**Ministry of Municipal, Rural affairs and Housing, kingdom of Saudi Arabia, and UNDP country office / Final project evaluation: “Technical Support to Implementation of National Spatial Strategy (NSS) 2030**

**ANNEXES**

**FINAL PROJECT EVALUATION – MINISTRY OF MUNICIPAL, RURAL AFFAIRS AND HOUSING**

**Project: SAU10- 00119507 - support for national spatial strategy 2030 in Saudi Arabia.**

**Annex 1. Terms of Reference**

**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:

* 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 NSS2030 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 Manuel, Regional Urban Design Guidelines, Urban Codes, Regional Plans, Master Plans, advisory services in urban planning at national, regional and locals 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 party[[1]](#footnote-1)** | **Ministry of Municipal Rural Affairs and Housing (MoMRAH)** | |
| **UN Implementing Partner** | **UNDP** | |
| **UN Executing Partner** | **UN- Habitat (Technical support)** | |

1. **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 Polices 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:

|  |  |
| --- | --- |
| **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 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.

1. **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.

1. **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.

1. **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.

1. **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.

1. **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:
4. Fulfil the contractual arrangements under the TOR
5. 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
6. Conduct data collection and field visits according to the TOR and inception report
7. 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
8. 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.

1. 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.
2. Project manager:
3. 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
4. Ensure and safeguard the independence of evaluations
5. Provide the evaluation manager with all required data (e.g. relevant monitoring data) and documentation (reports, minutes, reviews, studies, etc.), contacts/ stakeholder list etc.
6. 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
7. Provide comments and clarification on the TOR, inception report and draft evaluation reports
8. Respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP
9. Ensure dissemination of the evaluation report to all the stakeholders including the project board
10. 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.

1. **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** |  |  |  |

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 |  |  |  |

1. **Application submission process and criteria for selection**

As required by the procurement unit.

1. **TOR annexes**
2. **Intervention results framework and theory of change.**
3. **Key stakeholders and partners.**
4. **Documents to be consulted**
5. **Evaluation matrix**
6. **Schedule of tasks, milestones, and deliverables.**
7. **Inception Report**
8. **Required format for the evaluation report**
9. **Dispute and wrongdoing resolution process and contact details (annex A)**
10. [**Pledge of ethical conduct**](http://www.unevaluation.org/document/download/3683)

**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. Mayer 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 5. 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](http://web.undp.org/evaluation/guideline/documents/Template/section-4/Sec%204%20Inception%20Report%20content.docx)

**Annex 7:** [**Required format for the evaluation report**](http://web.undp.org/evaluation/guideline/documents/Template/section-4/Sec%204%20UNDP%20evaluation%20report%20template%20and%20quality%20standards.docx)**.** 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](mailto:evaluation.office@undp.org)).

**Reporting wrongdoing**

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the [UNDP Legal](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=315&Menu=BusinessUnit)

[Framework for Addressing Non-Compliance with UN Standards of Conduct](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=315&Menu=BusinessUnit), 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](https://secure.ethicspoint.eu/domain/media/en/gui/104807/lang.html) *(You will be redirected to an independent third-party site.)*

**PHONE - REVERSED CHARGES** [Click here for worldwide numbers](https://secure.ethicspoint.eu/domain/media/en/gui/104807/phone.html) (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



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

**Annex 9:** [**Pledge of ethical conduct**](http://www.unevaluation.org/document/download/3683) **in evaluation.**UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the ‘Pledge of Ethical Conduct in Evaluation of the United Nations system’.5

**Annex 2.** **Persons consulted**

**Ministry of Municipalities, Rural Affairs and Housing MOMRAH**

H.E. Dr. Aadel Al Zahrani, deputy minister of urban planning.

Engineer, Abdullah Al Rashed, International Affairs.

Engineer. Khaled Alsyegh, Regional and City Strategies.

Engineer. Ali Bakheet, special data.

Dr. Khaled Alenafia, Director Spatial Planning and Visual Appeal programme

**Ministry of Economy and Planning**

Engineer. Majed Ajaj

**Development Authority Support Office (DASO)**

Dr. Faysal bin Sulayman

**Municipalities**

Dr. Ali Swat/Mayor of Al Baha

**United Nations Development Programme.**

Dr. Mohammad Mdawwi, deputy resident representative.

Dr, Sulayman Kharma, Chief Technical advisor.

Mayssam Tamim, Assistant Resident Representative

Nada Al Otaishan, Monitoring & Evaluation Officer.

Daad Alqordi, Finance department

**United Nation Human Settlement Programme**

Dr. Ayman Al-Hefnawi, UN-HABITAT country Representative.

Kyle Farrell, Urban Economist.

**Annex 3. Consulted documents and information resources**

* Project document (contribution agreement).
* Theory of change and results framework.
* Programme and project quality assurance reports.
* Annual work plans.
* Activity designs.
* Consolidated quarterly and annual reports.
* Results-oriented monitoring report.
* Highlights of project board meetings.
* Technical/financial monitoring reports.
* Annual work plans
* Financial reports for the funding analysis required as per the evaluation questions

**Annex. 4**

**Evaluation Matrix:**

**The evaluation matrix:** It is the tool represents the map and reference in planning and conducting this evaluation assignment, it specifies the evaluation questions and outlines the **methods for data analysis.** The evaluation matrix explains the **data sources** that will be used, the data collection and analysis, and the **indicators.** The matrix will serve as a check list and ensure that all necessary and relevant questions are adequately addressed. The evaluation matrix will be refined during the preparation phase. The main questions identified in the Terms of References are forming the guiding principles to the below suggested specific sub- questions. The analysis is to mainly focus on the relevancy/Cohesion, efficiency, effectiveness, and sustainability of the interventions and the role of the different actors in this respect. The questions are set out to assess the institutional arrangements and perspectives. The questions also consider the impact. On other hand, the questions aim at finding what are the main achievements and lessons learned.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Relevant Evaluation Criteria** | **Key questions** | **Specific Sub-questions** | **Data Sources** | **Data collection/Methods and tools** | **Indicators** | **Methods for data analysis** |
| **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? | * Is the intervention complementarity with other interventions? Please share examples if any. * Please tell us how do you perceive the UNDP and UN-HABITAT contribution to the national priorities during the implementation of the project. * Do you see that other national entities need to be involved in the process? | MoMRAH officials,  Line ministries,  UNDP, as lessons learned | * Literature review * Focus group discussions * Data analysis * Key informant interviews with:   Representatives from Deputyship  Representatives from MoMRAH  Representatives from Municipal and regional levels  Representatives from UNDP and Un-HABITAT | Number of key national priorities and related new initial activities that  are integrated with the NSS.  Level of the national satisfaction on the design of the project relevant priorities and needs | The evaluation will try to assess the extent to which the project contributes to the national priorities then, the extent to which it corresponds to NSS strategies and policies.  assess the extent to which the intervention is a priority for key stakeholders.  The data analysis will be based on triangulation method |

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| --- | --- | --- | --- | --- | --- | --- |
| **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? | * What are those specific interventions contributing more towards achieving project objectives? * How do you perceive the project intervention considering the gender related aspects? * The implementation of the project is jointly between UNDP and UN-HABITAT, do you see a value added of having the Un organization acting together? * Please explore on what factors make the project achieving its objectives. * Would you share with us the areas where need more attention? * What are the main challenges that delayed or hinder achieving certain outputs? | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * Literature review * Focus group discussions * Data analysis * Key informant interviews with:   Representatives from Deputyship  Representatives from MoMRAH  Representatives from Municipal and regional levels  Representatives from UNDP and Un-HABITAT | the extent to which the outputs have achieved project objectives and whether or not they have attained the target groups as planned and why. | The evaluation will try to analyse the progress toward objective along the results chain as well as the distribution of results across different Beneficiaries and stakeholders.  To asses the extent to which the development intervention’s objectives were achieved, or are expected to be achieved  The data analysis will be based on triangulation method |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **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? | * Do you see the joint implementation of the project contributes to objective achieving? * Would you share with us how often the implementing agencies are immediate responding to your needs? * Are the capita, human resources are bet used? is the time management by all involved stakeholders considered among the key success factor? | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * Literature review * Focus group discussions * Data analysis * Key informant interviews with:   Representatives from Deputyship  Representatives from MoMRAH  Representatives from Municipal and regional levels  Representatives from UNDP and Un-HABITAT | the extent to which activities were implemented within reasonable consideration to efficiency requirements: Were the deadlines respected?  the expert team adequate and were modalities of implementation efficient?  coordination amongst the different implementing teams | The evaluation will try to assess the extent to which the intervention delivers, or is likely to deliver, results in an  economic and timely way  Also, to deeply look at the taken measure that converting the best use of resources/inputs (funds, expertise, time, etc.) to results.  The data analysis will be based on triangulation method |
| **Impact** | * What changes / transformations have taken place as a result of the project? | * What is the impact of the Regional city cooperation supported by the programme? * What has been the project’s impact and lessons learned at policy level? Did guidelines and related presentations experiences feed into policies and how? | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * Literature review * Focus group discussions * Data analysis * Key informant interviews with:   Representatives from Deputyship  Representatives from MoMRAH  Representatives from Municipal and regional levels Representatives from UNDP and Un-HABITAT | The Impact might not be realized yet due to the short period of implementation.  Covid-19, security and might delay the impact reflect on entities. | The evaluation will try to assess the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.  The data analysis will be based on triangulation method |

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| --- | --- | --- | --- | --- | --- | --- |
| **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? | * Will the activities in some way continue after the project? * Will the results be maintained beyond the project without further financial input? * Is the degree of ownership of the results of the project sufficient enough for the beneficiaries and the target groups to maintain the results in the future? * What are the key elements and actions which will allow strengthening the sustainability of the intervention after its end and accordingly suggesting some specific actions to be considered about it? | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * Literature review * Focus group discussions * Data analysis * Key informant interviews with:   Representatives from Deputyship  Representatives from MoMRAH  Representatives from Municipal and regional levels Representatives from UNDP and Un-HABITAT | Are the intervention continue, or are likely to continue?  Are the interventions being segment of long term.  Are the support provided characterized as a sector wide support?  The institutional performance improvement. | The evaluation will try to assess the extent The continuation of benefits from a development intervention after  major development assistance has been completed. The probability of continued long-term benefits. The  resilience to risk of the net benefit flows over time  The data analysis will be based on triangulation method |
| **Gender**  **Mainstreaming** | * To what extent has the project contributed to gender equality? To what extent have women benefited from the project? | examples | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * Project Plans * Progress reports * Annual reports   MTR report | Is the project paved the road for increased women participation, is the equal participatory approach adopted? | To assess the good practice included in the project design and conducted by the implementing agencies |
| **Environment** | * Has the intervention implemented environmental good practices? | * Did the project highlight the environmental issues at the beginning of the project? * Did the project take into consideration interventions to mitigate environment risks? * Did the project monitor the implementation from the environment aspect? * Where the stakeholders aware of the environment risks in the project implementation? | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * Project Plans * Progress reports * Annual reports   MTR report | Are the climate change and green economy related issue clearly addressed?  Did the project highlight the environmental issues at the beginning of the project? | To assess the good practice included in the project design and conducted by the implementing agencies  The data analysis will be based on triangulation method |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Result base programme management** | * Did the project monitor its progress based on results and indicators achieved on time? * Is the baseline information and the collected data of project progress homogenous? * Is the official assigned committee was following regularly the progress achieved and was able to give directions and corrections for the project implementation? | Examples | MoMRAH / Line department’s officials,  Line ministries,  UNDP, as lessons learned | * M & E plan * Project Plans * Progress reports * Annual reports   MTR report | Did the project monitor its progress based on results and indicators achieved on time? | To assess to what extent the implementation planning took into consideration the result achieving purposes.  The data analysis will be based on triangulation method |

**Annex 5.**

**support for national spatial strategy 2030 in Saudi Arabia** **outcomes and outputs used for performance Criteria**

**Box 1. Outcome 1. And expected Outputs**

|  |  |
| --- | --- |
| Outcome | Expected Outputs: |
| Improved capacity for the Implementation of the National Spatial Strategy (NSS)2030 | 1.1 Support the NSS office with technical support in Public Policies particularly those of National Sectoral Policies which have spatial dimension. This support assures that the NSS policies are integrated in the sectoral policies and their spatial impact is maximized.  1.2 Support the integration of NSS policies into MOMRA's initiatives particularly those relevant to NSS objectives such as initiatives of "improving the Urban Scene" and "Spatial Development Priorities"  1.3 Providing support to regional policies in the Regional Plans prepared across KSA. This support assures that the NSS policies are integrated in the components of regional and city strategies being prepared either by Regional Development authorizes, MoMRAH or any other spatial agency in KSA. The support also assures that there a synergy between the NSS policies and their regional counterparts  1.4 Developing organizational structure for the support of NSS and procedural guide support to the NSS implementation. This support is to organize the roles and responsibility office and distribute among relevant support departments and sections to enable the NSS strategic national objectives.  1.5 Developing procedural guide for the horizontal and vertical dimensions of the NSS policy support is to provide capacity to NSS office pertaining to adequate guidelines and procedures followed while monitoring the progress of the NSS policies at both horizontal and vertical levels.  1.6 Preparing annual report on NSS progress. This report details the progress made in the achievement of NSS policies, problems and any other arising issues. The report is prepared annually for the Steering Committee.  1.7 Organizing three workshops related to NSS, relevant best practices in regional planning and alignment with national urban development plans. These workshops are for improving the capacities of central and regional government agencies which deal with NSS policies. These workshops will deliver the best practice in alignment and synergy of spatial policies.  1.8 Formulating and implementing on the job capacity development program on two themes of regional and city strategies. The aim is to sustain the capacity of the deputyship of town planning in the medium and long term |

**Table 2. output 2. and expected outputs**

|  |  |
| --- | --- |
| **Outcome 2.** | **Expected Outputs** |
| **Improved access to urban data between line ministries in NSS 2030 platform** | 2.1 Provide technical support regarding the database design and GIS analysis.  2.2 Supporting KPls development for each policy based on selected indicators. These indicators will be selected in collaboration with relevant central and regional agencies  2.3 Increasing human capacity and technical support in the data collection process and the analysis of data. The support is to improve the capacity of NSS office in statistical and data analyses of data collected and relevant indicators to NSS policies.  2.4 Monitoring policies and indicators. This will be done through establishing an interactive automated dashboard to illustrate the progress made in the NSS policies.  2.5 Organizing two workshops. Those workshops will be designed to improve the capacities of NSS office and its horizontal and vertical counterparts (central government agencies and Regional Development Authorities) in the fields of data, KPl's, policies and project management. |

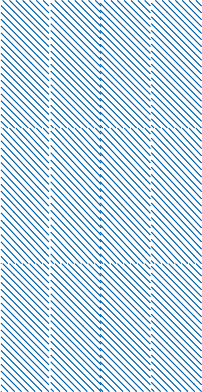
**Table 3. Outcome 3 and the Expected outputs**

|  |  |
| --- | --- |
| **Outcome 3.** | **Expected Outputs** |
| **Improved localizing sustainable urban development at national, regional and local authorities.** | 3.1 Support the implementation of the NSS; Based on lessons and experiences of the FSCP1, the focus of the output is to support the NSS implementation office.  3.2 Support the planning reforms through, provide additional support through revision of the planning act formulation regional and city strategies revision as well as direct advisory services in other legal aspects  3.3 Support the Municipal Finance performance for regional and city strategies in KSA  3.4 Capacity Building to support the NSS, Planning preparation and implementation at the regional and local levels |

**Annex 6. Project theory of change**

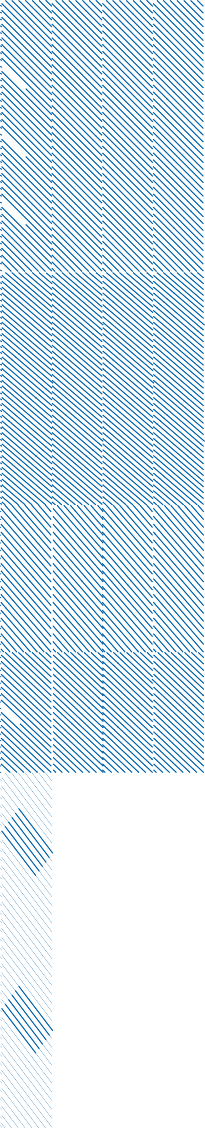
|  |  |
| --- | --- |
| ***Impact***  General Objective | Impact on the medium- and long-term inclusive, transformed role of the MOMRAH and line ministries and Authorities. |
| ***Outcome***  *Specific Objective* | 1. Improved capacity for the Implementation of the National Spatial Strategy (NSS)2030 2. Improved access to urban data between line ministries in NSS2030 platform 3. Improved localizing sustainable urban development at national, regional and local authorities. |
| ***Intermediate outcomes*** | An increased role of the government in building the capacities of the office of NSS, and the engagement of all stakeholders in the planning making and implementation, by using of objective and sound tools to ensure more consideration to unified systems for regions and city strategies. |
| ***Outputs***  ***(Deliverables)***  *Result areas* | **deliverables under outcome 1**.   * 28 NSS Sectoral Polices 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   **Deliverables under outcome 2.**   * 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.   **Deliverables under outcome 3.**   * New guide with focus on NSS spending efficiency is tested and adopted (through several sectors as we" 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) |

**Annex 7. Annual outcome related work plans**

**Outcome 1 Work Plan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Output/Outcome and Activity** | | | | | **Funding and**  **Responsibility** | | **Activity implementation per Quarter** | | | | | | | | |
| **Outcome 1: Improved capacity for the Imple- mentation of the Na- tional Spa- tial Strategy (NSS) 2030**  **Indicator: Number of new initia- tives that are integrat- ed with the NSS.** | **Outcome** | **Amount** | **Detailed Activities** | **Description**  **of expertise needed** | **Source of Fund** | **Respon-**  **sible Party** | **Y1** | **Y2** | | | | **Y3** | | | |
| **Nov/Dec** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Providing Deputyship with Sectoral public policy support** | **190,000** | **Support the NSS office with technical support in Public**  **Policies particularly those of National Sectoral Policies which have spatial dimension. This sup- port assures that the NSS policies are integrated in the sectoral policies and their spatial impact is maximized.** | **Int’l Expert** | **MoMRAH** | **UNDP** | **Mobilization /Preparation**  **Phase** |  |  |  |  |  |  |  |  |
| **Supporting the integration of NSS policies into relevant MOMRAH’s and other stakeholders’**  **initiatives** | **121,000** | **Support the integration of NSS policies into MOMRAH’s initiatives particularly those relevant to NSS objectives such as initiatives of “improving the Urban Scene” and “Spatial Development Priorities”** | **Local Consul- tants** |  |  |  |  |  |  |  |  |
| **Providing support to regional policies and City Strategies including economic side if needed** | **120,000** | **Providing support to regional policies in the Regional Plans prepared across KSA. This support assures that the NSS policies are integrated in the components of regional and city strategies be- ing prepared either by Regional Development authorizes, MoMRA or any other spatial agency in KSA. The support also assures that there a synergy between the NSS policies and their regional counterparts** | **Int’l Expert** |  |  |  |  |  |  |  |  |
| **Developing orga- nizational structure and procedural guide for operations of its mandate strategic**  **support** | **100,000** | **Developing organizational structure for the support of NSS and procedural guide for strategic support to the NSS implementation. This support is to organize the roles and responsibilities of the NSS office and distribute among relevant support departments and sections to enable the NSS office achieve its strategic national objectives.** | **Institutional Expert** |  |  |  |  |  |  |  |  |
| **Developing proce- dural guide for NSS policies at horizontal and vertical dimen- sions** | **100,000** | **Developing procedural guide for the horizontal and vertical dimensions of the NSS policies. This support is to provide capacity to NSS office pertaining to adequate guidelines and procedures to be followed while monitoring the progress of the NSS policies at both horizontal and vertical levels.** | **Institutional Expert** |  |  |  |  |  |  |  |  |
| **Preparing annual report on NSS prog- ress** | **68,000** | **Preparing annual report on NSS progress. This report details the progress made in the achieve- ment of NSS policies, problems and any other arising issues. The report is prepared annually for the Steering Committee.** |  |  |  |  |  |  |  |  |
| **Organizing two work- shops** | **60,000** | **Organizing Two workshops related to NSS, relevant best practices in regional planning and align- ment with national urban development plans.** | **Training Work- shops** |  |  |  |  |  |  |  |  |
| **Formulating and implementing capaci- ty development pro- gram on two themes of regional and city**  **strategies** | **155,146** | **Formulating and implementing on the job capacity development program on two themes of re- gional and city strategies. The aim is to sustain the capacity of the deputyship of town planning in the medium and long term** | **Training Work- shops** |  |  |  |  |  |  |  |  |
|  | **Subtotal (output 1)** | **914,146** |  | | | | | | | | | | | | |
| **UNDP 6%** | **54848** |
| **Total** | **968994** |

**Outcome 2 Work Plan**

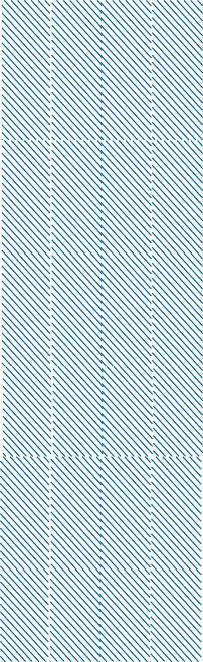


**Annual Progress Report | United Nations Development Programme**

Technical Support for Implementation of National Spatial Strategy 2030

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Output/Outcome and Activity | | | | | Funding and  Responsibility | | Activity implementation per Quarter | | | | | | | | |
| **Outcome 2: Improved access to urban data between line ministries**  **in NSS 2030**  **platform**  **Indicator: Level of coordination and sharing amongst line ministries Number of users of the platform (government/ non-govern- ment)** | Outcome | Amount | Detailed Activities | Description  of expertise needed | Source of Fund | Respon-  sible Party | Y1 | Y2 | | | | Y3 | | | |
| Nov/Dec | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Providing technical support to databas- es and GIS | 148,000 | Provide technical support regarding the database design and GIS analysis. The main aim is to establish an interactive spatial platform with relevant central strategies, particularly those that have spatial dimen- sion; in addition to identifying and aligning the data needed in the regional and city strategies.   1. Review and conceptualize the main themes of the NSS and their counter themes in the sectoral strat- egies. 2. Review and conceptualize the main themes of the NSS and their counter themes in the regional and   city strategies.   1. Identify the data needed to satisfy the sectoral strategies, regional and city strategies. 2. Identify and needed IT protocols between the NSS platform and the main server in MoMRAH. 5- Design geospatial data base structure and programming within MoMRAH server 3. Supervise the data entry in the platform 4. Operationalize the platform 5. Conduct capacity building sessions for officers in charge. | GIS Experts Data Designer Data Analyst Programmer CTA | MoMRAH | UNDP | Mobilization /Preparation  Phase |  |  |  |  |  |  |  |  |
| Supporting KPIs development | 125,000 | Identify KPI’s for each policy that can measure the progress made for each policy at the sectoral level in line with Vision 2030 goals and KPIs.   1. Identify KPI’s for each policy that can measure the progress made for each policy at the regional and city level for 6 regions with NSS goals and KPIs. 2. Identify the base line and targeted KPI’s for each policy at the sectoral level during the horizon of the   NSS.   1. Identify the base line and targeted KPI’s for each policy at the sectoral level during the horizon of the   NSS .   1. Design data base in the GIS system to be created for the NSS spatial platform 2. Operationalize the KPIs system within the NSS Spatial Platform 3. Conduct capacity building for NSS staff to operate the KPIs’ system established. | Int’l Expert   * SMEs * Management consultant * GIS expert CTA |  |  |  |  |  |  |  |  |
| Supporting statistics and data provision | 125,000 | 1. Identify data needed for KPI’s for sectoral policies and formulate the formula needed for establishing the KPIs. 2. Identify data needed for KPI’s at regional sectoral policies and formulate the formula needed for estab- lishing the KPIs. 3. Design statistical model for data analyses to serve the tasks of the spatial platform at the sectoral level 4- Design statistical model for data analyses to serve the tasks of the spatial platform at the regional level   5- Design the report structure and expected content output of the analyses | Local and Int’l Expert (Statistics, Urban Planning, IT and dashboard,  CTA |  |  |  |  |  |  |  |  |
| Monitoring policies and indicators | 180,000 | 2.4 Monitoring policies and indicators. This will be done through establishing an interactive automated dashboard to illustrate the progress made in the NSS policies. The activities of this task are linked to above tasks. | Int’l Expert, Hard- ware, Programmer Compatibility  with central and  horizontal agencies  CTA |  |  |  |  |  |  |  |  |
| Organizing two  workshops | 100,000 | 2.5 Organizing two workshops. Those workshops will be designed to improve the capacities of NSS  office and its horizontal and vertical counterparts (central government agencies and Regional Develop- ment Authorities) in the fields of data, KPI’s, policies and project management Workshop at the horizontal level:   1. Identify experienced international consultant in relevant field 2. Prepare the tool-kit for the workshop 3. Materials should be relevant to NSS polices and their sectoral counter policies. 4. Identify the relevant stakeholders at the horizontal levels 5. NSS office will facilitate the procedures required for the workshop (hall, lodging, and other logistics)   Workshop at the vertical level:   1. Identify experienced international consultant in relevant field 2. Prepare the tool-kit for the workshop 3. Materials should be relevant to NSS polices and their vertical counter policies (regional and city strat- egies). 4. Identify the relevant stakeholders at the vertical levels 5. NSS office will facilitate the procedures required for the workshop (hall, lodging, and other logistics) | Workshops stake-  holders, SME expert CTA |  |  |  |  |  |  |  |  |
| Operational costs for the outcomes for travels and other  operational costs | 110,000 |  | Operational costs CTA |  | | | | | | | |
|  | Subtotal (output 1) | 788,000 |  | |  | | | | | | | | | |
| UNDP 6% | 47,280 |
| Total | 835,280 |  | | | | | | | | | | | | |
| Total  (Output 1&2) | 1,813,416 |  | | | | | | | | | | | | | |

**Outcome 3 Work Plan**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Output/Outcome and Activity | | | | | Funding and  Responsibility | | Activity implementation per Quarter | | | | | | | | |
| **Outcome 3: Improved localizing sustainable urban de- velopment at national, regional and local authorities/ Ammant**  **Indicator:**  **% of regions and cities who main- streamed the new guideline** | Outcome | Amount | Detailed Activities | Description of expertise  needed | Source of Fund | Respon- sible  Party | Y1 | Y2 | | | | Y3 | | | |
| Nov/Dec | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Aligning NSS outcomes with spending efficiency Methodological Guide | 80,000 | Methodological guide to assure that the NSS deliverables are considering pres- ence of financial resources and resource mobilization or it it necessary to advance on fiscal decentralization strategies. Providing background method which will decide how we are going to apply this to different sectors or the regional and city strategies being implemented in KSA. Including checklist for all urban planning  issues. | Local and Int’l Expert | MoMRAH | UNDP/ UN-Habitat | Mobilization/Preparation Phase |  |  |  |  |  |  |  |  |
| Supporting review of the regional and city strategies | 493,000 | Review 6 regional and city strategies to ensure they come with realistic sets of feasible projects to build synergy with the NSS and to ensure that it falls within it  from the efficiency angle. | Local and Int’l Expert |  |  |  |  |  |  |  |  |
| Reviewing urban planning laws  and providing recommendations to other laws as mentioned earlier | 235,000 | Provide substantive review of the draft planning act, and other decrees such as the  urban boundary and reconcilidation of building violations, urban-rural linkages or other related directives. | Local and Int’l Expert |  |  |  |  |  |  |  |  |
| Governance review of regions and city strategies, and capacity de- velopment and sharing knowledge and skill with MOMRAH review  team | 110,000 | Provide detailed governance and legal review on the regional and city strategies for the 6 selected regions/cities. | Local and Int’l Expert |  |  |  |  |  |  |  |  |
| Providing technical support on financial performance and financial sustainability of Saudi Regions and Cities | 212,000 | * Provide substantive economic review (from costs and benefits angle) of the draft   planning Act.   * Provide substantive economic review to other important decrees that might re-   quire review (urban boundary, reconciliation of building violations, etc.)   * Provide substantive set or local recommendation in several municipal areas including land-based taxation, local infrastructure, municipal finance to enrich the local base revenues that support planning proposals * Provide regular review of regional and city strategies outputs from economic and   financial side. | Local and Int’l Expert |  |  |  |  |  |  |  |  |
| Capacity development at the na- tional level for MOMRAH on NSS and implementation of the regional and city plans and governance/  legal issues | 150,000 | Prepare and implement on the job training at MOMRAH to build their capacities in the NSS review, regional plans and city plans reviews, legal or municipal finance aspects as mention in the collaboration areas. | Local and Int’l Expert |  |  |  |  |  |  |  |  |
| Organizing nine workshops in support of M&E of strategy deliv- erables at regional/city levels in  six cities | 30,000 | Implement 9 engagement workshop at the regional/city level with the local stake- holders and ensure full engagement of all stakeholders with special focus on gender and youth. | Local and Int’l Expert |  |  |  |  |  |  |  |  |
| Workshops and training (operation  and logistics of workshop and training) | 100,000 |  | Training Work- shops |  |  |  |  |  |  |  |  |
|  | International and local travel for  UN-Habitat to implement activities | 130,000 |  | Travel Costs |  |  |  |  |  |  |  |  |
|  | Other operational costs (telecom- munication, Internet, transportation, printing, PR, maintenance of as-  sets, etc.) | 65,000 |  | Several Admin |  |  |  |  |  |  |  |  |
|  | Staff time for admin and finance on  UMOJA | 93,000 |  | Local and Int’l  Umoja Experts |  |  |  |  |  |  |  |  |  |  |  |
|  | Subtotal (output 3) | 1,698,000 |  | | | | | | | | | | | | |
| Total for three outputs | 3,400,146 |
| UN-Habitat PSC (7%) | 119,175 |
| Total including UN-Habitat PSC | 3,519,321 |
| UNDP’s GMS (3%) | 105,274 |
| UNDP’s DPC (3%) including the final  project evaluation (15,000 USD) | 108,738 |
| Total | 3,733,333 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Expected Outcome** | **Expected Output** | **Activity** | **Data Source** | **Baseline** | | **Target** | | | | **Status** |
| **Value** | **Year** | **Year 1** | **Year 2** | **Year 3** | **Total** |
| **Outcome 1: Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030** | Providing Deputyship with Sectoral public policy support | 28 Sectoral Polices are aligned with NSS | MoMRAH | 0 | 2019 | 8 | 14 | 6 | 28 | Aligned with the pending current NSS. |
| Supporting the integration of NSS policies into relevant MOMRAH’s and other stakeholders’ initiatives | 6 Initiatives in MOMRA are aligned with NSS | MoMRAH | 2 | 3 | 1 | 6 | 2 initiatives are aligned including Urban Code and Urban Design Guidelines, in addition to the  Visual Appeal Initiative. |
| Providing support to regional poli- cies and City Strategies including economic side if needed | 10 Regional and City strategies are reviewed and fully aligned with NSS | MoMRAH | 2 | 6 | 2 | 10 | 2 Regional and City Strategies were reviewed and fully aligned with the NSS, including Al-Baha and Northern Boarders.  Najran and Tabuk were not aligned yet  due to the delay in submission and lack of presence of the consortium’s experts on the ground due to COVID-19.  Jazan Strategic Plan were terminated after establishing a Regional Strategy Office lead by DASO. Qassim Strate- gic Plan has not been awarded by MoMRAH yet. |

1. [↑](#footnote-ref-1)