mentioned facts, the overall rating for Relevance is **Highly relevant/ satisfactory (HS)**.

### **3.4 Coherence**

#### **Internal coherence**

Activities envisaged and delivered under the technical support project are well interwoven and integrated to support the respective outcome. The consistency of the internal interdependence of the project activities i.e., internal coherence has been highly satisfactory. Each output of the project has worked as a foundational element and evenly fits to bringing out the outcome of another sub output. For instance, international benchmarking study has contributed in understanding the components of a business plan and constituents of partnership framework. This understanding led to the development of business plan framework and a partnership template to engage the non-profit organisation assessing their capacity and previous experience and component which would assist and act as a guiding tool for the government for non-profit engagement and strengthens the institutional mechanism.

#### **External coherence**

In terms of external coherence i.e., the consistency of the technical support also has been satisfactory wherein project outcome can potentially drive and facilitates hassle free and effortless delivery mechanism. These components are well addressed through the study of legal, policy and governance structure which has provided an understanding of contextual legalities and other requirements to formalise the requirements of beneficiary selection taking consideration of their socio-economic profiles. This has also helped in evolving of new criteria which would efficiently address the marginalised group of KSA. Further the technical support project has prepared a GIS guidebook providing a tool to assess the site in term of sustainability before applying planning and design principles. Complemented with best practice the project also demonstrates the application of principles providing guidance and an overall picture workplan to execute the developmental Housing initiative showing an extended range of external coherence.

Based on above, the coherence of the project is rated as **Satisfactory(S)**.

### **3.5 Effectiveness**

This section sets out the clarification on how effective the programme has been in achieving the expected outcome and the objectives. The segment details out the effectiveness of the key component of the activities in terms of expected outcome, effectiveness in terms of project coordination, effectiveness beyond the project components and effectiveness achieved to the satisfaction of beneficiaries.

#### **Overall achievement**

The project has been evidently effective in achieving the intended envisaged objective through the project activities. The best practices and ready to use templates have reinforced the institutional mechanism of the government whereas the comprehensive policy and governance framework has



provided a clear road map of the DH delivery. The project activities have been highly effective in capacity building through guidebooks and participatory process and have duly addressed the marginalised section through new criteria of beneficiary selection.

### **Effectiveness of key component activities**

The project has targeted three expected outcomes i.e., increase of non-profit sector delivered housing, paradigm shift in five themes (strategic objective, beneficiaries, financial support/sustainability/market supply and governance & coordination) and capacity building. The technical support project has been efficacious in targeting the four parameters which will potentially increase non-profit sector engagement in the housing initiative. These four parameters i.e. understanding the roles of non-profit organisation in developmental housing mechanism, guidelines to prepare housing need assessment, ready to use business plan template and partnership framework provides a smooth engagement opportunity to non-profit organisation. Further, the output report has recommended to provide dedicated funding scheme and attractive predissertation fee which shall promote non-profits to be the part of DH initiative. Further, review and analysis of policy and regulatory framework has enabled to understand the key area of improvement in the present institutional mechanism. Review of existing beneficiary selection, tenure options and existing socio-economic support system has positively brought in the recommendation of fair beneficiary selection, usufruct to ownership model and socio-economic mobility. The effectiveness of the technical support project towards key themes of paradigm shift has been discussed below.

- **Strategic objectives:** Technical support project has put forth project outcome which directly links to scale up the non-profits in DH initiative aiming towards the strategic goal of vision 2030. Further, review of relevant laws, decrees and resolution has mapped out the bottlenecks which is needed to be addressed. The recommendations are focused to support the neediest group (as potential beneficiary) and transition of usufruct to home ownership model. However, the project has not addressed the affordability index and exercise to assess the capability of supply chain to achieve the required numbers of housing stock.
- **Beneficiaries:** Policy, legal and governance framework is focused to bring the marginalised group as potential beneficiary of the initiative.
- **Financial Support/Sustainability:** The project has provided recommendations to improve socioeconomic mobility aiming to propel towards the transition of beneficiaries to ownership and have suggested to retain the housing unit (even if it comes out SS beneficiary). However, exercise to understand the housing ecosystem and ideas to optimize the costing has been a miss. The project did not assessed ways to reduce mortgages' cost, guarantee provisions etc.
- **Market Supply:** The business template provides sections which helps the ministry to assess the capacity and experience of non-profit organisation. However, the capacity building of non-profit sector has not been assessed.
- **Governance & coordination:** Technical support Project have provided a governance and coordination framework based on standard documents, decrees and resolution and put forth a framework to be adopted.

The project has delivered a GIS guidebook which can guide the ministry in selection of suitable site for DH programs using spatial analysis and a participatory process which has been effective in capacity building of non-profit organisation as well as students of architectural engineering domain. The process has been potent in implementing the standard planning and design standard with local social and cultural integration. The delivery of guidebook and participatory process would be effective in assessing the future sites and capacity development through participatory process would leave the footprints beyond the project.

### **Effectiveness of coordination**

The project has followed a robust coordination mechanism. It has consisted of preparation and submission of quarterly progress report to UNDP and supplemented with an annual report making the activities in regular check toward the project delivery.

### **Effectiveness beyond project components**

This project has provided a benchmark in the housing industry in KSA. This project is being presented in World Economic Forum as a global case study, which would be considered as a best practice that can be adjusted to and replicated in similar climatic conditions and Gulf Cooperation Council (GCC). This will help in increasing the scalability of the project through its recommendation which can be infused in National Housing Policy addressing specifically to the lower income group. Further, scaling of non-profits, capacity building (spatial analysis tool and sustainable housing design approach) will benefit upcoming initiatives in the region.

### **Beneficiaries' satisfaction**

Technical support project is expected to be instrumental in meeting the beneficiary satisfaction. Efforts to strengthen institutional mechanism (beneficiary selection, tenure options etc.) and human resource capabilities by strengthening the knowledge base, policy outline and governance framework would be catalytic. With a clear recommendation to draft developmental housing legislation, dedicated criteria (socio-economic) for beneficiary selection, standard DH deputyship, methods to improve coordination between MoHRSD and MoMRAH, and other beneficiary-oriented recommendation, project activities are visible to address the bottlenecks to address the potential beneficiaries.

Considering the above-mentioned facts, Effectiveness of the project is rated as **Highly Satisfactory (HS)**.

## **3.6 Efficiency**

This component assesses the efficiency of the project in terms of its design and structure, implementation and human resource mobilization and management of available financial resources.

### **Efficiency of design**

The project design has categorically classified the set of activities and sub activities to be delivered which has curated and stitched together the different constituents to bring out the progress towards the objective of the project. It can be rated as satisfactory.

### **Efficiency in implementation**

In term of implementation, the project has undertaken international case studies and best practices strengthening the knowledge base to deliver developmental housing and understanding of operational mechanism. The project followed adaptive management adjusting to the needs and learning as the implementation progresses. One of the major challenges during the project implementation was the lockdown imposed because of the COVID-19 pandemic. Efficiency was hindered due to COVID-19 which limited travel for missions, face-to-face meetings and prevented larger workshops from taking place. During the height of COVID-19, Saudi was locked down which greatly impacted meetings, information gathering, workshops, etc. It can be rated as moderately satisfactory.

### **Efficiency in human resource mobilization**

Further, with respect to human resource mobilisation, the project has been backed by team of UN-Habitat and key personnel of UNDP consisting of a pool of experience and expertise from multiple nation. Moreover, the participatory process of the project harnessed the contextual understanding of the non-profit organisations, technical understanding of UN-Habitat team and ideas of students to integrate the recommendations. However, the project faced coordination issues with the ministries due to mergers of the different ministry leading a knowledge and experience gap in comprehending the data and other critical requirements. KSA limited the number of people who could meet physically, hence the number of people engaged were limited in the participatory and consultation processes so that the housing design studio and steering committee meetings in-person could be hosted, which was a priority. There are limitations to public engagement in KSA (access to residents and beneficiaries was not permitted) and therefore students, design experts, and NGO's were engaged. It can be rated as moderately satisfactory.

### **Efficiency of financial management**

The project has also been efficient in using its resources. UNDP has received a financial contribution from MOMRAH as part of the scheduled project financing. Financially, the current expenditures until 31st of December 2021 of the project is US\$ 1,498,818.68 which represents 94.5% of the total received amount which indicate efficient use of the resources.

Based on the data collected during the evaluation, it is observed that the project successfully utilized its human and financial resources to achieve the expected results. Good coordination and collaboration among the project team (UNDP and UN-Habitat), partner NGOs, government, and beneficiaries helped it to achieve results in a timely manner despite the impacts of the pandemic.

#### **Efficiency in Monitoring and Evaluation**

The project has timely delivered its Quarterly Progress Reports (QPRs) which helped monitoring the regular progress made in each quarter. These QPRs clearly outlined output wise progress, lessons learnt and action plan based on the next quarterly targets and provided a comparative understanding with respect to baseline figures provided in the result framework of the signed Project Document (PD). QPRs duly flagged out the issues and actions taken. A lesson learned section provided insights regarding the project impediments & challenges. Further, an Annual Progress Report was submitted which provided comprehensive information about the project and the progress made in the preceding year. However, a periodic review and feedback session with MOMRAH would have provided further M&E of the project progress and its alignment towards the project goal. Further, data availability and access are also a continuing issue in KSA in terms of ability to conduct thorough evidence base research.

Considering the above-mentioned facts, Efficiency of the project is rated **as Moderately Satisfactory (MS)**.

### **3.7 Sustainability**

Sustainability of the project results are viewed in relation to technical, financial, environmental, and institutional dimension of project results laid against the overall socio-political economic context.

#### **Technical**

Technical support project has exhaustively delivered the output supporting to form a strong institutional framework, improved socio-economic condition of beneficiary and enrichment of understanding about developmental housing delivery mechanism. Taking out the extracts from the best practices, the approach has been inclusive and comprehensive to address the project objective.

The technical sustainability is rated as Highly Satisfactory.

#### **Financial**

This is not in the capacity of individual evaluator to assess the financial sustainability of the project and it is being assumed that the project has effectively used its financial resources. The financial sustainability can be ensured by auditing of the project. However, Financial sustainability is not a concerning issue as it is a project fully funded by the government with a budget allocated to housing in Vision 2030.

The financial sustainability is rated as Moderately Satisfactory.

#### **Institutional**

KSA is in transformation state having merger of ministries and on boarding of new resource. Such transformation in case of merger of ministries, change of government and introduction of new policies might halt, delay the developmental housing initiative. These transformation poses a significant risk of knowledge transfer, understanding of data set, mechanism, expectation of stakeholders and takes time in comprehension and mobilisation.

The Institutional framework and governance risks are low, and the sustainability is rated as Moderately Satisfactory.

#### **Environmental**

Technical support project under its participatory design process has taken its approach adhering to the concept of SDG 11 (11.1,11.2,11.3,11.4,11.5,11.7,11.A and 11.B) and three transformative commitments (Equity, inclusivity and sustainability). This has taken due care of environmental concern in the design process. However, integration of contextual components (vernacular construction technology, geo-climatic responsive designs) has been a miss posing environmental sustainability risk.

The Environmental risks are moderate, and the sustainability is rated as Satisfactory.

### **Social**

As a part of the project, neighbourhood analysis of selected of Saudi cities were conducted by using international standards related to social integration, employment availability, accessibility, and mobility among others. This helped in developing Standardized housing allocation schemes to ensure a transparent, accountable and equitable social housing programme.

However, lack of deep dived assessment of whole housing value chain, housing ecosystem spending, beneficiary affordability might pose risk to success of developmental housing initiative.

Based on the above-mentioned Socio-economic Risk, the sustainability is rated as Moderately Satisfactory.

Overall rating: All the associated risks are negligible and thus, the overall rating for Sustainability is **Satisfactory (S)**.

## **3.8 Impact**

This section details out the potential impact the technical support project would bring in generating a positive or negative, intended or unintended higher-level effects.

Technical support project has delivered few tangible outputs and have brought few significant impacts. The project has enriched knowledge base through its extensive case studies on best practices and have put forth a critical understanding of successful practices in terms of different components of housing delivery mechanism (Engagement model, financing mechanism being followed, housing tenure, beneficiary financial contribution and eligibility criteria's). Moreover, templates (HNA, business proposal and partnership framework) have pitched in clarity of steps and conditions to be taken care while non-profit engagement. Recommendation of incentive and dedicated funding has aimed to scale the involvement of non-profits.

Mapping laws, decree, review of policy and existing non-profit housing initiative has recommended to provide developmental housing legislation and a dedicated beneficiary selection criterion. However, the project did not bring a clear outline of beneficiary selection. Further, the measures to improve socio-economic conditions are not found to be directly linked to DH programmes.

International best practices in urban planning and design, development of GIS guidebook has contributed in capacity building. It has put forth a spatial analysis guidebook which would help future site assessments. Further, application of international standards and SDG goal in participatory process has led to understanding in critical areas of design and planning. However, the design process did not assess affordability index, infrastructure and amenity support, application of vernacular techniques and geo-climatic assessments.

Overall rating: based on the above facts, the overall rating for Impact is **Satisfactory (S)**.

## **3.9 Housing & related Social Inclusion (GESI)**

The cultural practices of KSA have been derived from centuries old Araba culture of Islamic civilisation. The society possess conservative, traditional, conservative and family oriented practices. The social and cultural practices play a huge role in the design of developmental housing. The participatory process of the technical support project has addressed the social and cultural practices of Saudis and have translated the practices in the architectural design with amalgamation of the international practices of design and planning. Meeting the objective of participatory process i.e., communicate, engage, learn, experiment and innovate; the process has well integrated the concepts of family privacy, religious infrastructure taking the addressing components of family privacy and religious infrastructure in the walkable setting.

Overall rating: based on the above facts, the overall rating for GESI is **Highly Satisfactory (HS)**.

### 3.10 Cross-cutting Barriers and Challenges

Technical support project has inclusively covered cross cutting barriers and challenges in the process of delivering the outputs. The inclusivity of these cross-cutting areas has been discussed below.

**Gender Equality:** The technical support project has promoted fair participation of all gender groups under various project activities. It can be concluded that the project design did not bar any gender from equal participation, benefits, outcome or promote any action which can harm women, men, boys and girls. The country's approach to gender has undergone a complete change in recent years and women are now provided equal opportunities, representing various initiatives and are active professionally. While the project outputs and reports in this case could not reflect gender inclusivity for housing needs and principles.

The outcome has not been conclusive to abide or affect in positive or negative manner to any gender including children (boys and girls). Non-profit engagement, beneficiary selection procedure did not classify any clause which indicates an inequality based on gender. However, the housing design participatory approach in one of the universities barred participation of boys which showcased a desperate attempt of women participation at the cost of other gender. The gender equality assessment takes reference from the indicators from “toolkit of gender equality results and indicator”. The compliance note has been presented below:

Sl. No	Indicators <sup>82</sup>	Compliance	Remarks
1	Differences in participation, benefits, outcomes, and impacts for women, men, boys, and girls;	The project ensured no difference in benefits, outcomes and impacts for men, boys and girls	Participation of boys were barred in one of the universities (Dar Al Uloom) in the participatory housing design studio.
2	Changes in gender relations (positive or negative)—that is, changes toward equality, or changes toward inequality between men and women, and between girls and boys; and	The project invites no changes in its delivery and outputs with respect to any gender	No remarks
3	How these changes impact on the achievement of development objectives, particularly economic growth, poverty, reduction, and sustainable development.	No changes observed	No remarks

**Human Right:** The project has ensured equal human rights in the process with development of legal framework, policies, non-profit organisation and beneficiary selection. It has been compliant to the indicative questions based on project objective.<sup>83</sup>

S.No	Indicators	Compliance	Remarks
1	Did legal, institutional and governance framework of the project adequately addresses basic human rights protected under international law	Technical support project has been compliant to the relevant human rights protected under international law	No remarks

**Inclusive development:** The project has been inclusive in addressing the dimensions of accessibility, accountability, participation and use of available resource. The project ensures through its legal and policy framework that a cross section of marginalised section gets addressed as potential beneficiaries. The project has been accountable to ensure the participation of stakeholders.

<sup>82</sup> Tool Kit on Gender Equality Results and Indicators

<sup>83</sup> Indicators for Human Rights Based Approaches to Development in UNDP Programming: A Users' Guide

**Capacity Building:** The project has delivered outputs with an objective to strengthen the capacity of the government, non-profit organisation and students keeping a view of capacity building. Standard templates, GIS assessment guidebook, participatory approaches have been significant achieving the objective.

**Result Based Management:** The project has employed a multidisciplinary team of UN-Habitat having a rich experience and approach in generating the results. The team has well utilized the international experience of the team in producing comprehensive inclusive outputs.

**Scalability:** The technical assistance project has ensured the scalability of the project through its recommendation to have more non-profits engagement in DH initiative, knowledge enrichment and capacity building approaches.

**Knowledge Management:** The project has done extensive exercise in creating a strong knowledge base by conducting international case studies to understand the functioning of non-profit organisation and explored developmental housing context from eight regions of the country to comprehend the application of international design and planning principles. This has been a great value addition to the government of KSA and have been a guiding tool for non-profit organisation practice.

Overall rating: based on the above facts, the overall rating for cross – cutting barriers and challenges including human rights is **Highly Satisfactory (HS)**.



## 4 Conclusions, Recommendations, and Lessons Learnt

### 4.1 Conclusion

The Technical support project has envisaged three expected outcomes i.e., increase of non-profit sector, paradigm shift and capacity building. It can be fairly concluded that the project outputs have met all the KPIs within the stipulated time frame despite the challenges of COVID-19 restriction and protocols. As a technical partner, the UNDP & UN-Habitat team have provided the necessary outlines, guidelines and advisory support at various stages and in all the necessary areas of the Development Housing sector. The team has adopted a participatory process to deliver the reports and have provided set of supplementing overarching recommendations to achieve the objective of Developmental Housing initiative.

#### **Extensive Knowledge base**

The technical support project has been a huge success in terms of providing an extensive knowledge base for development housing initiatives in particular and the urban development agenda on a whole. The compendium of best practices from four countries (Austria, England, Netherland, and South Africa) to understand the role of non-profits in the successful delivery of DH has added immense value addition towards different dimensions and potential approaches to social housing initiatives that can be both adopted and adapted. This exercise rendered a comprehensive understanding of the relationship in-between government, non-profits, and beneficiaries. It has demonstrated technical capacity, a hybrid model, planning approaches, and social support strategies that can be easily scaled up. Being one of its kind and unique exercise for the region, it has added great value addition for all future interventions. However, the supplementary case studies to understand the good practices on rights of tenants and community participation would have been added advantage.

#### **Tangible outputs (Business plan, HNA, partnership framework, GIS guidebook)**

The project has delivered several tangible outputs which are catalytic in scaling up the engagement of non-profits and shall help accelerate the housing delivery mechanism in the long perspective. The report has provided a clear outline of the business proposal in its template based on good practices which provides a compliance measure (such as experience, financial projections) to be followed by non-profits to be a part of DH initiative. Further, the exercise has developed a template to conduct housing need assessment which would be a guiding tool for non-profits to assess the need assessment. The study and exercise have delivered a sample partnership agreement template that details the roles and responsibilities of each party (government and multiple stakeholders). This ensures a legally executed engagement between all the stakeholders of the project. Moreover, the project has delivered a GIS guideline that enables the executing agency to assess the sites based on multiple indicators using spatial techniques. These templates have been made available and would be a crucial guiding tool in the program. Other tangible outputs have been in the form of urban site planning and renewed design standards through a participatory approach. However, the available templates are more in the form of guides and a ready to use template with editable heads could have further facilitated smooth engagement process.

#### **Identification of bottlenecks in existing laws, regulations, and policy**

The technical support project has reviewed 34 laws, decrees, and resolutions to establish a strong foundational understanding of the KSA legal context towards housing provision. It has mapped all the applicable laws and decrees to understand existing strengths, conflicts, and potential challenges. This has brought multiple suggestions to scale up the non-profit engagement in the DH initiative. Further, the exercise has carried out a detailed policy review which highlighted the bottlenecks in the existing policies. It recommended ways to address the economic mobility of beneficiaries, balancing developmental housing stock with ownership models, and has advised for implementation of a comprehensive developmental housing strategy. However, regulatory and policy assessment to improve socio-economic condition would have been an added advantage.

#### **Recommendation to update beneficiary selection criteria and efforts to support beneficiaries**

Based on foundational work (reviewing 34 documents), the project has reviewed the KSA framework of beneficiary eligibility, selection, and housing delivery mechanism. It has reviewed the scoring system of social security that is being used as the starting point and for eligibility criteria for shortlisting potential beneficiaries. Further, the exercise explored the SAKANI platform and rendered recommendations to

strengthen eligibility criteria, beneficiary selection procedure, and the overall housing delivery mechanism. It has been advocated for a dedicated legislative framework and a stronger linkage of MoHRSD and MoMRAH. It has suggested ways in having DH deputyship and eligibility criteria based on income and housing need assessment. It has delivered some concrete approaches to modify the existing criteria to develop an autonomous procedure for DH initiative. However, a clear outline of eligibility criteria, beneficiary selection procedure and housing delivery mechanism would have been an added advantage.

#### **Capacity building in terms of international best practices, site assessment, and housing design approach**

The Technical support project has been a stupendous exercise in understanding and applying the design and planning process within the KSA setting. The exercise has developed its understanding of planning principles based on 8 case studies from six different countries across the world. Further, it demonstrates the application of planning principles (5 core UN-Habitat principles and 6 other internationally recognized principles) at different sites of KSA. Further, the exercise has produced a GIS guideline using a scoring system and a scoring logic to assess the suitability of the site, which could be further improved and applied to other future projects. The participatory approach of the exercise included girl students from the university and different non-profits groups to develop housing design based on the concept of sustainability. The entire set of activity has been a great value addition to the existing knowledge base and have been a fruitful capacity-building exercise for key involved stakeholders and young Saudis. However, inclusion of geo-climatic assessments, vernacular techniques and affordability index in the participatory process would have helped in more sustainable, cost effective and inclusive design.

## **4.2 Evaluation Rating**

The summary findings in terms of the evaluation criteria are presented in the table below. This table also shows the project performance score/rating following 'a five-point scale' against the DAC evaluation criteria. The overall performance of the project is 'satisfactory'.

<b>Criteria</b>	<b>Rating/ Score</b>	<b>Performance</b>
Relevance	5	The project is highly relevant to its main objectives and outcomes of Developmental Housing Initiatives in KSA at the local, regional and national levels. The measure of relevance is based on assessment and interventions carried out in the project activities.
Coherence	4	The project design and implementation are aligned with DH guiding policies and KSA development projects. It has positively created synergies between the component activities and helped in achieving the target.
Effectiveness	5	The project is evidently effective as it has effectively contributed to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities. The best practices and ready to use templates have reinforced the institutional mechanism of the government whereas the comprehensive policy and governance framework has provided a clear road map of the DH delivery
Efficiency	3	The project has fairly achieved its objective that is increasing housing stock, affordability, and regulating the housing sector in KSA.
Sustainability	4	Moderate risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future. Factors like continued presence of strong institutional framework, improved socio-economic condition of beneficiary and strong ownership by the government will contribute in sustainability of the project.
Impact	4	The objective/outcome have been achieved all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good

		practice". These results will have far reaching effects on the future socio-economic development activities.
Gender and Social Inclusions	5	<p>The technical support project has promoted fair participation of all gender groups under various project activities. It can be concluded that the project design did not bar any gender from equal participation, benefits, outcome or promote any action which can harm women, men, boys and girls. The country's approach to gender has undergone a complete change in recent years and women are now provided equal opportunities, representing various initiatives and are active professionally. While the project outputs and reports in this case could not reflect gender inclusivity for housing needs and principles.</p> <p>The participatory process of the project has addressed the social and cultural practices of Saudis and have translated the practices in the architectural design with amalgamation of the international practices of design and planning. Meeting the objective of participatory process, the project has well integrated the concepts of family privacy, religious infrastructure emphasizing on enhancing gender and social inclusion. The project has been inclusive including in addressing the dimensions of accessibility, accountability, participation and use of available resource. Data base system could be improved with better disaggregation among different categories.</p>
Human Rights	5	The project has ensured equal human rights in the process with development of legal framework, policies, non-profit organisation and beneficiary selection.
<b>Overall</b>	<b>4</b>	

**Scale:** 5: Highly satisfactory, 4: Satisfactory, 3: Moderately satisfactory, 2: Somehow satisfactory, 1: Not satisfactory

### 4.3 Recommendations

The evaluation proposes a set of recommendations derived from the analysis of previous sections and considering the key challenges faced during the project intervention.

Key Challenges	Recommendations	Responsibility	Outcome
Selected case studies are exhaustive & cover key focus areas, while (2 out of 4) are more focused on rental housing provisioning than the mandate of Vision 2030 to provide ownership housing. Established practice on the rights of tenants and best practices on community participation has not been documented.	Further studies and supplementary case studies should be prepared. There is a clear need for contextual case studies to further establish the role and responsibilities of NGOs in such scenarios where contextual understanding is one of the key factors in the delivery of social/developmental housing programs.	Technical Support team and Project Advisory team	Improved understanding of contextual practices and promote ownership model.
Business Plan & financing concepts from case studies should have	A ready-to-use handbook/manual for professionals & NGOs	Technical Support team	Effective utilization and implementation of Business Plan, with

been more exhaustive. While some of the case studies miss out on the concepts regarding community participation, and Tenants' rights and duties. There is a lack of operation and contingency plans in the business proposal template.	should be developed for effective use of the proposed Business Plan covering all the facets.	and Project Advisory team	easy understanding & facilitation of non-profits towards achieving the project targets.
<p>Some of the Result framework indicators and their targets couldn't be evaluated from the report &amp; were to be verified separately from data sources provided by MOMRAH.</p> <p>Evaluation could not cover a large sample size and was unable to include their feedback in the report. Survey forms were sent however over to various stakeholders but we're unable to get the required response.</p>	<p>More participation and buy-in from the Govt. agencies &amp; key stakeholders should be designed as an integral part of the program design for effective implementation and knowledge sharing.</p> <p>A requisite communication plan for Effective Convergence, Knowledge Management &amp; Transfer systems could be designed.</p>	Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team	Improved M&E of project and evaluability of efficiency and effectiveness of the project
During the evaluation study, it was observed that participation of beneficiary groups was negligible due to the current privacy setting and KSA policies. However, in the document HNA template for NGOs covering Community services and programs still doesn't account for such concerns in the future.	<p>The observation during the evaluation process highlighted time and again the role and contribution required by Saudi Nationals during various stages of the project. It will be in the common interest of the current and various other ongoing initiatives to have an elaborate engagement strategy and plan for Saudi Nationals.</p> <p>Leveraging UN-Habitat's extensive experience with the 'people's process' approach this can be taken as an essential component of the project outcomes.</p>	Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team	Effective implementation of overall DH initiative & strong ownership by the beneficiaries will contribute to sustainability of the project.
KSA context is not fully explored, whether resource constraints of NGO's were considered	Based on the evaluation, Business Plan & financing concepts from case studies should have been more exhaustive and it	Technical Support team and Project Advisory team	Effective implementation of overall DH initiative & increased interest of NGOs participation.

<p>as part of the Business Plan is not clear.</p> <p>Both HNA, Business proposal templates are not ready to use and act more like a guidebook for the user.</p> <p>The partnership agreement template doesn't provide details on additional clauses such as maintenance, operation, and performance audits.</p>	<p>recommended that the financial incentivization model for Beneficiaries, NGOs, and key participants in the value chain should be included.</p> <p>Ready reckoner/templates for NGO partnerships, and agreements would standardize and streamline engagement &amp; operations.</p>		<p>Encouraging more participation of NGOs and provide SOPs/templates for facilitation of non-profit engagement.</p>
<p>Cross-cutting issues (Structural Transformation, Inclusivity, and Resilience building) have been covered but not explicitly described or elaborated in the reports and recommendations.</p>	<p>The use of output indicators from the Strategic Plan (Integrated Results and Resources Framework - IRRF) in addition to specific results indicators would have helped cover cross-cutting issues.</p> <p>Need linkage of policy review with housing need assessment and required housing stock.</p> <p>Continue to work through UNDP proposed six signature solutions on poverty and inequality, governance, resilience, environment, energy, and gender equality as these are where country needs are greatest.</p>	<p>Technical Support team and Project Advisory team</p>	<p>The accompanying IRRF shall summarize the development and organizational results to be achieved by project with its partners. To protect &amp; expand people's choices for a fairer, sustainable future, to build the world envisioned by Agenda 2030 (namely structural transformation, leaving no one behind, and resilience building).</p> <p>Provide lessons learned from the midterm review and from independent evaluations, audits, and assessments.</p>
<p>Most of the project's experts worked remotely due to Covid-19 restrictions and not all team members are fluent Arabic speakers, which has resulted in communication barriers, generating informational and communication gaps between the various stakeholders.</p> <p>The foreign experts did not have an optimal understanding of the</p>	<p>Need for more participation of Saudi Nationals in the project &amp; Effective governance, implementation road map, and monitoring systems to achieve desirable results.</p> <p>The future phases of such programs should encourage and ensure the participation of Saudi National experts at all given stages. This will ensure a contextual output in the project and promote</p>	<p>Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team</p>	<p>Improved understanding of local context, challenges, contextual practices and promote strong ownership by the key stakeholders will contribute to sustainability of the project.</p>

<p>Saudi environment, its laws, regulations, customs, and traditions.</p> <p>Not many Saudi developmental housing experts were involved in the project team, particularly in the leading positions, as the project leaders would have stimulated the sense of ownership of the project.</p>	<p>– ‘Housing for all Saudis, by Saudis’</p> <p>It is vital that the project owner and the supervisor be the same for more ownership of delivery.</p> <p>The Developmental Housing could have implemented stronger direct supervision of the project.</p>		
<p>Due to Covid-19 not all 7 Regions of KSA have been covered for city/site analysis &amp; principles related to the local context, culture, and geo-climatic conditions have not been reflected in the site analysis sections. While the overall summary and photo analysis of various sites based on the principles provide a good understanding of site conditions.</p> <p>Linkage of policy review with housing needs assessment and required housing stock is missing.</p> <p>The legal and governance framework related to socio-economic profiling is not adequate.</p> <p>Social research parameters to shortlist final beneficiaries from potential beneficiaries have not been elaborated.</p> <p>A detailed review of household characteristics has not been undertaken.</p> <p>There is no clear or indicative outline of new beneficiary selection criteria.</p>	<p>Additional studies for the critical areas not covered in the project could be included in the future phases of the program or supplementary deep-dive studies could be designed.</p> <p>National housing information database for a targeted approach, segmentation, and providing adequate support services.</p> <p>ESG Audit process &amp; awareness building through planned IEC interventions</p>	<p>Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team</p>	<p>Effective implementation of overall DH initiative &amp; scaling up of the current project.</p>



<p>Determination of the most suitable transition model for KSA (usufruct to ownership) is not elaborated.</p> <p>General measures to improve the socio-economic condition are mentioned but the establishment of linkage with the DH initiative is not elaborated.</p> <p>The participatory planning process did not cover the utility of affordability index, value chain analysis to determine infrastructure and amenity support, geo-climatic analysis, and vernacular technique.</p>			
<p>GIS guidebook structure is provided but a consolidated single guidebook is missing in the report. The GIS based Scoring criteria not clear and should be an integral part of the guidebook. Scores and weights are also not clear &amp; its usability.</p>	<p>A GIS based Spatial Analysis guidebook of DH sites/locations shall be critical for future site identification, analysis &amp; design process</p>	<p>Technical Support team and Project Advisory team</p>	<p>Capacity development of KSA government to use spatial technique in next phase and future projects.</p>
<p>Lack of contextual alignment in the case studies selections and in further design studio conducted for best practices in DH (Vernacular techniques and geo-climatic aspects).</p> <p>Criteria for case studies for Output 3 do not include parameters related to similar geo-climatic zones/geographies, social fabric, and cultural resemblances that influence design &amp; planning principles.</p>	<p>Additional requirements of new standards for one non-profit housing project in one Saudi city should be developed through a participatory planning process engaging students both male and female.</p>	<p>Technical Support team and Project Advisory team</p>	<p>Value addition in design conceptualization &amp; climate responsive approach while standardizing housing designs.</p>

<p>The project did not present implementation plans with concrete outlines (showing deficiencies, if any, and ways to address them), instead of general recommendations.</p>	<p>A 5-point agenda for Development Housing Initiatives – 1) Technical Advisory, 2) Policy Advocacy, 3) Inclusive Development, 4) IEC &amp; Capacity Building, 5) Promote Sustainability and development goals.</p> <p>Need for a Development Housing (DH) Implementation Plan</p>	<p>Technical Support team and Project Advisory team</p>	<p>A blueprint for the DH initiative in KSA.</p>
<p>It was noted that, in its investigation of the legal aspects of developmental housing, the project only touched upon Resolution 198, but did not sufficiently refer to other relevant legislation (such as Royal Decree 55190/1438, Cabinet Resolution 457/1439, and the Affordable Housing Initiative within the Kingdom's Vision 2030, Cabinet Resolution 275, and Associations Regulations 73/1429, etc.), which are referred to in the terms of reference.</p>	<p>Additional studies for the critical areas not covered in the project could be included in the future phases of the program or supplementary deep-dive studies could be designed.</p>	<p>Technical Support team and Project Advisory team</p>	<p>Improved understanding of KSA contextual laws, decree, resolution, and policies to unlock full potential of Development housing initiative.</p>
<p>While the country's approach to gender has undergone a complete change in recent years and women are now present everywhere professionally, the case study in this case could not reflect gender inclusivity for housing needs and principles.</p> <p>The Ministry/MoMRAH has independent contracts organization for all capacity building efforts related to NGO's &amp; prefer to align CB activities with Rakeen being local organization</p>	<p>Exhaustive capacity building and engagement plans must be developed for future projects.</p> <p>Competency Framework of NGOs, handholding and Capacity Building based on KPIs.</p> <p>Competency Framework of NGOs, handholding and Capacity Building based on KPIs</p> <p>More elaborative gender action plans to be designed around the DH initiatives.</p>	<p>Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team</p>	<p>Improved awareness and understanding of DH initiatives among beneficiaries.</p> <p>Capacity development of KSA government to use analytical tools &amp; frameworks in the next phases and future projects.</p>

with close ties to the NGO sector			
The public policy in the Kingdom has recently focused on some aspects, such as the role of volunteering and the non-profit sector as important national economic tributaries, and the Green Saudi and the Green Middle East initiatives. However, the results and recommendations of the project did not reflect this properly. This shortcoming could have been avoided through periodic meetings between the ministry and the project to ensure that the results and recommendations are updated.	Detailed Development Housing (DH) value-chain analysis could be included in the future phases of the program or supplementary studies could be designed.	Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team	Establish a clear framework that shall act as a guiding note to include other key stakeholders and national players within the realm of DH sector.
The plan for efficient supply to provide affordable housing units within the stipulated period of the project & efficient delivery of a total number of housing units needs strengthening.	Technical and contextual deep dive topic study of Supply-Side topics to meet the Demand Side requirements.	Government Agencies and MoMRAH with technical assistance provided by the Technical Support team and Project Advisory team	Detailed understanding of KSA status in terms of DH & gaps in supply side which are critical to meet the ambitious demand side requirements.

#### 4.4 Lesson learned

This section highlights the lessons and insights derived from during the project activity and the output reports, interactions between stakeholders and overall outcome achieved from the project. The lessons range from the technical, financial and management domain and creates an understanding how the take aways can be applied in another project. Moreover, it has been extracted from the understanding of the regional context during the site of the evaluation process.

The Kingdom of Saudi Arabia is undergoing a massive transformation to achieve the most significant foresight to embrace and promote sustainable practices safeguarding its future through its 'Vision 2030'. Urban agenda and its transformation are one of the key pillar to realize the Vision. With policies like 'West Link' and the role KSA is playing in GCC ties and ASEAN-GCC Free Trade Area and institution-building position KSA in the leading role. The ongoing transformation in the KSA will impact and set an example for other GCC countries and will also benefit the Asia region as a whole by creating better opportunities and environments for business and bilateral ties.

One of the key priorities of 'Vision 2030' is social housing provisioning. The kind of efforts in this direction includes strategic engagement with UNDP and UN-Habitat for the Technical Support Project for Effective Implementation of Development Housing Initiative and other ongoing programs to improve

the overall housing scenario in the country including – the aim described in The Housing Program Delivery Plan (2021-2025); National Transformation Program Delivery Plan 2021 – 2025, etc. The aspiration mentioned in Housing Strategy 2030 includes increasing Saudi ownership to 70% ownership and providing 75,000 developmental housing. This program also contributes to three strategic pillars of development for KSA's and these can be great examples for GCC countries. These pillars include – A vibrant society with strong and connected roots and fulfilling lives; A thriving economy leveraging KSA's unique position with rewarding opportunities, a new business and a long-term investment plan; and finally, An Ambitious Nation with effective governance. However, the result of the evaluation suggests that there have been significant, and rights steps taken in the direction to provide housing to KSA nationals who lacked basic living areas, but the impact could not be captured through the end-user or citizens at the bottom of the pyramid. The reason for this gap includes a few factors like lack of participation of beneficiary groups including women due to local culture and privacy concerns, limited participation of Saudi experts, and inadequate contextual studies for current and future delivery of housing Supply.

The current program opens opportunities for future housing programs in KSA to further strengthen the overall Housing Delivery Plan. The finding and outcomes of this study shall act as technical baselines and benchmarks for all future housing studies and delivery programs in KSA. The social perspective in the current housing program with the international perspective and further addition of contextual elements would further strengthen the targeted approach of the future initiatives in the housing realm.

## 5 Annexes

### Annex 1: Details of scope of the evaluation

The scope of the evaluation, where it 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 MOMRAH and non-profit organizations (and potentially other stakeholders i.e., private sector through Corporate Social Responsibility (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 programs 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 programs 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/MOMRAH 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.



## Annex 2: Evaluation Matrix

The Data Analysis Strategy, included 4 steps i) Document and Literature Review; ii) Key Informant Interviews; iii) Performance Rating; and iv) Final Analysis. All relevant Developmental Housing documents were reviewed and was considered a first iteration toward answering all the evaluative questions and allowed the evaluator to identify gaps in information that need to be filled in during fieldwork. This resulted in a preliminary set of findings to be triangulated through other methods. Key informant interviews were conducted with a range of stakeholders that provided insight and perspective to the Developmental Housing evolution, management, and operations. The interviews also explored critical success factors, challenges or barriers to success, and results, as well as gender and reporting considerations. Performance rating was based on 'a five-point scale' against the DAC evaluation criteria to assess the performance of the project. As final analysis, qualitative analysis was performed and transformed qualitative data into quantitative tabulations wherever possible and appropriate. The findings generated through these methods were interpreted in the context of findings generated through other qualitative and quantitative methods described above and triangulated accordingly.

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
<b>Evaluation criteria: Relevance - How does the project relate to the main objectives of the UNDP, UN-Habitat and to the housing provision in the Developmental Housing Initiatives in KSA at the local, regional and national levels?</b>				
Is the Project relevant to UN-Habitat objectives?	<ul style="list-style-type: none"> <li>How did the Project support the related strategic priorities of UN-Habitat?</li> <li>Was the project strategy aligned with UN-Habitat objectives?</li> </ul>	<ul style="list-style-type: none"> <li>Level of coherence between project objectives and those of the UN-Habitat</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>UN-Habitat policies, strategies and objectives</li> <li>UN-Habitat web site</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with government officials and other partners</li> </ul>
Is the Project relevant to UNDP objectives?	<ul style="list-style-type: none"> <li>How did the project support the objectives of UNDP in this sector?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a clear relationship between project objectives and country programme objectives of UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>UNDP strategies and programme</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with government officials and other partners</li> </ul>
Is the Project relevant to KSA's development objectives?	<ul style="list-style-type: none"> <li>Does the project follow the government's stated priorities?</li> <li>How did the Project support the development objectives of KSA?</li> <li>How country-driven was the Project?</li> <li>Did the Project adequately take into account national realities, both in terms of institutional framework and programming, in its design and its implementation?</li> <li>To what extent were national partners involved in the design of the Project?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which the project support national development objectives</li> <li>Degree of coherence between the project and national priorities, policies and strategies</li> <li>Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities?</li> <li>Level of involvement of Government officials and other partners into the project</li> <li>Coherence between needs expressed by national stakeholders and UNDP- UN-Habitat criteria</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>National policies, strategies and programmes</li> <li>Key government officials</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with government officials and other partners</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
Does the Project address the needs of target beneficiaries?	<ul style="list-style-type: none"> <li>How did the project support the needs of target beneficiaries?</li> <li>Was the implementation of the project been inclusive of all relevant Stakeholders?</li> <li>Were local beneficiaries and stakeholders adequately involved in project formulation and implementation?</li> <li>To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?</li> </ul>	<ul style="list-style-type: none"> <li>Strength of the link between project expected results and the needs of target beneficiaries</li> <li>Degree of involvement and inclusiveness of beneficiaries and stakeholders in project design and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries and stakeholders</li> <li>Needs assessment studies</li> <li>Project documents</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews with beneficiaries and stakeholders</li> </ul>
Is the Project internally coherent in its design?	<ul style="list-style-type: none"> <li>Was the project sourced through a demand-driven approach?</li> <li>Is there a direct and strong link between project expected results (Result and Resources Framework) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?</li> <li>Is the project log frame and theory of change still relevant and appropriately designed given the project experience to date?</li> <li>Is the length of the project conducive to achieve project outcomes?</li> <li>To what extent were lessons</li> </ul>	<ul style="list-style-type: none"> <li>Level of coherence between project expected results and project design internal logic</li> <li>Level of coherence between project design and project implementation approach</li> </ul>	<ul style="list-style-type: none"> <li>Program and project documents</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key Interviews</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	learned from other relevant projects considered in the design?			
Future directions for similar Projects	<ul style="list-style-type: none"> <li>What lessons have been learnt and what changes could have been made to the project in order to strengthen the alignment between the project and the Partners' priorities and areas of focus?</li> <li>How could the project better target and address priorities and development challenges of targeted beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> </ul>
<b>Evaluation criteria: Effectiveness – To what extent have the expected outcomes and objectives of the project been achieved?</b>				
How is the Project effective in achieving its expected outcomes?	<ul style="list-style-type: none"> <li>To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?</li> <li>Is the project being effective in achieving its expected outcomes?</li> <li>To what extent were the project outputs achieved, considering men, women, and vulnerable groups?</li> <li>To what extent has the UNDP/UN-Habitat partnership strategy been appropriate and effective?</li> <li>Are the project objectives and outputs clear, practical and feasible within its</li> </ul>	<ul style="list-style-type: none"> <li>New methodologies, skills and knowledge</li> <li>Change in capacity for information management: knowledge acquisition and sharing; effective data gathering, methods and procedures for reporting.</li> <li>Change in capacity for awareness raising <ul style="list-style-type: none"> <li>Stakeholder involvement and government awareness</li> <li>Change in local stakeholder behavior</li> </ul> </li> <li>Change in capacity in policy making and planning to improve developmental housing <ul style="list-style-type: none"> <li>Policy reform</li> <li>Legislation/regulation change</li> <li>Development of national and local strategies and plans</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Key stakeholders including UNDP, Project Team, Representatives of Gov. and other Partners</li> <li>Research findings</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>Meetings with main Project Partners</li> <li>Interviews with project beneficiaries</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	frame? Do they clearly address women, men and vulnerable groups?	<ul style="list-style-type: none"> <li>• Change in capacity in implementation and enforcement <ul style="list-style-type: none"> <li>○ Design and implementation of risk assessments</li> <li>○ Implementation of national and local strategies and action plans through adequate institutional frameworks and their maintenance</li> <li>○ Monitoring, evaluation and promotion of pilots</li> </ul> </li> <li>• Change in capacity in mobilizing resources <ul style="list-style-type: none"> <li>○ Leverage of resources</li> <li>○ Human resources</li> <li>○ Appropriate practices</li> <li>○ Mobilization of advisory services</li> </ul> </li> </ul>		
Future directions for similar Projects	<ul style="list-style-type: none"> <li>• What factors contributed to effectiveness or ineffectiveness?</li> <li>• 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?</li> <li>• 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?</li> <li>• What, if any, alternative strategies would have been more effective in achieving the project objectives?</li> <li>• What lessons have been learnt for the project to</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	achieve its outcomes?			
<b>Evaluation criteria: Efficiency - Was the project implemented efficiently, in-line with international and national norms and standards?</b>				
Is Project support channelled in an efficient way?	<ul style="list-style-type: none"> <li>To what extent was the project management structure as outlined in the project document efficient in generating the expected results?</li> <li>To what extent have the UNDP/ UN-Habitat project implementation strategy and execution been efficient and cost effective?</li> <li>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?</li> <li>Was adaptive management used or needed to ensure efficient resource use?</li> <li>To what extent have project funds and activities been delivered in a timely manner?</li> <li>To what extent do the M&amp;E systems utilized by UNDP/ UN-Habitat ensure effective and efficient project management?</li> <li>Did the project Result and Resources Framework and work plans and any changes made to them use as management</li> </ul>	<ul style="list-style-type: none"> <li>Availability and quality of financial and progress reports</li> <li>Timeliness and adequacy of reporting provided</li> <li>Level of discrepancy between planned and utilized financial expenditures</li> <li>Planned vs. actual funds leveraged</li> <li>Cost in view of results achieved compared to costs of similar projects from other organizations</li> <li>Adequacy of project choices in view of existing context, infrastructure and cost</li> <li>Quality of reporting (progress reporting, monitoring and evaluation)</li> <li>Occurrence of change in project formulation/ implementation approach (i.e. restructuring) when needed to improve project efficiency</li> <li>Existence, quality and use of M&amp;E, feedback and dissemination mechanism to share findings, lessons learned and recommendation on effectiveness of project design.</li> <li>Cost associated with delivery mechanism and management structure compared to alternatives</li> <li>Gender disaggregated data in project documents</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, Representatives of Gov. and Project Staff</li> <li>Beneficiaries and Project partners</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key Interviews</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	<p>tools during implementation?</p> <ul style="list-style-type: none"> <li>• Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?</li> <li>• Was project implementation as cost effective as originally proposed (planned vs. actual)</li> <li>• Was the leveraging of funds (co-financing) happened as planned?</li> <li>• Were financial resources utilized efficiently? Could financial resources have been used more efficiently?</li> <li>• Did the government provide continuous strategic directions to the project's formulation and implementation?</li> <li>• Have these directions provided by the government guided the activities and outcomes of the project?</li> <li>• Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project</li> </ul>			



Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	stakeholders, UNDP and MOMRAH staff and other relevant organizations for ongoing project adjustment and improvement? <ul style="list-style-type: none"> <li>Did the project mainstream gender considerations into its implementation?</li> </ul>			
How efficient are partnership arrangements for the Project?	<ul style="list-style-type: none"> <li>Is the government engaged?</li> <li>How does the government demonstrate its ownership of the projects?</li> <li>Did the government provide a counter-part to the project?</li> <li>To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?</li> <li>Which partnerships/ linkages were facilitated? Which one can be considered sustainable?</li> <li>What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP and relevant government entities)</li> <li>Which methods were successful or not and why?</li> </ul>	<ul style="list-style-type: none"> <li>Specific activities conducted to support the development of cooperative arrangements between partners,</li> <li>Examples of supported partnerships</li> <li>Evidence that particular partnerships/linkages will be sustained</li> <li>Types/quality of partnership cooperation methods utilized</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>Project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Does the Project efficiently utilize local capacity in implementation?	<ul style="list-style-type: none"> <li>Was an appropriate balance struck between utilization of international expertise as well as local capacity?</li> <li>Does the project support mutual benefits through</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of total expertise utilized taken from KSA</li> <li>Number/quality of analyses done to assess local capacity potential and absorptive capacity</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, Project Team and Project partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	sharing of knowledge and experiences, training, technology transfer among developing countries? <ul style="list-style-type: none"> <li>Did the Project take into account local capacity in formulation and implementation of the project?</li> </ul>			
Future directions for similar Projects	<ul style="list-style-type: none"> <li>What lessons can be learnt from the project on efficiency?</li> <li>How could the project have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements etc....)?</li> <li>What changes could have been made (if any) to the project in order to improve its efficiency?</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> </ul>
<b>Evaluation criteria: Sustainability - To what extent are there financial, institutional, social-economic, and/or political risks to sustaining long-term project results?</b>				
Are sustainability issues adequately integrated in Project design?	<ul style="list-style-type: none"> <li>Were sustainability issues integrated into the formulation and implementation of the project?</li> <li>Does the project employ government implementing and/or monitoring systems?</li> <li>Is the government involved in the sustainability strategy for project outcomes?</li> <li>Do the legal frameworks, policies and governance structures and processes within which the project operates pose</li> </ul>	<ul style="list-style-type: none"> <li>Evidence/Quality of sustainability strategy</li> <li>Evidence/Quality of steps taken to address sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	risks that may jeopardize sustainability of project benefits?			
Financial Sustainability	<ul style="list-style-type: none"> <li>Did the project adequately address financial and economic sustainability issues?</li> <li>Are the recurrent costs after project completion sustainable?</li> </ul>	<ul style="list-style-type: none"> <li>Level and source of future financial support to be provided to relevant sectors and activities after project end?</li> <li>Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after project end</li> <li>Level of recurrent costs after completion of project and funding sources for those recurrent costs</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Organizations arrangements and continuation of activities	<ul style="list-style-type: none"> <li>Were results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?</li> <li>Is there evidence that project partners will continue their activities beyond project support?</li> <li>Has there been a buy-in process, or was there no need to sell the project and buy support?</li> <li>What degree is there of local ownership of initiatives and results?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which project activities and results have been taken over by local counterparts or institutions/organizations</li> <li>Level of financial support to be provided to relevant sectors and activities by in-country actors after project end</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Enabling Environment	<ul style="list-style-type: none"> <li>Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?</li> </ul>	<ul style="list-style-type: none"> <li>Efforts to support the development of relevant laws and policies</li> <li>State of enforcement and law making capacity</li> <li>Evidence of commitment by the political class through speeches,</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	<ul style="list-style-type: none"> <li>Were the necessary related capacities for lawmaking and enforcement built?</li> <li>What is the level of political commitment to build on the results of the project?</li> </ul>	enactment of laws and resource allocation to priorities		
Institutional and individual capacity building	<ul style="list-style-type: none"> <li>Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of results achieved to date?</li> <li>To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?</li> </ul>	<ul style="list-style-type: none"> <li>Elements in place in those different management functions, at appropriate levels (regional, national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> <li>Capacity assessments available, if any</li> </ul>	<ul style="list-style-type: none"> <li>Documentation on review</li> <li>Interviews</li> </ul>
Social and political sustainability	<ul style="list-style-type: none"> <li>Did the project contribute to key building blocks for social and political sustainability?</li> <li>Did the project contribute to local Stakeholders' acceptance of the new practices?</li> <li>What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?</li> <li>Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Example of contributions to sustainable political and social change with regard to support female and male project beneficiaries as well as marginalized groups</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Documentation on review</li> <li>Interviews</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
Replication	<ul style="list-style-type: none"> <li>Were project activities and results replicated elsewhere and/or scaled up?</li> <li>What was the project contribution to replication or scaling up of innovative practices or mechanisms to increase housing stock, affordability, and regulating the housing sector?</li> <li>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?</li> </ul>	<ul style="list-style-type: none"> <li>Number/quality of replicated initiatives</li> <li>Number/quality of replicated innovative initiatives</li> <li>Volume of additional investment leveraged</li> </ul>	<ul style="list-style-type: none"> <li>Other donor programming documents</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Challenges to sustainability of the Project	<ul style="list-style-type: none"> <li>What are the main challenges that may hinder sustainability of efforts?</li> <li>Have any of these been addressed through project management?</li> <li>What could be the possible measures to further contribute to the sustainability of efforts achieved with the project?</li> </ul>	<ul style="list-style-type: none"> <li>Challenges in view of building blocks of sustainability as presented above</li> <li>Recent changes which may present new challenges to the project</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project staff and project Partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Future directions for the Project	<ul style="list-style-type: none"> <li>Which areas/arrangements under the project show the strongest potential for lasting long-term results?</li> <li>What are the key challenges and obstacles to the sustainability of results of project initiatives that must be directly and quickly addressed?</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> </ul>

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	<ul style="list-style-type: none"> <li>• How can the experience and good project practices influence the strategies for sustainable housing and low-income housing?</li> <li>• Are national decision-making institutions (Government Ministries, Agencies, etc.) in KSA ready to improve their measures to improve sustainable housing?</li> </ul>			



## Annex 3: Evaluation Rating Scales

### Ratings for Progress Towards Results: (one rating for each outcome and the objective)

6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its end term targets and is not expected to achieve any of its end-of-project targets.

### Ratings for Sustainability: (one overall rating)

4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the end term Review
2	Moderately Unlikely (MU)	A significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes, as well as key outputs, will not be sustained

### Ratings for Relevance: (one overall rating)

2	Relevant (R)	Project relate to the main objectives of the UNDP, UN-Habitat and to the housing provision in the Developmental Housing Initiatives in KSA at the local, regional and national levels
1	Not Relevant (NR)	Project does not relate to the main objectives of the UNDP, UN-Habitat and to the housing provision in the Developmental Housing Initiatives in KSA at the local, regional and national levels

### Ratings for Impact: (one overall rating)

3	Significant (S)	The project has evidently achieved its objective that is increasing housing stock, affordability, and regulating the housing sector
2	Minimal (M)	The project is in the process of achieving its objective that is increasing housing stock, affordability, and regulating the housing sector
1	Negligible (N)	The project has not achieved its objective that is increasing housing stock, affordability, and regulating the housing sector

## Annex 4 A: Semi Structured Interview Guide and Questions

### Introduction and Informed Consent

Thank you for speaking with me today!

My name is Sheikh Salim Altaf. I am working independently for the United Nations to conduct an evaluation of the work conducted by UNDP and its partners through funding from the Developmental Housing Plan. The goal of the review is to learn about what has been accomplished in the region through the plan, what has worked well, and what has not worked as well. Lessons from this review will be used to help the UN, UNDP and its partners in future work here and around the world.

The information collected today will only be used for the review. I will not use this information in a way that identifies you as an individual (or your specific community) in the report.

I would also like to clarify that this interview is entirely voluntary and that you have the right to withdraw from the interview at any point without consequence.

I hope to learn from your knowledge and experience with the plan and its activities. Are you willing to participate in this study? [Ensure that participant(s) verbally agree to participate]

Do you have any questions for me before we begin with a shortlist of questions to learn about the ways that you or your organisation may have worked with activities from the plan?

### INTERVIEW QUESTIONS and FORMS

The questionnaire has been developed from the evaluation components and sub-questions as described in the evaluation matrix.

List of Questionnaires prepared:

1. For UNDP
2. For UN-Habitat
3. For Government Ministry Officials
4. For selected Beneficiaries, NGOs and Agencies
5. For University and Institutions

Google forms with following questionnaire were shared with key stakeholders. The links are provided below:

#### Government

[https://docs.google.com/forms/d/1Mz\\_MCzi1YJpCbzJDVb7vxRQHPbdw05sisPtp739cofw/edit](https://docs.google.com/forms/d/1Mz_MCzi1YJpCbzJDVb7vxRQHPbdw05sisPtp739cofw/edit)

#### Universities

[https://docs.google.com/forms/d/118ml\\_Zj2vVx2fToaxZIWRenEXJPNTell4HF2NS3WJd8/edit](https://docs.google.com/forms/d/118ml_Zj2vVx2fToaxZIWRenEXJPNTell4HF2NS3WJd8/edit)

#### NGOs

<https://docs.google.com/forms/d/13IDIKXalhcX8LdaiY6wFTg0kCJ09OPEaCQWix4JfPUA/edit>

## **Annex 4 B: KII questionnaire**

### **Key Informant Interview Questions:**

Note: Below listed questions shall be used in the interviews. Not all questions will be asked to each interviewee. These questions shall be used as a reminder for the IE about the type of information required to complete the review exercise and a guide to prepare the semi-structured interviews.

#### **For UNDP:**

##### **Relevance (R3 Rating)**

1. How relevant is the project to thematic focus of UNDP? (Thematic focus of UNDP -Sustainable development, democratic governance and peace building, and climate and disaster resilience)
2. Is the Project relevant to UNDP objectives? How did the project support the objectives of UNDP in this sector?
3. Is the Project internally coherent in its design? Was the project sourced through a demand-driven approach?

##### **Rating for Progress towards Results (R1 Rating)**

##### **Efficiency**

4. Is there a direct and strong link between project expected results (Result and Resources Framework) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?
5. Is the project log frame and theory of change still relevant and appropriately designed given the project experience to date?
6. Is Project support channelled in an efficient way? To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
7. To what extent have the UNDP/ UN-Habitat project implementation strategy and execution been efficient and cost-effective?

##### **Effectiveness**

8. Is the length of the project conducive to achieve project outcomes?
9. To what extent were lessons learned from other relevant projects considered in the design?
10. How is the Project effective in achieving its expected outcomes? To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?
11. Is the project being effective in achieving its expected outcomes? To what extent were the project outputs achieved, considering men, women, and vulnerable groups?
12. To what extent has the UNDP/UN-Habitat partnership strategy been appropriate and effective? Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?

##### **Resource arrangement**

13. 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?
14. Was adaptive management used or needed to ensure efficient resource use?
15. To what extent have project funds and activities been delivered in a timely manner?
16. To what extent do the M&E systems utilized by UNDP/ UN-Habitat ensure effective and efficient project management?
17. Did the project Result and Resources Framework and work plans and any changes made to them use as management tools during implementation?
18. Was project implementation as cost effective as originally proposed (planned vs. actual)?
19. Was the leveraging of funds (co-financing) happened as planned?

20. Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
21. Does the Project efficiently utilize local capacity in implementation? Was an appropriate balance struck between utilization of international expertise as well as local capacity?
22. Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer among developing countries? Did the Project take into account local capacity in formulation and implementation of the project?

### **Implementation and Management**

23. Did the government provide continuous strategic directions to the project's formulation and implementation?
24. Have these directions provided by the government guided the activities and outcomes of the project?
25. Did the project mainstream gender considerations into its implementation?
26. How efficient are partnership arrangements for the Project? Is the government engaged?
27. How does the government demonstrate its ownership of the projects? Did the government provide a counter-part to the project?
28. To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? Which partnerships/ linkages were facilitated? Which one can be considered sustainable?
29. What was the level of efficiency of cooperation and collaboration arrangements? (Between local actors, UNDP and relevant government entities) Which methods were successful or not and why?

### **Feedback and Reporting**

30. Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
31. Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project stakeholders, UNDP and MoMRAH staff and other relevant organizations for ongoing project adjustment and improvement?

### **Sustainability**

32. Are sustainability issues adequately integrated in Project design? Were sustainability issues integrated into the formulation and implementation of the project?
33. Does the project employ government implementing and/or monitoring systems?
34. Is the government involved in the sustainability strategy for project outcomes?
35. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
36. Did the project adequately address financial and economic sustainability issues?
37. Are the recurrent costs after project completion sustainable?
38. Were results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
39. Is there evidence that project partners will continue their activities beyond project support?
40. Has there been a buy-in process, or was there no need to sell the project and buy support?
41. What degree is there of local ownership of initiatives and results?
42. Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
43. Were the necessary related capacities for law-making and enforcement built?
44. What is the level of political commitment to build on the results of the project?
45. Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of results achieved to date?

46. To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
47. Did the project contribute to key building blocks for social and political sustainability?
48. Did the project contribute to local Stakeholders' acceptance of the new practices?
49. What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?
50. Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
51. Were project activities and results replicated elsewhere and/or scaled up?
52. What was the project contribution to replication or scaling up of innovative practices or mechanisms to increase housing stock, affordability, and regulating the housing sector?
53. 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?
54. What are the main challenges that may hinder sustainability of efforts?
55. Have any of these been addressed through project management?
56. What could be the possible measures to further contribute to the sustainability of efforts achieved with the project?

#### **Impact (R4 Rating)**

57. 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?
58. 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?
59. What, if any, alternative strategies would have been more effective in achieving the project objectives? What lessons have been learnt for the project to achieve its outcomes?

## **For UN-Habitat:**

### **Relevance (R3 Rating)**

1. Is the Project relevant to UN-Habitat objectives? How did the Project support the related strategic priorities of UN-Habitat? Was the project strategy aligned with UN-Habitat objectives?
2. Is the Project internally coherent in its design? Was the project sourced through a demand-driven approach?

### **Rating for Progress towards Results (R1 Rating)**

#### **Project Efficiency**

3. Is there a direct and strong link between project expected results (Result and Resources Framework) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?
4. Is the project log frame and theory of change still relevant and appropriately designed given the project experience to date?
5. Is Project support channelled in an efficient way? To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
6. To what extent have the UNDP/ UN-Habitat project implementation strategy and execution been efficient and cost-effective?

#### **Effectiveness**

7. Is the length of the project conducive to achieve project outcomes?
8. To what extent were lessons learned from other relevant projects considered in the design?
9. How is the Project effective in achieving its expected outcomes? To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?
10. Is the project being effective in achieving its expected outcomes? 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? Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?

#### **Resource arrangement**

11. 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?
12. Was adaptive management used or needed to ensure efficient resource use?
13. To what extent have project funds and activities been delivered in a timely manner?
14. To what extent do the M&E systems utilized by UNDP/ UN-Habitat ensure effective and efficient project management?
15. Did the project Result and Resources Framework and work plans and any changes made to them use as management tools during implementation?
16. Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
17. Was project implementation as cost effective as originally proposed (planned vs. actual)?
18. Was the leveraging of funds (co-financing) happened as planned?
19. Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
20. Does the Project efficiently utilize local capacity in implementation? Was an appropriate balance struck between utilization of international expertise as well as local capacity?



21. Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer among developing countries? Did the Project take into account local capacity in formulation and implementation of the project?

### **Implementation and Management**

22. Did the government provide continuous strategic directions to the project's formulation and implementation?
23. Have these directions provided by the government guided the activities and outcomes of the project?
24. Did the project mainstream gender considerations into its implementation?
25. How efficient are partnership arrangements for the Project? Is the government engaged?
26. How does the government demonstrate its ownership of the projects? Did the government provide a counter-part to the project?
27. To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? Which partnerships/ linkages were facilitated? Which one can be considered sustainable?
28. What was the level of efficiency of cooperation and collaboration arrangements? (Between local actors, UNDP and relevant government entities) Which methods were successful or not and why?

### **Feedback and Reporting**

29. Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project stakeholders, UNDP and MoMRAH staff and other relevant organizations for ongoing project adjustment and improvement?

### **Sustainability**

30. Are sustainability issues adequately integrated in Project design? Were sustainability issues integrated into the formulation and implementation of the project?
31. Does the project employ government implementing and/or monitoring systems?
32. Is the government involved in the sustainability strategy for project outcomes?
33. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
34. Did the project adequately address financial and economic sustainability issues?
35. Are the recurrent costs after project completion sustainable?
36. Were results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
37. Is there evidence that project partners will continue their activities beyond project support?
38. Has there been a buy-in process, or was there no need to sell the project and buy support?
39. What degree is there of local ownership of initiatives and results?
40. Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
41. Were the necessary related capacities for lawmaking and enforcement built?
42. What is the level of political commitment to build on the results of the project?
43. Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of results achieved to date?
44. To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
45. Did the project contribute to key building blocks for social and political sustainability?
46. Did the project contribute to local Stakeholders' acceptance of the new practices?
47. What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?

48. Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
49. Were project activities and results replicated elsewhere and/or scaled up
50. What was the project contribution to replication or scaling up of innovative practices or mechanisms to increase housing stock, affordability, and regulating the housing sector?
51. 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?
52. What are the main challenges that may hinder sustainability of efforts?
53. Have any of these been addressed through project management?
54. What could be the possible measures to further contribute to the sustainability of efforts achieved with the project?

#### **Impact (R4 Rating)**

55. 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?
56. What, if any, alternative strategies would have been more effective in achieving the project objectives? What lessons have been learnt for the project to achieve its outcomes?

## **For Government Ministry Officials:**

### **Relevance (R3 Rating)**

1. Is the Project relevant to KSA's development objectives? Does the project follow the government's stated priorities? How did the Project support the development objectives of KSA? How country-driven was the Project?
2. Did the Project adequately take into account national realities, both in terms of institutional framework and programming, in its design and its implementation? To what extent were national partners involved in the design of the Project?

### **Progress towards results (R1 Rating)**

#### **Effectiveness**

3. How is the Project effective in achieving its expected outcomes? To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?
4. Is the project being effective in achieving its expected outcomes? To what extent were the project outputs achieved, considering men, women, and vulnerable groups?
5. To what extent has the UNDP/UN-Habitat partnership strategy been appropriate and effective? Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?

#### **Efficiency**

6. Is Project support channelled in an efficient way? To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
7. To what extent have the UNDP/ UN-Habitat project implementation strategy and execution been efficient and cost-effective?

#### **Resource arrangement**

8. 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?
9. Was adaptive management used or needed to ensure efficient resource use?
10. To what extent have project funds and activities been delivered in a timely manner?
11. Did the project Result and Resources Framework and work plans and any changes made to them use as management tools during implementation?
12. Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
13. Was project implementation as cost effective as originally proposed (planned vs. actual)
14. Was the leveraging of funds (co-financing) happened as planned?
15. Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
16. Does the Project efficiently utilize local capacity in implementation? Was an appropriate balance struck between utilization of international expertise as well as local capacity?
17. Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer among developing countries? Did the Project take into account local capacity in formulation and implementation of the project?

## **Implementation and Management**

18. Did the government provide continuous strategic directions to the project's formulation and implementation?
19. Have these directions provided by the government guided the activities and outcomes of the project?
20. Did the project mainstream gender considerations into its implementation?
21. How efficient are partnership arrangements for the Project? Is the government engaged?
22. How does the government demonstrate its ownership of the projects? Did the government provide a counter-part to the project?
23. To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? Which partnerships/ linkages were facilitated? Which one can be considered sustainable?
24. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP and relevant government entities) Which methods were successful or not and why?

## **Feedback and Reporting**

25. Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project stakeholders, UNDP and MoMRAH staff and other relevant organizations for ongoing project adjustment and improvement?

## **Sustainability**

26. Are sustainability issues adequately integrated in Project design? Were sustainability issues integrated into the formulation and implementation of the project?
27. Does the project employ government implementing and/or monitoring systems?
28. Is the government involved in the sustainability strategy for project outcomes?
29. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
30. Did the project adequately address financial and economic sustainability issues?
31. Are the recurrent costs after project completion sustainable?
32. Were results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
33. Is there evidence that project partners will continue their activities beyond project support?
34. Has there been a buy-in process, or was there no need to sell the project and buy support?
35. What degree is there of local ownership of initiatives and results?
36. Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
37. Were the necessary related capacities for lawmaking and enforcement built?
38. What is the level of political commitment to build on the results of the project?
39. Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of results achieved to date?
40. To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
41. Did the project contribute to key building blocks for social and political sustainability?
42. Did the project contribute to local Stakeholders' acceptance of the new practices?
43. What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?
44. Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?

### **For selected Beneficiaries, NGOs and Agencies:**

#### **Relevance (R3 Rating)**

1. Does the Project address the needs of target beneficiaries? How did the project support the needs of target beneficiaries?
2. Was the implementation of the project been inclusive of all relevant Stakeholders? Were local beneficiaries and stakeholders adequately involved in project formulation and implementation?
3. To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

#### **Ratings for Progress towards Results (R1 Rating)**

##### **Effectiveness**

4. How is the Project effective in achieving its expected outcomes?
5. To what extent were the project outputs achieved, considering men, women, and vulnerable groups? Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?

##### **Efficiency**

6. Is Project support channelled in an efficient way? To what extent was the project management structure as outlined in the project document efficient in generating the expected results?

##### **Resource arrangement**

7. To what extent have project funds and activities been delivered in a timely manner?
8. Was the leveraging of funds (co-financing) happened as planned?
9. Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
10. Does the Project efficiently utilize local capacity in implementation? Was an appropriate balance struck between utilization of international expertise as well as local capacity?
11. Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer among developing countries? Did the Project take into account local capacity in formulation and implementation of the project?

##### **Implementation and management arrangements**

12. Did the government provide continuous strategic directions to the project's formulation and implementation?
13. Have these directions provided by the government guided the activities and outcomes of the project?
14. Did the project mainstream gender considerations into its implementation? How efficient are partnership arrangements for the Project? Is the government engaged?
15. How does the government demonstrate its ownership of the projects? Did the government provide a counter-part to the project? To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? Which partnerships/ linkages were facilitated? Which one can be considered sustainable?
16. What was the level of efficiency of cooperation and collaboration arrangements? (Between local actors, UNDP and relevant government entities) Which methods were successful or not and why?

## **Feedback and Reporting**

17. Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project stakeholders, UNDP and MoMRAH staff and other relevant organizations for ongoing project adjustment and improvement?

## **Sustainability**

18. Are sustainability issues adequately integrated in Project design? Were sustainability issues integrated into the formulation and implementation of the project?
19. Is the government involved in the sustainability strategy for project outcomes?
20. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
21. Did the project adequately address financial and economic sustainability issues?
22. Is there evidence that project partners will continue their activities beyond project support?
23. Has there been a buy-in process, or was there no need to sell the project and buy support?
24. What degree is there of local ownership of initiatives and results?
25. What is the level of political commitment to build on the results of the project?
26. Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of results achieved to date?
27. To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
28. Did the project contribute to local Stakeholders' acceptance of the new practices?
29. What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?
30. Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?



## **For University and Institutions:**

### **Relevance (R3 Rating)**

1. Is the Project internally coherent in its design? Was the project sourced through a demand-driven approach?

### **Effectiveness**

2. Is the project log frame and theory of change still relevant and appropriately designed given the project experience to date?
3. Is the length of the project conducive to achieve project outcomes?
4. How is the Project effective in achieving its expected outcomes?
5. To what extent were the project outputs achieved, considering men, women, and vulnerable groups? Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?
6. Is Project support channelled in an efficient way? To what extent was the project management structure as outlined in the project document efficient in generating the expected results?

### **Efficiency**

7. Is there a direct and strong link between project expected results (Result and Resources Framework) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?

### **Resource arrangement**

8. To what extent have project funds and activities been delivered in a timely manner?
9. Was the leveraging of funds (co-financing) happened as planned?
10. Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
11. Does the Project efficiently utilize local capacity in implementation? Was an appropriate balance struck between utilization of international expertise as well as local capacity?
12. Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer among developing countries? Did the Project take into account local capacity in formulation and implementation of the project?

### **Implementation and management arrangements**

13. Did the government provide continuous strategic directions to the project's formulation and implementation?
14. Have these directions provided by the government guided the activities and outcomes of the project?
15. Did the project mainstream gender considerations into its implementation?
16. How efficient are partnership arrangements for the Project? Is the government engaged? How does the government demonstrate its ownership of the projects? Did the government provide a counter-part to the project?
17. To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? Which partnerships/ linkages were facilitated? Which one can be considered sustainable?
18. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP and relevant government entities) Which methods were successful or not and why?

## **Feedback and Reporting**

19. Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project stakeholders, UNDP and MoMRAH staff and other relevant organizations for ongoing project adjustment and improvement?

## **Sustainability (R2 Rating)**

20. To what extent were lessons learned from other relevant projects considered in the design?
21. Are sustainability issues adequately integrated in Project design? Were sustainability issues integrated into the formulation and implementation of the project?
22. Is the government involved in the sustainability strategy for project outcomes?
23. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
24. Did the project adequately address financial and economic sustainability issues?
25. Were results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
26. Is there evidence that project partners will continue their activities beyond project support?
27. Has there been a buy-in process, or was there no need to sell the project and buy support?
28. What degree is there of local ownership of initiatives and results?
29. What is the level of political commitment to build on the results of the project?
30. Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of results achieved to date?
31. To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
32. Did the project contribute to local Stakeholders' acceptance of the new practices?
33. What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?
34. Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?

## Annex 5: Field Mission Schedule

Field Mission dates are from 1<sup>st</sup> March 2022 and ends on 10<sup>th</sup> March 2022. (There was a quarantine period from 1<sup>st</sup> March to 5<sup>th</sup> March, wherein all interviews were conducted virtually). Details of field mission has been provided in table below and minutes of meeting have been attached in

### Annexure11:

Date	Agenda	Key Partners	Venue	Remark
1 <sup>st</sup> March – 5 <sup>th</sup> March	<ul style="list-style-type: none"> <li>Housing evaluator debriefing meeting,</li> <li>Various online virtual meeting with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>UNDP &amp; Ministry</li> <li>UN-Habitat</li> <li>NGOs</li> </ul>	Online	All meeting were conducted based on semi-structured guide and questionnaire
6 <sup>th</sup> March 2022, Sunday	<ul style="list-style-type: none"> <li>KII discussion with Mohd. AL-Qahtani</li> <li>KII discussion with UN-Habitat team</li> </ul>	<ul style="list-style-type: none"> <li>MoMRAH Representative</li> <li>UN-Habitat</li> </ul>	MoMRAH Developmental Housing HQ	
7 <sup>th</sup> March 2020, Monday	<ul style="list-style-type: none"> <li>KII discussion with NGO representative</li> <li>KII discussion with Prof. Mohammad HS AL-Turaiki</li> </ul>	<ul style="list-style-type: none"> <li>NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>MoMRAH Developmental Housing HQ</li> </ul>	
8 <sup>th</sup> March	<ul style="list-style-type: none"> <li>Stakeholder consultation</li> </ul>	<ul style="list-style-type: none"> <li>AL-FAISAL University</li> </ul>	University Campus	
9 <sup>th</sup> March	<ul style="list-style-type: none"> <li>Stakeholder consultation</li> <li>KII discussion with UNDP team</li> </ul>	<ul style="list-style-type: none"> <li>Dar Al Uloom University</li> <li>UNDP</li> </ul>	Online	
10 <sup>th</sup> March	<ul style="list-style-type: none"> <li>Housing evaluator debriefing meeting</li> </ul>	MoMRAH, UN-Habitat, UNDP	MoMRAH Developmental Housing HQ	

The decision on which key stakeholders to interview have been made jointly by the Evaluation Manager, UNDP and UN-Habitat Team, and IE.

Annex 6: Project Results Framework

Project Title	Technical Support to Implementation of the Development Housing Initiatives						
Expected Outputs		Progress as on December 30th, 2021					
		Sub-Outputs	Output Indicators	Baseline		Targets by	
				Value	Year	2020	2021
Output One	<b>Business Plan for non-profit sector engagement:</b> defining the key areas of work and the roadmap for engaging non-profit organizations building on relevant international best practices in the field of development housing.  Sub-outputs 1.1, 1.2 and 1.3 are progressing according to schedule as follows:	1.1 same update as on 31 March 2021 (November 2020/ January 2021) - <b>COMPLETE</b> <b>-COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (15 December, 2020)</b>	1.a Number of non-profit organizations participating in MOH operations	<b>200</b>  No terms of reference and business plan specifying the key areas for non-profit sector engagement	2019	350	400
		1.2 same update as on 30 June 2021 (February 2021) – <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (1 August, 2021)</b>	1.b % increase of housing services provided by non-profit sector organizations		10%	15%	30%
		1.3 same update as on 30 June 2021 (December 2020) – <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (1 August, 2021)</b>					
Output Two	<b>Comprehensive review of current policies, legislation, regulations and governance of the housing development sector:</b> To stimulate non-profit NGOs in the field of development housing. The review and analysis includes regulations on housing development initiatives, especially Resolution 198, as well as suggesting new regulations/criteria or governance studies to redefine beneficiary profiles, including their replacement, alternatives to ownership or usufruct, operation and maintenance programs of the development housing programs with special focus on the roles and responsibilities of the MOH, other government stakeholders, NGOs and the beneficiaries of development housing.	2.1 same update as on 31 March 2021 (November/ December 2020/ January 2021) - <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (15 December, 2020)</b>	2.a Review and analysis of the gaps and bottlenecks in the current frameworks and regulations related to non-profit housing initiatives, with particular attention to resolution 198	<b>1</b>	2019	7	1
		2.2 same update as on 30 June 2021 ( February/ ??? 2021) – <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (1 August, 2021)</b>	2.b Definition of integrated regulations, criteria, and standards for updated procedures of non-profit housing delivery.			4	1
		2.3 same update as on 30 June 2021 ( February/ ??? 2021) – <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (1 August, 2021)</b>	2.c Suggest or redefine of the criteria for the selection of beneficiary target groups			1	7
Output Three	<b>Spatial Analysis for locating Non-Profit Housing Projects:</b> study and analysis of the cities, sites and categories most in need of housing projects development using geographic information systems. This will include a demonstration project in KSA using new criteria and designing an architectural concept note.	3.1 same update as on 31 March 2021 (December 2020/ January/ February 2021) - <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (15 December, 2020)</b>	3.a Drafting of a Compendium of Hou. Dev. International Standards and Best Practice projects (5 case studies)	set international standards for comparisons	2019	5	NA
		3.2same update as on 30 June 2021 (dates???) - <b>COMPLETE</b> – <b>COMPLETE &amp; SUBMITTED TO MOMRAH</b>  <b>-COMPLETED &amp; SUBMITTED TO MoMRAH (1 August, 2021)</b>	3.b Neighbourhood analysis of selected of Saudi cities by using international standards	Quick Study/review for all 13 regions  Site Visits	2020	7  0	6  5
		3.3 This output entails the development of spatial standards for site selection through the utilization of Geographic Information Systems (GIS). The final product of this output was intended to entail “A Spatial Analysis Guidebook for Assessing Developmental Housing Site Locations” which would comprise detailed step-by-step instructions for producing a GIS analysis system that assesses potential developmental housing locations.  This scope of this output underwent some needed modifications because it was that determined that the intended scope might be???: <b>COMPLETED &amp; SUBMITTED TO MoMRAH (12 December, 2021)</b>	3.c Develop a system of spatial standards of site selection	Spatial Standards using GIS	2020	10	5
		3.4 Un-Habitat will realize a concept plan for a fully implementable Sustainable Housing Concept Plan (SHCP) in two selected locations determined in partnership with the Ministry, that can serve as pilot for future activities while realizing developmental housing. The Concept Plan will demonstrate how to contextualize the international design principles of UN-Habitat in the Kingdom. The purpose of the concept plan is to demonstrate how to incorporate sustainable design and quality of life measures in KSA’s Developmental Housing projects. The new Concept Plan will seek to introduce new housing design typologies and site designs that are different from the current business as usual practices (e.g., low-density, single-use, non-pedestrian friendly). The Concept Plan will support the Ministry’s goal to focus on quality of life as the Developmental Housing Program evolves. The concept plan will be created and defined through a participatory planning and design studio whereby several stakeholder groups, with a special emphasis on women and youth (college students), will be involved in the design making process so that the plan truly reflects the desires of the community.  <b>Similar status as on 30th September 2021 &amp; additional tasks here:</b> -Bi-weekly Zoom calls have been conducted with each university to provide input on the design process. -UN-Habitat hosted a half day working session with the students to provide feedback and guidance on their designs on December 16th. - Four missions were completed by UNH staff to Riyadh for the October Housing Design Studio. A slight delay to some of the scheduled activities has occurred due to having to accommodate the academic schedule for the two universities. The activities for 3.4 including workshops, student submissions, etc. must coincide with the academic calendar (which was delayed due to the uncertainties of COVID and an unanticipated mid-term break) and therefore, adjustments have been made to the calendar without compromising the overall project deadlines. UN-Habitat staff continues to work in very close coordination with the university faculty to assure deadlines are met and that the project schedule aligns with the semester schedule. – <b>IN PROGRESS</b>	3.d Participatory Housing Design Studio	Demo Project	2020	NA	1

## Annex 7: Terms of Reference (for independent evaluation study)

### 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 km<sup>2</sup> (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 24<sup>th</sup> 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		
<b>Project title:</b>	Technical Support to Implementation of the Developmental Housing Initiatives	
<b>Atlas ID</b>	SAU10/ 00123413	
<b>Corporate outcome and output</b>	Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure	
<b>Country</b>	Saudi Arabia	
<b>Region</b>	RBAS	
<b>Date project document signed</b>	25 December 2019	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	1 January 2020	30 April 2022
<b>Project budget</b>	US \$1,777,008	
<b>Project expenditure at the time of evaluation</b>	US \$ 753,745	
<b>Funding source</b>	Government	
<b>Implementing party<sup>84</sup></b>	Ministry of Municipal Rural Affairs and Housing (MoMRAH)	
<b>UN Implementing Partner</b>	UNDP	
<b>UN Executing Partner</b>	UN- Habitat (Technical support)	

<sup>84</sup> 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.



## 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.
    - 1.2 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

- 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).**<sup>2</sup> 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.<sup>3</sup>

## 6 Evaluation ethics

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

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	ESTIMATE D # OF DAYS	DATE OF COMPLETION	PLACE	
<b>Review and inception report</b>				
Meeting with UNDP (programme managers and project	-	At the time of contract signing 9 January 2022	UNDP or remote	Evaluation and
Obtain documentation with the evaluator	-	At the time of contract signing 9 January 2022	Via email	Evaluation
Evaluation design, methodology and updated the list of stakeholders to be interviewed	5 days	Within two weeks of contract signing 9-23 January 2022	Home- based	Evaluation
Inception report (n)	-	Within two weeks of contract signing 23 January 2022		Evaluation
Approval of inception report	-	Within one week of submission of the inception report 30 January 2022	UNDP	Evaluation
<b>Field collection mission</b>				
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 local project author
Meeting with UNDP and key stakeholders	1 day	10 February 2022	In country	Evaluation
<b>Evaluation report writing</b>				
Draft evaluation report (50 pages maximum , executive summary (4-5 pages)	10 days	Within two weeks of the completion of the field mission 13 February- 24 February 2022	Home- based	Evaluation
Revision	-			Evaluation
Submission of UNDP and stakeholder comments to the draft report	-	Within two weeks of submission of the draft evaluation report 10 March 2022	UNDP	Evaluation
Meeting with UNDP/ UN-Habitat/ Key stakeholders	1 day	Within one week of receipt of comments 17 March 2022	Remotely UNDP	UNDP evaluation
Draft evaluation report incorporating additions and by project staff and UNDP country office	3 days	Within one week of final debriefing 24 March 2022	Home- based	Evaluation
Final evaluation report to UNDP country office (50 including executive summary and annexes)	-	Within one week of final debriefing 24 March 2022	Home- based	Evaluation
<b>Days for the evaluation</b>	<b>24</b>			

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 3. 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'.<sup>5</sup>

## **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](mailto: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](mailto:reportmisconduct@undp.org)

#### **REGULAR MAIL**

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

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

## Annex 8: Detailed Revised Work Schedule

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
<b>Phase One: Desk review and inception report</b>				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing <b>16 January 2022</b> <b>Kick-off Meeting – 01 February 2022</b>	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluator	-	At the time of contract signing <b>01 February 2022</b>	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 <b>14 February 2022</b>	Home-based	Evaluator
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing <b>14 February 2022</b>		Evaluator
Comments and approval of inception report	-	Within one week of submission of the inception report 21 February 2022	UNDP	Evaluation manager
<b>Phase Two: Data-collection mission</b>				
Consultations and field visits, in-depth interviews and focus groups	4 days	Within four weeks of contract signing 27 February – 3 March 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 March 2022	In-country	Evaluator
<b>Phase Three: Evaluation report writing</b>				
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 31 March 2022	Home-based	Evaluator
Draft report submission	-	07 April 2022		Evaluator
Consolidated UNDP and stakeholder comments to the draft report	-	Within two weeks of submission of the draft evaluation report 10 April 2022 (?)	UNDP	Evaluation manager
Debriefing with UNDP/ UN-Habitat/ Key stakeholders	1 day	Within one week of receipt of comments 10 April 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	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	Home-based	Evaluator
<b>Estimated total days for the evaluation</b>	<b>24</b>			

## Annex 9: Minutes of the kick-off meeting

### MEETING

#### Representing UNDP:

Tamim, Mayssam; Assistant Resident Representative, UNDP Saudi Arabia Country Office, (Evaluation & Project Manager)

Alqordi, Daad; National Project Assistance, UNDP (Project Focal Point)

Alotaishan, Nada; Monitoring & Evaluation Officer, UNDP (Evaluation focal point)

#### Representing UN-Habitat:

Deuben, Lee; Team Leader, Senior Housing Expert; Saudi Arabia: Developmental Housing Initiative

Aldawsari, Bader; Urban Planning Officer, UN-Habitat

#### International Expert:

Salim Altaf, Sk.; International Expert, Final Project Evaluation (Evaluator)

February 01, 2022, 11.30am AST/ 2.00pm IST Online

**Subject: Kickoff Meeting - Final Project Evaluation, Implementation of the Developmental Housing Initiatives (UNDP Country Office and Ministry Of Municipal, Rural Affairs and Housing, Kingdom Of Saudi Arabia).**

1. Upon the request of the team, we met online to discuss the above program.
2. The meeting agenda was circulated before the call (Annex I) and after a quick round of introductions of the participating members, the overall purpose of the meeting was discussed as mentioned below:
  - a. To discuss the project, status of the inception report and key observations (capture points) while conducting the preliminary desk review
  - b. To discuss broad methods of Evaluation, its Design and tools
  - c. To discuss field mission plan and action plan before the visit
  - d. To discuss overall work-plan and related deadlines
  - e. To discuss mission-critical points to be considered while conducting the overall evaluation
3. It was recommended to include the universities and NGOs involved in the Developmental Housing Initiative project as part of the Key Stakeholders and the details shall be provided by the team and/or by Nada Alotaishan.
4. The team informed that the latest reports are now available on SharePoint and can be accessed by Sk Salim Altaf to extract and compile all necessary information related to the project and its background. For the latest information on the housing status and situation of Saudi Arabia, it was recommended to refer to the 'The Housing Program Delivery Plan (2021-2025)' report. It was also mentioned that Lee Deuben could share a note on the housing situation for reference purposes.
5. The original signed Project Document (PD) of the project - Technical Support Project for Effective Implementation of Development Housing Initiatives contains important sections relevant to the evaluation purpose and the team along with Lee Deuben shall cross-check for any updates or notes or reports (two pillars ?) that may have been prepared during the project implementation stage.
6. The inception report outline was discussed and there were no major inputs at this stage but shall be reviewed once the draft inception is submitted
7. The team informed that the latest progress reports (QPRs and Annual reports) are now available on SharePoint. It was mentioned that these reports were prepared for internal purposes only and project monitoring and updates.
8. The compiled sheet on 'Results Framework' was shared with the team and Lee Deuben confirmed that she shall review and update (KPI's ?) with the latest information along with the team.
9. Various points around the evaluation process, methods and tools were discussed to outline the following:
  - a. Limitations and covid-19 adaptations shall be described and clearly set-out in the inception report to help achieve the objectives of the evaluation study

**FINAL PROJECT EVALUATION, Implementation of the Developmental Housing Initiatives**

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- b. Maximise the use of information available on public forums and database
  - c. Device effective engagement plan with various stakeholders including officials of MoMRAH and Government
  - d. Highlight the cross-cutting areas and benefits of the program in the substantive areas, for providing additional evaluation dimensions
  - e. Have more breakout sessions with the team with specific agenda and purpose
10. It was advised that the field mission to Riyadh, Saudi Arabia should be planned for the week from 27-Feb-2022 (Sunday) to 03-Mar-2022 (Thursday), which shall coincide with the Development Housing Initiatives event and shall help conduct more interviews and focused groups discussion within a short period.
11. It was mentioned that all the final submissions made to MoMRAH were in powerpoint presentations but full reports in the English language version is also available for reference. Though, it was suggested that powerpoints should be referred for consistency.
12. Lee Deuben highlighted the uniqueness of the project management and various collaborative approaches adopted by the team that have helped achieve the required outputs effectively.
13. Bader Aldawsari is stationed at the Ministry and shall provide the necessary access to the officials and relevant information.

Meeting ended at about 1.00pm AST/ 3.30pm IST

Sk Salim Altaf

February 02, 2022



**FINAL PROJECT EVALUATION, Implementation of the Developmental Housing Initiatives**  
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**Annex I**

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***FINAL PROJECT EVALUATION,***

**IMPLEMENTATION OF THE DEVELOPMENTAL HOUSING  
INITIATIVES**

***UNDP COUNTRY OFFICE AND MINISTRY OF MUNICIPAL, RURAL  
AFFAIRS AND HOUSING, KINGDOM OF SAUDI ARABIA***

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**KICKOFF MEETING**

Meeting Date: 1<sup>ST</sup> February 2022

Mode of Meeting: Online

**FINAL PROJECT EVALUATION, Implementation of the Developmental Housing Initiatives**

UNDP COUNTRY OFFICE AND MINISTRY OF MUNICIPAL, RURAL AFFAIRS AND HOUSING, KINGDOM OF SAUDI ARABIA

## **1 AGENDA**

Meeting: 1400 hrs to 1700 hrs (IST)

Meeting Scribe: FINAL PROJECT EVALUATION, **First Meeting**

- To discuss the project, status of the Inception report and key observations (capture points) while conducting the preliminary desk review
- To discuss broad methods of Evaluation, its Design and tools
- To discuss field mission plan and action plan before the visit
- To discuss overall work-plan and deadlines
- To discuss mission-critical points to be considered while conducting the overall evaluation

## **2 MEETING SESSIONS**

### **2.1 SESSION 1: INTRODUCTIONS (15 MINS)**

- A formal introduction of Evaluator to the team (UNDP, UN-Habitat and other key stakeholders).

### **2.2 SESSION 2: GENERAL DISCUSSIONS (45 MINS)**

- General Discussions on:
  - Overall project and the background
  - Preliminary Desk Review Note, shared with the team
  - Inception Report ToC/outline, remarks & feedback
  - mission-critical points to be considered while conducting the overall evaluation
- Key observations and capture points of the session

### **2.3 SESSION 3: SPECIFIC DISCUSSIONS (60 MINS)**

- Specific Discussion on:
  - Results Framework, shared with the team
  - Evaluation Design, draft Evaluation Matrix and tools
    - Establish project relevance to UN-Habitat UN-Habitat objectives.
    - Establish project relevance to UNDP objectives
    - Establish project relevance to KSA's development objectives
    - Establish that the project addresses the needs of target beneficiaries
    - Establish how the project is internally coherent in its design
    - Determine the effectiveness of the project in achieving its expected outcomes
    - Future directions for similar projects and establish the 'what', 'how', 'when'
    - Determine the efficiency of the project in achieving its expected outcomes
    - Determine the efficiency in channelizing resources, budget, local capacity and other tangibles
    - Determine the efficiency of partnership arrangements and collaborations
    - Determine sustainability and its integration in the overall program
    - Organizational arrangements and commitments
    - Institutional and individual capacity building, current and future plans
    - Scalability and methods of replication
    - Convergence
    - Overall Challenges
    - Lessons Learnt
  - Work Plan/Schedule of the evaluation study
  - Upcoming Field mission and key objectives, list of stakeholders to be interviewed (both offline and online)

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- Discussion on key aspects of the project not covered above (notes that can feed into the Inception Report)

## 2.4 SESSION 4: SUMMARY AND CLOSING REMARKS (30 MINS)

- Meeting brief on all the points discussed in the earlier sessions
- Our next steps and action plan, beyond points, discussed and captured in the Work Plan/Schedule of the evaluation study
- Overall comments and feedback

## 3 PHASE ONE: DELIVERABLES

Sl. No.	Activities for Phase One: Desk review and inception report	Responsible Party	Deadline (Proposed Earlier)	Deadline (Revised)
a.	Meeting briefing with UNDP (programme managers and project staff as needed)	Evaluation manager and commissioner	16.01.2022	
b.	Sharing of the relevant documentation with the evaluator	Evaluation manager	16.01.2022	
c.	Desk review, Evaluation design, methodology and updated work plan including the list of stakeholders to be interviewed	Evaluator	16.01.2022 to 30.01.2022	
d.	Submission of the inception report (15 pages maximum)	Evaluator	30.01.2022	
e.	Comments and approval of inception report	Evaluation manager	06.02.2022	

### 3.1 LIST OF DOCUMENTS REQUIRED:

- List of documents identified during the discussion in the above sessions
- List of documents requested earlier:
  - Template business plan & report that can be adapted and adopted by non-profit organizations in the field of Development housing
  - Report on partnership framework, including guidelines and steps for forming and managing partnerships between MoMRAH and non-profit organizations.
  - Report that makes recommendations for revision of five laws/decrees/ resolutions applicable to Developmental Housing delivery.
  - Report on Beneficiaries review, review of current initiatives and review of criteria for selections of beneficiaries, and standards for updated procedures of non-profit housing delivery.
  - Report on recommendations for new criteria for the selection of beneficiaries.
  - Compendium of International Standards and Best Practice. A selection of eight case studies were determined using predefined site selection criteria including: U.S.A, Oman (2), Singapore, Chile, Turkey and Austria (2). A report "Technical Support Project for Effective Implementation of Developmental Housing Initiatives - Best Practices Report" (Draft 09/11/2020) was shared but it includes 6 case studies & not 8.
  - Report on preliminary findings of Fourteen site assessments in ten cities were conducted throughout KSA which include both non-profit and Ministry of housing developed sites.

## Annex 10: Evaluability Assessment

<b>1. Project Design (as described in a Theory of Change, Logical Framework or narrative)</b>	
Clarity?	Are the long-term impact and outcomes clearly identified and are the proposed steps towards achieving these clearly defined? (This question is about Project document or the efforts made by UN Habitat team)
	Yes, the long-term impact and outcomes have been clearly identified in the PD document and subsequent QPRs that was submitted during the project period. The proposed steps are categorically defined for each sub outputs and have rendered recommendations towards project objective.
Relevant?	Is the project objective clearly relevant to the needs of the target group, as identified by any form of situation analysis, baseline study, or other evidence and argument? Is the intended beneficiary group clearly identified?
	<p>Yes, the project objective is relevant to the need of the KSA overall housing delivery program. The project objective is to accelerate the ownership rate as per vision 2030 and housing delivery plan. It intends to bring a paradigm shift and addresses two segments of target groups i.e., one who are the neediest and does not have a house and provisioning of houses for low-income group.</p> <p>Yes the</p> <p>There was no baseline apart from social security database but a baseline could be created as part of the project through assessments such as Housing need analysis; International benchmarking in non-profit housing; Business template plan; Partnership framework; review of policies; legislation; Understanding of regulation and governance of housing development sector and standard practices are well aligned with the projective objective.</p> <p>There is a comprehensive beneficiary selection criterion based on relevant regulation such as social security; Regulation 198; Differentiation criteria for developmental Housing; Social research; MoH/NGO which has chalked out a clear framework to identify the beneficiaries.</p>
Plausible?	Is there a continuous causal chain, connecting the intervening agency with the final impact of concern? Is it likely that the project objective could be achieved, given the planned interventions, within the project lifespan? Is there evidence from elsewhere that it could be achieved?
	<p>Three outputs comprising 10 sub outputs forms a continuous causal chain to achieve the objective and bring out the intended outcome making its likely to achieve the planned numbers in the project lifespan with addition of few supplementary interventions.</p> <p>The international case studies of successful forms strong evidence. However, few contextual challenges need to be encountered.</p>
Validity and reliability?	Are there valid indicators for each expected event (output, outcome and impact levels)? i.e., will they capture what is expected to happen? Are they reliable indicators? i.e., will observations by different observers find the same thing?
	Yes, there are valid and reliable indicators as described in the result framework of PD document. Moreover, identified indicators shall help capture the expected results and can be mapped through UNEG parameters (relevance, coherence, efficiency, effectiveness, sustainability and reporting mechanism).
Testable?	Is it possible to identify which linkages in the causal chain will be most critical to the success of the project, and thus should be the focus of evaluation questions?
	Each indicator is itself an independent and can be mapped out based on its outcome. However, these activities are linked through a causal chain as the outcomes of activities are interlinked and being used as foundational research. Activities to scale up the non-profit engagement, revised criteria of beneficiary selection, housing delivery and renewed design standards for efficient and affordable housing location and site locations would be critical for success and should be an element of focus in evaluation process.
Contextualised?	Have assumptions about the roles of other actors outside the project been made explicit (both enablers and constrainers)? Are there plausible plans to monitor these in any practicable way?
	<p>No. The project did not establish explicit linkages about the roles of actors outside. However, the vision and the project outcome has indicated the roles of actors outside who are critical to feed the requirements of supply-demand chain.</p> <p>The role of such enablers and constrainers can be monitored through a deep dive understanding of causal chain of demand and consequently availability of supply capability.</p>

Consistent?	Is there consistency in the way the Theory of Change is described across various project multiple documents (Design, M&E plans, work plans, progress reports, etc.)?
	Yes, there is a consistency. The project document presents a theory of change which highlights the intended paradigm shift and increase of non- private sector delivered housing. These two pillars have been reiterated consistently in Project design, Housing Program Delivery (2021-2025) and reflected in other project documents.
Complexity?	Are there expected to be multiple interactions between different project components [complicating attribution of causes and identification of effects]? How clearly defined are the expected interactions?
	Yes, the project consists three key areas of intervention with ten sub outputs which are linked through a causal chain and are dependent to deliver the project objective.
Agreement?	To what extent are different stakeholders holding different views about the project objectives and how they will be achieved? How visible are the views of stakeholders who might be expected to have different views?
	The project consists five categories of stakeholder which are different in their functional area and mandates. The views marginally vary from the perspective of implementation, management and availability of resources. The views are overlapping at numerous takes but consist a visible differentiation in the perspective based on their roles and involvement in the project.

2. Information availability	
Is a complete set of documents available?	Relative to what could have been expected? E.g., Project proposal, Progress Reports, Evaluations / impact assessments, Commissioned studies
	The project document set is complete. However, few supplementary documents such as monthly progress report, primary data sheet, and data on beneficiary can be an added advantage in evaluation process.
Do baseline measures exist?	If baseline data is not yet available, are there specific plans for when baseline data would be collected and how feasible are these? If baseline data exists in the form of survey data, is the raw data available, or just selected currently relevant items? Is the sampling process clear? Are the survey instruments available? If baseline data is in the form of national or subnational statistics, how disaggregated is the data? Are time series data available, for pre-project years?
	The signed project document provided some baseline output indicator in its results framework. Further project output reports have supplemented the data requirements.
Is there data on a control group?	Is it clear how the control group compares to the intervention group? Is the raw data available or just summary statistics? Are the members of the control group identifiable and potentially contactable? How frequently has data been collected on the status of the control group?
	There is no clear control group since it's a project for entire KSA region to facilitate DH initiatives but demo project as planned in one of the outputs could be a possible example intervention group.
Is data being collected for all the indicators?	Is it with sufficient frequency? Is there significant missing data? Are the measures being used reliable i.e. Is measurement error likely to be a problem?
	There is availability of data in forms of outreposts for three key indicators (three outputs). Further the evaluation was supplemented with availability of policy documents, quarterly progress reports and annual report.
Is critical data available?	Are the intended and actual beneficiaries identifiable? Is there a record of who was involved in what project activities and when?
	The intended and actual beneficiaries are identifiable and there is clear delineation of timeline of stakeholder involvement. Further, all the critical data are available. However, the verification of output indicators could not be done due to lack of inputs from the ministry.
Is gender disaggregated data available?	In the baseline? For each of the indicators during project intervention? In the control group? In any mid-term or process review?
	Data on gender disaggregation was not available. However, the same was available in housing design participatory process.
If reviews or evaluations have been carried out.	Are the reports available? Are the authors contactable? Is the raw data available? Is the sampling process clear? Are the survey instruments available?

	Yes, the report was available and the team was contactable.
Do existing M&E systems have the capacity to deliver?	Where data is not yet available, do existing staff and systems have the capacity to do so in the future? Are responsibilities, sources and periodicities defined and appropriate? Is the budget adequate?
	Yes, the M&E system have made it possible to deliver the outputs. Further, the team has great potential to execute such exercise in the future as well. It is assumed that the budget was adequate for the team.

3. Institutional context	
Practicalities	
Accessibility to and availability of stakeholders?	Are there physical security risks? Will weather be a constraint? Are staff and key stakeholders likely to be present, or absent on leave or secondment? Can reported availability be relied upon?
	There are no physical security risk and weather is not a constraint during field mission. All the key stakeholders are likely to be available for interaction. However, COVID-19 posed constraints related to travel might bring few limitations. Further, online platforms-google forms are planned to capture more responses to produce comprehensive evaluation.
Resources available to do the evaluation?	Time available in total and in country? Timing within the schedule of all other activities? Funding available for the relevant team and duration? People with the necessary skills available at this point?
	Time available for the exercise (in total and activities) is sufficient and field mission has been comprehensively planned. There are enough funding support and people with relevant skills.
Is the timing, right?	Is there an opportunity for an evaluation to have an influence? Has the project accumulated enough implementation experience to enable useful lessons to be extracted? If the evaluation was planned in advance, is the evaluation still relevant?
	The evaluation would certainly influence the implementation and lay a way forward. And yes the project has extracted good number of useful lessons that can be translated.
Coordination requirements?	How many other donors, government departments, or NGOs need to be or want to be involved? What forms of coordination are possible and/or required?
	All the concern departments, NGOs, UN-habitat team are willing to be the part of interactive session. UNDP has made all the coordination needed.
Demands	
Who wants an evaluation?	Have the primary users been clearly identified? Can they be involved in defining the evaluation? Will they participate in an evaluation process?
	The primary users have been clearly delineated. However, the involvement of beneficiaries could not be possible in the evaluation process in accordance with the cultural practices.
What do stakeholders want to know?	What evaluation questions are of interest to whom? Are these realistic, given the project design and likely data availability? Can they be prioritised? How do people want to see the results used? Is this realistic?
	The government is interested in evaluation of those dimensions which looks after tangible outputs. Further NGOs were more interested areas which addresses smooth engagement facilitation with government.
What sort of evaluation process do stakeholders want?	What designs do stakeholders express interest in? Could this work given the questions of interest and likely information availability, and resources available?
	Stakeholder wants an evaluation process which can identify the key challenges and recommendations which can address it.
What ethical issues exist?	Are they known or knowable? Are they likely to be manageable? What constraints will they impose?
	As a part of culture and tradition of KSA, The resident don't appreciate interaction with opposite gender considered inappropriate. Further, the kingdom cites privacy concern in the availability of data. Therefore, evaluation process respecting the ethics and culture of the region did not interact direct beneficiaries
What are the risks?	Will stakeholders be able to manage negative findings? Have previous evaluation experiences prejudiced stakeholder's likely participation?
	The risk lies in the efficient translation of recommendations and lack of analysis at the affordability index. It is assumed that the recommendations will be backed with supplementary exercise to avoid risks.

## Annex 11: List of data and its sources

S.no	Name of document	Document Source
1.	Signed PD –Technical Support Project for Effective Implementation of Development Housing Initiatives (48 pages)	UNDP
2.	Annual Progress Report – UNDP Reporting Period: 1 June 2020 - 30th October 2021	UNDP
3.	Quarterly Progress Report (QPR) – UNDP Reporting Period- September 30th –December 31st 2021	UNDP
4.	Quarterly Progress Report (QPR) – UNDP Reporting Period: June 30th, 2021 – October 30th 2021	UNDP
5.	Quarterly Progress Report – (QPR) UNDP Reporting Period: - 31st of March 2021- June 30th 2021	UNDP
6.	Quarterly Progress Report– (QPR) UNDP Reporting Period- Reporting Period: January 1, 2021 – 31st of March, 2021	UNDP
7.	Signed Agreement – UN Agency to UN Agency Contribution Agreement	UNDP
8.	Vision 2030 Kingdom of Saudi Arabia	UNDP
9.	The Housing Program Delivery Plan (2020 Housing Program) – Vision 2030 KSA	UNDP
10.	Quality of Life Program Delivery Plan (2020 qol Program) – Vision 2030 KSA	UNDP
11.	The Housing Program Delivery Plan (2021-2025)	UNDP
12.	National Transformation Program Delivery Plan (2021 – 2025)	UNDP
13.	Technical Support Project for Effective Implementation of Developmental Housing Initiatives - Best Practices Report (Draft 09/11/2020)	UNDP
14.	Sub-output 1.1 – International Best Practice Report on Non-Profit Involvement in the Delivery of Developmental Housing	UN-Habitat
15.	Sub-output 1.2 – Template Business Plan for KSA Non-Profits Involved in the Developmental Housing Programme	UN-Habitat
16.	Sub-output 1.3 – Model Partnership agreement	UN-Habitat
17.	Sub-output 2.1 – Review and Analysis of the Policy and Regulatory Framework Related to Non-profit Developmental Housing Initiatives	UN-Habitat
18.	Sub-output 2.2 – Review of household characteristics and existing non-profit housing initiatives including beneficiary selection, tenure options, and efforts to support beneficiaries	UN-Habitat
19.	Sub-output 2.3 – Development of recommendations for new criteria for the selection of beneficiaries	UN-Habitat
20.	Sub-output 3.1 – International Urban Planning Best Practice in Developmental Housing Locations	UN-Habitat
21.	Sub-output 3.2 –Neighbourhood analysis of selected developmental housing projects in Saudi cities using international standards	UN-Habitat
22.	Sub-output 3.3 –Spatial analysis guidebook utilizing geographic information system (GIS) to analyse developmental housing sites in Saudi cities	UN-Habitat
23.	Sub-output 3.4 –Application of the new standards to one non-profit housing project in one Saudi city	UN-Habitat
24.	The Business Plan Template for NGOs	UN-Habitat
25.	The Partnership Agreement Between the Ministry of Housing and Non-Governmental Organisation for Developmental Housing Provision	UN-Habitat
26.	Housing Need Assessment Template for NGOs.	UN-Habitat



## **Annex 12: UNEG Code of Conduct Signed by the Evaluator**

### **Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System**

#### **Evaluation Consultants Agreement Form**

#### **Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** Sheikh Salim Altaf

**Name of Consultancy Organisation** (where relevant): NA

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at **New Delhi** on **07-04-2022**



Signature: \_\_\_\_\_

## Annex 13: Project Structure

The project has been implemented nationally (National Implementation Modality) following UNDP procedures relevant to country implementation. The project will be operationalised in KSA with support from UN-Habitat regional office and Head Quarters. MoMRAH (earlier MOH) has been the line ministry and main beneficiary of the project. UNDP has been the administrative agency providing overall coordination and support in the implementation. UN-Habitat has been the implementing partner responsible for executing activities in collaboration with MoMRAH. UN-Habitat in collaboration with MoMRAH has been responsible for effective utilisation and use of UNDP resources; for the management of the project and for the delivery of project activities to achieve results that have contributed to development of outcomes of the project. Participating institutions have included partners relevant to project implementation. The management structure is as follows:

1. **MoMRAH (MOH)** has been the line ministry and main beneficiary of the project. MoMRAH has been the responsible for securing project budget and the provision of documents necessary for project work flow which have accelerated the task of the international and national experts. MoMRAH have worked towards requesting government visa for the UN-Habitat experts. The MoMRAH nominated the focal point for the project (national project lead) and assign the assisting team who will be responsible for following up progress of activities, receiving periodic reports, boosting training workshops as well as maintaining coordination with local agencies as per requirement.
2. **Resident Coordinator (RC)** facilitated exchanges with all organisations of the UN dealing with operational activities in the country as well as facilitate exchanges with the Government within the Strategic Partnership Framework (STF). The RC system brought together different UN entities to improve the impact, efficiency and effectiveness of the project to contribute to the overall sustainable development goals at the country level.
3. **UNDP** has been the administrative agency responsible for the administration of funds and procurement of service and goods as well as contributing to the over business planning process. UNDP will also be responsible for the preparation of financial reports and undertaking audit as per UNDP rules and regulations. UNDP will provide technical expertise as necessary in some of the outcomes of the project.
4. **UN-HABITAT** has been the main technical implementing agency responsible for executing activities in collaborating with MoMRAH and provided technical coordination and backstopping to the project. It will ensure that international and local experts provide their support up to the expected standards. UN Habitat international experts will be responsible for ensuring the timely provision of international technical assistance to the project activities and assist in the preparation of progress reports by the project manager. UN-Habitat and UNDP signed a UNDG standard agency to agency agreement for the project which used for the organisation of the project and any required transfer of funds.