

Final Project Evaluation Terms of Reference

UNDP Country Office and Ministry of Municipal, Rural Affairs and Housing

Kingdom of Saudi Arabia

1. Background and context

The Kingdom of Saudi Arabia (KSA) spans the vast majority of the Arabian Peninsula, with a land area of approximately 2,150,000 km² (830,000 sq mi). Saudi Arabia is the largest country in the Middle East, and the second-largest country in the Arab world with a rapidly growing population of 35,013,414 in 2020 the majority of which lives in urban areas. Even though there are about 258 urban centres, the five cities of Riyadh, Jeddah, Makkah, Madinah, and Dammam host 45% of the overall population, with projections of constant increases in urbanization by 2025. 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%. This high level of urbanization poses a host of challenges to development and its sustainability. In fact, urbanization is believed to be integrally linked to the three pillars of sustainable development: economic development; social development; and environmental protection. Challenges specific to the national context of Saudi Arabia include the increasing demand for municipal services, which in turn calls for an urgency to tap into the modality of public-private partnership in service provision with speed and cost efficiency.

Nevertheless, there is a strong and "robust relationship between urbanization and per capita income" as all high-income countries in the world are 70-80% urbanized [1]. The urbanization rate is expected to reach up to 97.6% by 2030. The positive correlation between development and planned urbanization is attributable to the fact that urban economy is usually more productive as a result of the proximity of the factors of production together with the increased specialization and market-sizes. Based on the annual ranking of the Human Development Index (HDI) of the Human Development Report, Saudi Arabia has steadily moved from the middle-income category in the 1990s to the very high-income category in 2019 at 0.854 value of HDI [2]. 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.

With this exceptional development, Saudi Arabia developed its Vision 2030 focusing on the empowerment of women and youth. UNDP had a long history of supporting deputyship of town planning in the formulation and support to the National Spatial Strategy (NSS). UNDP supported the update of the current NSS through technical assistance to Ministry of Municipal and Rural Affairs and Housing MOMRAH during the period 2016-2019.

On the 24th of January 2021 the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud issued a Royal Decree on merging the Ministry of Housing (MoH) with the Ministry of Municipal and Rural Affairs (MOMRA) and rebranding it as the Ministry of Municipal and Rural Affairs and Housing (MOMRAH).

The 1st phase of the Future Saudi Cities Programme (FSCP), a project funded by the Kingdom of Saudi Arabia and jointly implemented by UNDP, UN-Habitat and the Ministry of Municipal and Rural Affairs (MoMRA) was concluded in February 2020, with the participation of MOMRA in the World Urban Forum in Abu Dhabi sharing the lessons learnt from the Project. Over the last 6 years, this project has filled a significant knowledge gap on the Saudi planning system and produced several detailed studies of urban institutions, governance, municipal finance and spatial planning while engaging public and private stakeholders, youth and women. The goal of the project was to review the planning system and the legal framework that governs it, recommend changes and support capacity building to strengthen the planning system with the objective to provide more liveable cities according to Saudi needs and priorities. The program built a system reform that has the following central elements of change:

[1] World Urbanization Prospects, the 2014 Revision, UNDESA 2014.

[2] UNDP, Human Development Report- Saudi Arabia, 2020.

- Improved coordination between development planning, the planning system and sectoral priorities
- Ensure vertical accountability between plans
- Increased systematisation should improve the ability to deliver policy through the system
- Increase horizontal (or geographic) consistency of content and processes
- Enhanced core content of plans to increase effectiveness and transparency
- In the plan approval process, provide direct funding for the implementation of catalytic elements of plans.

Recommendations from the project include the strengthening of systems for the collection and analysis of urban data and structural adjustments and reforms that are complementary to the ongoing development of new spatial planning law. The recommendations, if accepted (currently with Council of Economic and Development Affairs “CEDA”), would imply profound changes for citizens and for the government institutions implementing and overseeing the planning system. This 2nd phase of the project built on the lessons learned from the 1st phase with a focus on technical support of planning reforms at the national, regional and city level. It supported the outcomes of the 1st phase through the new regional and local strategies prepared by the deputyship of town planning in addition to supporting the NSS implementation and technical support to the deputyship in Planning Act or other legal documents, based on evidence collected in the 1st phase and other MOMRA initiatives.

This project has been designed to boost the capacity of the Government to achieve the objectives of the National Spatial Strategy (NSS) along with their alignment with the Vision 2030. The project which implemented by UNDP jointly with UN-Habitat envisages the support to the NSS implementation Office established inside the deputyship of town planning with specific focus on the following outcomes:

- Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030
- Improved access to urban data between line ministries in NSS 2030 platform
- Improved localizing sustainable urban development at national, regional and local authorities.

In addition to these outcomes, the project is designed to provide advisory services in novel areas of interest to the urban planning and management sector. The project provides technical assistance to various activities operated within the deputyship of Town Planning including the emerging urban planning issues within the deputyship mandate.

Furthermore, during the course of the project document implementation, the government of Saudi Arabia, through MoMRAH has changed its urban planning priorities to focus more on Urban Planning Design and Urban Code to improve the visual appeal of cities of the regions in KSA. However, though the National Spatial Strategy (NSS) was drafted but connected tasks and activities that are mentioned in the agreement were not fully completed due to delay in the approval of the NSS. Moreover, some of the mandate of MOMRAH was transferred to other government agencies. Consequently, the project team was / is heavily engaged in providing support for various emerging issues such as preparation of the RFPs for the National Design Manual, Regional Urban Design Guidelines, Urban Codes, Regional Plans, Master Plans, advisory services in urban planning at national, regional and local levels as part of the overall efforts to achieving sustainable urban development. Capacity building for the deputyship leadership and staff as well as other stakeholders’ “Municipalities” was a priority in the old as well as in the new system but with different priorities in place.

UNDP is executing outcome 1: Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030 and Outcome 2: Improved access to urban data between line ministries in NSS 2030 platform.

The key UNDP deliverables is as follows:

- Procedural Guide for NSS Review/Sectoral Policies
- Procedural Guide for operating the NSS office
- Regional and City Review Report
- KPI, Statistics, indicators and GIS Report

- Workshops at national, regional and city levels
- NSS Annual Progress Reports (2 Reports)
- Specific sectoral policies review Report
- NSS platform Report

Whereas UN-Habitat is executing outcome 3: Improved localizing sustainable urban development at national, regional, and local authorities.

The key UN-Habitat deliverables is as follows:

- Review Guide for all regional and City strategies
- Methodological Guide for efficiency of NSS that is applied for regionals and city strategies
- Governance and legal review of laws, regional, and city strategies
- Financial Guide for city and regional sustainability
- Regional and city review reports
- Workshops at national, regional and city levels

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 (May 2020- May 2022). The project extension period (May 2022 to November 2022) provides the necessary time for the project to complete ongoing activities and deliver the outputs that were delayed due to the pandemic.

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

PROJECT/OUTCOME INFORMATION		
Project title:	Support for National Spatial Strategy 2030 in Saudi Arabia	
Atlas ID	SAU10- 00119507	
Corporate outcome and output	Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure	
Country	Saudi Arabia	
Region	RBAS	
Date project document signed	29 April 2020	
Project dates	Start	Planned end
	10 May 2020	09 Nov 2022
Project budget	US \$ 3,733,333	
Project expenditure at the time of evaluation	1,305,592 \$	
Funding source	Government	
Implementing party¹	Ministry of Municipal Rural Affairs and Housing (MoMRAH)	
UN Implementing Partner	UNDP	
UN Executing Partner	UN- Habitat (Technical support)	

2. Evaluation purpose, scope and objectives

Evaluation purpose and objectives:

This final evaluation is conducted as part of a planned intervention aimed at re-positioning the project to help the MOMRAH 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:

Outcome 1: Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030.

This outcome includes the following outputs and activities:

- *28 NSS Sectoral Policies are aligned with Sectoral Ministerial Policies*
- *6 Initiatives in MOMRA are aligned with NSS*
- *10 Regional and City strategies are reviewed and fully aligned with NSS*
- *Support to NSS office through institutional mechanisms and capacity building is mainstreamed in the deputyship of town planning*

Outcome 2: Improved access to urban data between line ministries in NSS 2030 platform. This

Outcome is composed of the following Outcomes and activities:

- *Interactive platform for NSS established*
- *Update of a platform by the NSS office completed*
- *Acknowledgment of the new platform by national, regional and local stakeholders conducted.*

Outcome 3: Improved localizing sustainable urban development at national, regional, and local Authorities. This outcome is composed of the following outputs and activities:

- New guide with focus on NSS spending efficiency is tested and adopted (through several sectors as well as regional and city strategies)
- Planning system review guide is completed and tested on 6 the regional and city strategies
- Governance and legal reforms are reflected in new laws, directives as we" as regional and city strategies (integrated horizontally and vertically)
- Technical advice on City financial sustainability at regional and city level completed.
- Different type of trainings of the Deputyship of MOMRA and other stakeholders conducted (through continuous technical advice on areas of planning, governance and finance/economy)
- This evaluation will cover all activities held during the span of the project between (10 May 2020 – 09 Nov 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.
- Geographic coverage: National

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, sustainability, or impact 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.

1 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; (b) effectiveness; (c) efficiency; (d) sustainability; (e) coherence; and/or (f) impact (and/or other criteria used), the evaluation will answer the following 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 one?
- To what extent were lessons learned from the 1st phase and other relevant projects considered in the design of the 2nd phase?
- 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 and any other 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 the 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?

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

- 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?

The above guiding evaluation questions can be further refined in the inception report by the evaluation team and agreed with UNDP evaluation stakeholders.

2 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.

3 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).** 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 satisfactory 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.

4 6. Evaluation team composition and required competencies

The evaluation will be carried out by a 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 urban and regional planning with minimum 10 years' experience in evaluations, preferably in the field of urban and regional planning. Knowledge of Saudi Arabia Urban Planning system or similar context is 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, 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 the evaluator's 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.

5 Evaluation ethics

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

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

6 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.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and the project stakeholders. The evaluation manager will convene an evaluation reference group comprising of technical experts from UNDP, donors and implementing partners. This reference group will review the inception report and the draft evaluation report and provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards. 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 (audit trail). The ERG will also provide input to the development of the management responses and key actions recommended by the evaluation.

7 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).

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

Working day allocation and schedule for an evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing 3 April 2022	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluator	-	At the time of contract signing 3 April 2022	Via email	Evaluation manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	Within two weeks of contract signing 3-17 April 2022	Home- based	Evaluator
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing 17 April 2022		Evaluator
Comments and approval of inception report	-	Within one week of submission of the inception report 24 April 2022	UNDP	Evaluation manager
Phase Two: Data-collection mission				
Consultations and field visits, in-depth interviews and focus groups	4 days	Within four weeks of contract signing 1-5 May 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	5 May 2022	In country	Evaluator
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)	10 days	Within two weeks of the completion of the field mission 8 May – 20 May 2022	Home- based	Evaluator
Draft report submission	-			Evaluator
Consolidated UNDP and stakeholder comments to the draft report	-	Within two weeks of submission of the draft evaluation report 2 June 2022	UNDP	Evaluation manager
Debriefing with UNDP/ UN-Habitat/ Key stakeholders	1 day	Within one week of receipt of comments 9 June 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 16 June 2022	Home- based	Evaluator
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing 19 June 2022	Home- based	Evaluator
Estimated total days for the evaluation	24			

[1] World Urbanization Prospects, the 2014 Revision, UNDESA 2014.

[2] UNDP, Human Development Report- Saudi Arabia, 2020.

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			

8 Application submission process and criteria for selection

As required by the procurement unit.

9 TOR annexes

- 1. Intervention results framework and theory of change.**
- 2. Key stakeholders and partners.**
- 3. Documents to be consulted**
- 4. Evaluation matrix**
- 5. Schedule of tasks, milestones, and deliverables.**
- 6. Inception Report**
- 7. Required format for the evaluation report**

[1] World Urbanization Prospects, the 2014 Revision, UNDESA 2014.

[2] UNDP, Human Development Report- Saudi Arabia, 2020.

8. Dispute and wrongdoing resolution process and contact details (annex A)
9. Pledge of ethical conduct

Annex 1: Intervention results framework and theory of change.

THEORY OF CHANGE

This project builds on the knowledge that UN-Habitat and UNDP has and expertise on KSA acquired from FSCP and previous cooperation between UNDP and MOMRA in the NSS preparation. Through the support to the government. The project can have an impact on the medium and long term as follows:

1. Increasing the role of the Government: Building the capacities of the Office of NSS; will ensure that MOMRA, through the deputyship of town planning will acquire the needed capacities on the medium term to ensure that NSS is maintained on the long run.

NSS is there but not integrated with sectoral plans and also with regional and city level strategies due to lack of skills and standards, building on the capacities of deputyship of town planning in MOMRA, the capacities of the NSS office will be enhanced to deliver the execution of the NSS at national, regional and local levels

2. Paradigm Shift: This project aims at enhancing the engagement of all stakeholders in the planning making and implementation and hence ensuring that regional and city level strategies are well connected both vertically and horizontally.

The plans that are currently prepared or implemented are not aligned with the NSS and the focus on efficiency is weak or missing. The shift towards integration with NSS through continuous advisory services to the central, regional and local government as well as the methodological guide to support efficiency will guide the decision to ensure that change is mainstreamed in the strategies.

3. Unified approach; through the different methodological review systems and guides prepared by UNDP and UN-Habitat, to ensure that MOMRA will use objective and sound tools to ensure that more consideration will be given to unified systems for the regions and city strategies reviews by both MOMRA and region/city authorities

No unified system for reviewing strategies and nothing is guiding that review process. The project will systematic build new guideline and will ensure the guideline is followed rather than being subjectively driving the process - the capacity building is key to that change.

Annex 2: Key stakeholders and partners.

1. Deputy Minister of Urban Planning / MoMRAH
2. Deputy Minister of Technical Affairs / MoMRAH
3. Deputy Minister of International Affairs / MoMRAH
4. Ministry of Transport
5. Ministry of Economy and Planning
6. Ministry of Culture
7. Ministry of Investment
8. Mayor of Albaha

However, the list is subject to change or revision depending on availability during the mission.

Annex 3: Documents to be consulted will be provided to the evaluator upon contract. 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.

Annex 4: Evaluation matrix (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

Table 1. Sample evaluation matrix

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

Annex 5: Schedule of tasks, milestones and deliverables. Based on the time frame specified in the TOR, the evaluators present the detailed schedule.

Annex 6: Inception report

Annex 7: 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.

Annex 8: Dispute and wrongdoing resolution process and contact details

UNDP Evaluation dispute resolution process

Dispute settlement

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

concerns with the management within UNDP.

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

Please also include the Independent Evaluation Office, in your correspondence

(evaluation.office@undp.org).

Reporting wrongdoing

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, the Office of Audit and Investigation is the principal channel to receive allegations*.

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

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

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

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred.

Specific information will allow OAI to properly investigate the alleged wrongdoing.

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

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

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

EMAIL directly to OAI at: reportmisconduct@undp.org

REGULAR MAIL

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

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

Annex 9: [Pledge of ethical conduct](#) in evaluation. UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system'.⁵