

Evaluation of the UN-Habitat Programme for Achieving Sustainable Urban Development, Phase 1

Terms of Reference

December 2016

1. Background and Context

The United Nations Human Settlements Programme, UN-Habitat, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities. It is the focal point for all urbanization and human settlement matters within the UN system. The agency is to support national and local governments in laying the foundation for sustainable urban development.

UN-Habitat envisions well-planned, well-governed, and efficient cities and other human settlements, with adequate housing, infrastructure, and universal access to employment and basic services such as water, energy and sanitation. To achieve these goals, derived from the Habitat Agenda of 1996, UN-Habitat has set itself a medium-term strategy approach for each successive six-year period; *Medium-Term Strategic and Institutional Plan (MTSIP) 2008-2013* and *Strategic Plan 2014-2019*.

The programme for Achieving Sustainable Urban Development (ASUD) links to five strategic entry points of the MTSIP: Focus area 1: Effective advocacy, monitoring, partnerships, focus area 2: Promotion of participatory planning, management and governance, Focus Area 4: Environmentally sound basic urban infrastructure and services, and Focus Area 5: Strengthened human settlements finance systems. The programme's focus is also relevant to the *strategic plan's* priority focus areas of urban legislation, land and governance; urban planning and design; and urban economy (see annex 2 for ASUD programme expected accomplishments).

The overarching goal of the ASUD programme is to increase UN-Habitat's capacity to effectively support member states in achieving sustainable urbanization. The support focuses on areas of planning, mobility, energy, governance and legislation, and economy and finance at the urban level. These are areas with visible demand and are strategic entry points identified in UN-Habitat's field projects and results from global research on sustainable urban development. The five areas combine both normative and operational expertise of UN-Habitat.

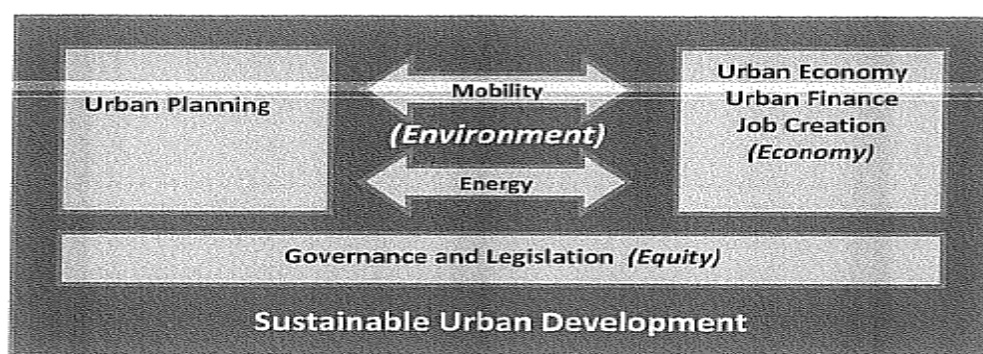
ASUD addresses the gaps and deficiencies in current urban planning processes and policies at the national and local levels to be able to effectively respond to the complex demands of rapid population and economic growth. It supports cities in developing strategic sustainable urban development plans and implementing demonstration projects, particularly planned city extensions. Planned city extension, as opposed to fringe development, represents an alternative to unplanned urban expansion characterized by sprawling, segregated, and poorly connected developments. ASUD also supports countries developing and implementing national urban policies that will promote more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

The ASUD implementation strategy is to build on the Enhanced Normative and Operational Framework (ENOF) of the Medium-Term Strategic and Institutional Plan (MTSIP). Projects implemented by the ASUD programme during phase 1 were selected through a stocktaking exercise of tools and lessons, assessment of present needs and priorities for policy change and improvement among key

constituencies of UN-Habitat at the country level and identification of pilot countries in which to implement programme components making of geographical balance. The five priority countries selected for the global programme phase were Colombia, Egypt, Mozambique, Philippines, and Rwanda.

The design of the interventions especially considered urban poor, women, and youth. The programme design was made to include specific mechanisms such as quality assurance and communication to strengthen synergies and integration between the normative and operational components of the programme. It is expected that country specific experiences from the integrated approach would be built back into global methodologies.

Figure 1: Integration of UN-Habitat focus areas in the ASUD programme



Source: Achieving Sustainable Urban Development Priorities: Support Programme for UN-Habitat’s Medium-Term Strategic and Institutional Plan (founding document) dated 15/07/2011.

Figure 1 shows the programme logic; that if the growth of cities is planned at scale, in advance, and in phases to address projected growth over the next 20 to 30 years, fast growing cities in developing countries will succeed in assuming their role as engine of the national economy and in the process prevent new slums from being formed. Urban planning is bolstered by solid urban economic interventions and urban financing mechanisms to help the urban growth process, thus fulfilling the ‘economy’ aspect of sustainability. Urban mobility and energy issues link with the planning and economy aspects of development by supporting the ‘environment’ aspect of sustainability, including building resilience to climate change. Fair governance and legislative frameworks serve to ensure that the ‘equity’ dimension of sustainability and the change happens in an organized and guided manner. A participatory and inclusive approach to national urban policies is used.

Given the scale of the ASUD programme with nine projects in five regions, in addition to its innovative nature of combining normative and operational expertise of UN-Habitat and potential role in demonstrating and shaping interventions to support the ‘New Urban Agenda’ as well as its emphasis on collaboration between Regional Offices and Branches during implementation has meant that implementation has been a learning process of ‘learning by doing’.

The duration of the programme’s phase 1 was initially planned for a period of 48 months starting June 2011 for an amount of USD8.9 million by the donor, Spanish Ministry of Foreign Affairs, which has been supplemented with additional tranches and/or contributions to total of USD10.8million.

1.2 Project Management

The Office of the Executive Director was designated with the responsibility for programme coordination, while programme planning and implementation are the responsibility of the regional offices, in coordination with substantive units. The responsibility for programme coordination for

transparent and efficient coordination and management of the overall programme, ensuring programmatic quality and effectiveness, technical coordination, internal and external communication, accountability, and sound administration was initially located in the Programme Division and responsibility for coordination and development of normative outputs was moved in 2014 to the Urban Legislation, Land and Governance Branch.

2. Purpose of the Evaluation

UN-Habitat is undertaking this forward-looking evaluation of the ASUD projects in order to assess to what extent the overall support and technical assistance of UN-Habitat has been relevant, efficient and effective, and sustainable, and to inform the next phase of the ASUD programme.

The 2015 evaluation of UN-Habitat by the Office of Internal Oversight Services (OIOS) recommended carrying out an evaluation of ASUD as part of improving evaluation coverage of its global initiatives and country programmes. This evaluation complies with UN-Habitat’s efforts to perform systematic and timely evaluations of its various programmes and to ensure that UN-Habitat evaluations provide full representation of its mandate and activities, including evaluation of global initiatives supporting the New Urban Agenda adopted at the Habitat III conference held in Quito, Ecuador in October 2016 and the implementation of the ‘three legged approach’ of urban legislation, planning and economy and part of the guiding principles of ASUD (Figure 2).

Figure 2: ASUD guiding principles

Three-Pillar Strategy and Guiding Principles



Source: ASUD project brief, the Philippines

The evaluation is included in the revised 2016 UN-Habitat Evaluation Plan and will synthesize achievements, results and lessons learned from the programme. The sharing of findings from this evaluation will inform UN-Habitat and key stakeholders, including governing bodies, donors, partners, and Member States, on what was achieved and learned from the programme.

3. Objectives of Evaluation

The evaluation of the ASUD programme is to provide the agency, its governing bodies and donors with an independent and forward-looking appraisal of the agency’s operational experience, achievements, opportunities and challenges. What will be learned from the evaluation findings are expected to play an instrumental role in informing decisions of UN-Habitat in the implementation of the New Urban Agenda; in planning and programming projects, influencing strategies, adjusting and correcting as appropriate, exploiting opportunities, replicating and up-scaling the implementation approach used, and generating credible value for targeted beneficiaries and addressing national priorities. Evaluation results will also contribute to UN-Habitat’s planning, reporting and accountability.

The period of the evaluation will cover the start of the ASUD programme in July 2011 up to July 2016 and at a time when the projects of the first phase of the programme are completed.

Key objectives of evaluation are:

- a) To assess progress made towards the achievement of results at the outcome and outputs level of the programme and its projects;
- b) To assess how ASUD countries have benefited or not from the projects;
- c) To assess the relevance of UN-Habitat in supporting member States towards the achievement sustainable urbanization by focusing on global methodologies and an integrated approach;
- d) To assess the efficiency and effectiveness of the projects in achieving their expected results. This will entail analysis of delivery of actual outcomes against expected outcomes, in terms of delivery of outputs, achievement of outcomes and long term effects;
- e) To assess the extent to which the implementation approach of ASUD has worked well or not, enabled UN-Habitat to define the results to be achieved and effectively deliver projects and report on the performance of UN-Habitat;
- f) To assess how well management of the ASUD programme, given its innovative nature, has learned from and adjusted to changes during implementation;
- g) To assess the extent to which cross-cutting issues of gender, youth, climate change, and human rights were integrated in the design, planning and implementation, reporting and monitoring of the project;
- h) To bring forward programming opportunities that indicate potential for long-term partnership between UN-Habitat and national and local governments, and partners;
- i) To make recommendations on what needs to be done to effectively promote, develop and monitor UN-Habitat's support to promote sustainable urbanization;
- j) To propose design model(s) for phase 2 of the ASUD programme that would enable meaningful measurement of impact in the medium to long-term period.

4. Evaluation Scope and Focus

The evaluation is expected to assess achievements, challenges and opportunities of the ASUD programme through an in-depth evaluation of results achieved. The focus should be on the completed and ongoing activities of nine ASUD projects listed in table 1, and to advise on the next phase of the programme.

Table 1: ASUD phase 1 projects to be covered by the evaluation

No.	Project No.	Title	Focus	Country	Budget
1	C337	Achieving Sustainable Urban Development in Rwanda	-National Urban Policy reviewed so as to leverage economic transformation of the country; -Intermediate Towns development supported by adequate planning and implementation tools; -Increased impact and outcome of the Kigali Master Plan (Nyarugenge, Gasabo and Kicukiro District Master Plans).	Rwanda	1,186,500
2	A118i	Achieving Sustainable Urban Development Priorities	- Strengthened strategic spatial planning toward sustainable and equitable regional and urban development , by introducing improved methodologies and tools with a longer-term development horizon and with an integrated focus in the Nacala Corridor targeting critical area bearing the major impact of investment; - Strengthened policy frameworks and governance systems to promote a gradual urban sector reform , by introducing mechanisms to allow for an incremental analysis and dialogue on the critical issues affecting urban development and management in Mozambique, starting from the experiences and lessons drawn from interventions in the Nacala Corridor and extending it to the national level with a view to promoting	Mozambique	1,903,750 *)

			sectoral reform.		
3	F114	Popular Economy of the Agglomeration Areas of Bogota	-Improved the conditions of competitiveness of the city of Bogota, based on a model of inclusive economic development with territorial approach and as a learning platform.	Colombia	1,452,000
4	F115	Capacity Building in the City of Santa Marta for Sustainable Urban Development	-The city of Santa Marta has developed new urban planning and management models and tools, which enhanced its institutional capacities and local governance; -The citizens of Santa Marta participate actively as change agents.	Colombia	1,051,327
5	F116/ F120	Piloting an Inclusive and Participatory Land Readjustment in Colombia for Sustainable Urban Development at Scale (Pilar)	-Initiated discussions by Medellin and other relevant levels of government in Colombia for improved land-use planning for city extensions/densification in pilot site in Medellin; -Adoption of policy instruments and land-use plan for improved land readjustment for city extension/ densification in pilot site. -Initiation of implementation of new inclusive and sustainable policies and plans by Medellin and other relevant levels of government in pilot site.	Colombia	1,565,000 **)
6	F117	Support and Assistance of the enhancement of the Mayor's Office of Medellin in the Municipal Development Plan of 'Construyamos unido un hogar para la vida' (Let's build a Home for Life)	-The city of Medellin has improved its institutional capacities in order to address the rapidly growing urban challenges ahead using a comprehensive and participatory approach strengthening its position as an urban reference at national, regional and global levels.	Colombia	339,000
7	F118	Formulating the National Policy for the System of Cities and institutional strengthening for the Association of Colombian Capital Cities	-Colombia will have a formulated National Urban Strategy that complements and strengthens the national urban development policy.	Colombia	401,060
8	C364	Achieving Sustainable Urban Development Priorities (ASUD)	-Improved national awareness on urban planning issues; -Improved planning, implementation and monitoring practices for urban development (especially city extensions and new city developments) in Egypt; -Systematized knowledge for enhanced management of urban growth in Egypt; -National and regional institutions in close partnership with local government better manage urban growth in Egypt.	Egypt	1,130,000
9	D373	Achieving Sustainable Urban Development in the Philippines	-Improved capacities of at least two major government agencies to enhance policies promoting sustainable and resilient urban development; -Enhanced technical and institutional capacities of selected cities on sustainable urban development planning, governance and implementation.	Philippines	1,756,850
Total					10,785,487

Note: *) A118i budget was originally USD1,210,000. A second tranche increased the budget to USD1,597,001.72 with PAAS records showing total IMIS value USD1,903,750. **) F116/F120 Budgets for F116 and F120 were USD565,000 and USD1,000,00 respectively. In addition, there was support in cash and kind from Headquarters that was incorporated into the contribution agreement to make it about USD2million.

The evaluation analysis will be based on the Theory of Change of the ASUD programme i.e., outlining the results chain and integrated with the projects' Log Frame (see Annex I: UN-Habitat Evaluation

Model).

5. Evaluation Questions Based on Evaluation Criteria

The evaluation will base its assessments and ratings (Annex 3) on the criteria of relevance, efficiency, effectiveness, impact and sustainability in line with standards and norms of evaluation in the United Nations system:

Relevance

- To what extent objectives and implementation strategies of the projects are consistent with UN-Habitat's strategies and requirements of the beneficiaries (city managers, communities, and mayors)?
- To what extent is the implementation strategy responsive to UN-Habitat's MTSIP and strategic plan and human development priorities such as urban poor, women and youth?
- To what extent are the projects' intended outputs and outcomes consistent with national policies and priorities, and the needs of target beneficiaries?

Efficiency

- To what extent did the Programme Division, thematic branches, Regional Offices, country offices and national partners have the capacity to design and implement the project? What have been the most efficient types of activities implemented?
- To what extent were the institutional arrangements of UN-Habitat (at country, regional and headquarters levels) adequate for the projects? What type of (administrative, financial and managerial) obstacles did the ASUD programme face and to what extent has this affected the projects?
- To what extent did actual results contribute to the expected results at output and outcome levels?
- To what extent have delays and other changes during implementation affected cost-effectiveness?

Effectiveness

- To what extent have the programme's objectives and projects' intended results (outputs and outcomes) been achieved or how likely they are to be achieved in line with the Theory of Change (i.e., causal pathways) of the programme? In this context cost-effectiveness assesses whether or not the costs of the projects can be justified by the outcomes, and how learning (from experience) during implementation was taken into account.
- To what extent have partners at country level contributed (financially or in-kind) and been involved in the implementation of ASUD projects, or extent national partners are aware of ASUD?
- What types of products and services did UN-Habitat provide to beneficiaries through these projects? What kind of positive and negative changes to beneficiaries have resulted from products and services delivered?
- To what extent have the projects proven to be successful or not in terms of ownership in relation to the local context and the needs of beneficiaries? To what extent and in what ways has ownership, or lack of it, impacted on the effectiveness of the programme?
- To what extent monitoring and reporting on the implementation of ASUD projects has been timely, meaningful and adequate?

Impact Outlook

- To what extent have the projects attained or not (or is expected to attain) development results (short, medium and long-term) to the targeted population, beneficiaries, participants, whether individuals, communities, institutions, etc. and ASUD's overall programme expected accomplishments?

Sustainability

- To what extent did the projects engage the participation of beneficiaries in design, implementation, monitoring and reporting?
- To what extent were the themes of the projects aligned with national development priorities and contributed to increased national investments to accelerate the achievement of priorities at national, provincial and city/local level?
- To what extent will the projects be replicable or scaled up at national or local levels or encourage south-south and north-south collaboration, and collaboration between city managers, communities, and mayors?
- To what extent did the projects foster innovative partnerships with national institutions, local governments and other development partners?

The evaluation team may expound on the following issues, as necessary, in order to carry out the overall objectives of the evaluation.

- a) Responsiveness to local governments specific priority areas;
- b) Programme coherence with UN-Habitat's mandate, the New Urban Agenda and added value;
- c) Performance issues: effectiveness of monitoring and reporting of delivery and results of the project;
- d) Gender equality and empowerment as well as youth, human rights and climate change: Integration of gender equality, youth, human rights and climate change in the design, planning, implementation of the projects and the results achieved;
- e) Adequacy of institutional arrangements for the project and relevance of structures to achieve the planned results;
- f) Identification of contribution to success or failure of certain performances (responses to these issues should be categorized by design, management and external factors, particularly context);

6. Stakeholder involvement

It is expected that this evaluation will be participatory, involving key stakeholders. Stakeholders will be kept informed of the evaluation processes including design, information collection, and evaluation reporting and results dissemination to create a positive attitude for the evaluation and enhance its utilization. Relevant UN-Habitat entities, United Nations agencies, national governments/ local authorities, national partners, beneficiaries of the projects, donors, and other civil society organizations may participate through a questionnaire, interviews or focus group discussions.

7. Evaluation methods

The evaluation shall be independent and be carried out following the evaluation norms and standards of the United Nations System. A variety of methodologies will be applied to collect information during evaluation. These methodologies include the following elements:

- a) **Review of documents relevant to the project.** Documents to be provided by the project management staff at Headquarters and Regional Offices, and documentation available with the donor and partner organizations (such documentation shall be identified and obtained by the evaluation team).

Documentation to be reviewed will include:

- Original project documents and implementation plans;
 - Annual Workplan;
 - Monitoring Reports;
 - Publications;
 - Reviews;
 - Previous evaluation documents;
 - Donor reports and evaluations;
 - Strategic plans, as deemed relevant, such as Medium-Term Strategic and Institutional Plan (MTSIP) and strategic plan 2014-2019, United Nations Development Framework (UNDAF), National Development Plans, and other relevant UN-Habitat policy documents, in particular on the New Urban Agenda and Regional Strategic Plans;
 - Outreach and communication material on ASUD.
- b) **Key informant interviews and consultations, including focus group discussions** will be conducted with key stakeholders, including each of the implementing partners and UN-Habitat staff. The principles for selection of stakeholders to be interviewed as well as evaluation of their performance shall be clarified in advance (or at the beginning of the evaluation). The informant interviews will be conducted to obtain qualitative information on the evaluation issues, allowing the evaluator to assess project relevance, efficiency and effectiveness.
- c) **Field visits**, if deemed feasible with resource available to the evaluation, to assess selected activities of the projects.

The evaluators will describe expected data analysis and instruments to be used in the inception report. Presentation of the evaluation findings should follow the standard format of UN-Habitat Evaluation Reports (evaluation purpose and objectives, approach, findings [achievements and assessments], conclusions, lessons learned, recommendations).

8. Accountability and Responsibilities

The Evaluation Unit of UN-Habitat will commission a centralized evaluation of the project and it will manage the evaluation, supported by the Urban Legislation, Land and Governance Branch on day to day basis in consultation with other relevant branches and offices. The Evaluation Unit will guide and ensure that the evaluation is contracted to suitable candidates. The Evaluation Unit will advise on the code of conduct of evaluation and provide technical support as required. The Evaluation Unit will have overall responsibility of ensure that contractual requirements are met and approve all deliverables (Inception Report/ Workplan, Draft and Final Evaluation Reports).

A Joint advisory group with members from the Evaluation Unit, ASUD programme management of the Urban Legislation, Land and Governance Branch, project focal points/four regional offices will be responsible for providing comments on the inception report and drafts of the evaluation report.

The evaluation will be conducted by two consultants, both international consultants. The evaluators are responsible for meeting professional and ethical standards in planning and conducting the evaluation, and producing the expected deliverables in accordance with UN-Habitat evaluation policy and norms and standards for evaluation.

The evaluation team will receive technical support from the Evaluation Unit, and the responsible Units and ASUD programme manager and focal points/ projects managers at Regional Offices will provide logistical support.

9. Qualifications and Experience of the Evaluation Team

The evaluation shall be carried out by two consultants with the senior consultant assigned as the lead evaluator. To ensure complementarity within the evaluation team, at least one consultant should be an evaluation expert and the other consultant an urban policy development expert. The two International Consultants are expected to have:

- a) Extensive evaluation experience. The consultant should have ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings.
- b) Specific knowledge and understanding of UN-Habitat and its mandate.
- c) 10-15 years of programme management experience in results-based management working with projects/ programmes in the field of urban legislation and governance, planning and design, and finance and economy.
- d) Advanced academic degree in political sciences, social economy, governance, local public administration, or similar relevant fields.
- e) Recent and relevant experience in working in developing countries.
- f) It is envisaged that the consultants would have a useful mix of experience and familiarity with public administration in various parts of the world.
- g) Fluent in English (understanding, reading and writing) is a requirement. Knowledge of Spanish and Portuguese are desirable.

10. Work Schedule

The evaluation will be conducted over the period of 8 weeks, including the desk review, from February to April 2017. The evaluation team is expected to prepare an inception work with a work plan that will operationalize the evaluation. In the inception report, theory of change, understanding of the evaluation questions, methods to be used, limitations or constraints to the evaluation as well as schedules and delivery dates to guide the execution of the evaluation, should be detailed. A provisional timetable is as follows in section 13.

11. Deliverables

The three primary deliverables for this evaluation are:

- a) **Inception Report** with evaluation work plan. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UN-Habitat's expectations throughout the performance of contract.
- b) **Draft Evaluation Reports.** The evaluation team will prepare evaluation report draft(s) to be reviewed by UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports.
- c) **Final Evaluation Report** (including Executive Summary and Appendices) will be prepared in English and follow the UN-Habitat's standard format of an evaluation report. The report should not exceed 40 pages (excluding Executive Summary and Appendices). The Spanish translation of the Evaluation Report should also be presented. In general, the report should be technically easy to comprehend for non-specialists.

12. Resources

The funds for the evaluation of the project are available from projects' budgets.

The remuneration rate of the consultant will be determined by functions performed, qualifications, and experience of the consultant. There are set remuneration rates for consultancies. The consultants to conduct this evaluation should preferably be equivalent to P-5 and P-4.

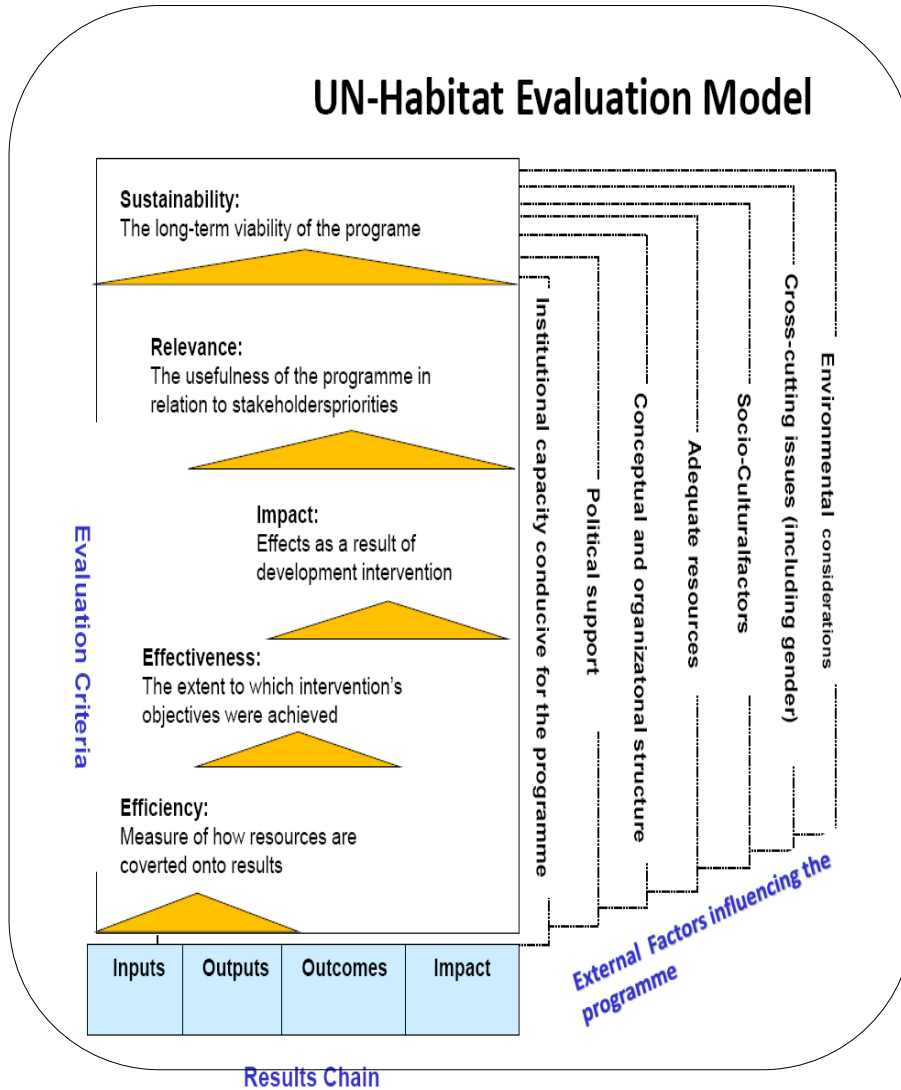
Payments will be based on deliverables over the consultancy period. The fees will be paid upon satisfactory delivery of outputs as per agreement.

Where applicable, travel costs of the consultant (airplane ticket economy class), transfers, and daily allowance as per the UN rate is payable in addition to the daily fee. Daily subsistence allowance will be paid only when working outside the official duty station (home-based) of consultant.

13. Provisional Time Frame

#	Task Description	Dec 16				Jan 17				Feb 17				Mar 17				Apr 17			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Development of TOR Evaluation Team (2 Consultants)	X	X																		
2	Call for consultancy proposals and recruitment of consultant			X	X	X	X	X	X												
3	Review of background documents									X	X										
4	Preparation and approval of inception report with work plan and methodology of work									X	X	X	X								
5	Data collection including document reviews, interviews, consultations and group meetings											X	X	X	X						
6	Analysis of evaluation findings, commence draft report writing and briefings to UN-Habitat													X	X	X					
7	Presentation of preliminary Findings to UN-Habitat (by Skype)														X						
8	Draft Evaluation Report															X	X				
9	Review of Evaluation Report																X	X	X		
10	Production delivery of Final Evaluation Report (including editing, translation into Spanish, layout, printing)																		X	X	

Annex 1: UN-Habitat Evaluation Model



Annex 2: Expected Accomplishments of the ASUD programme

Urban Planning	<ul style="list-style-type: none"> • Improved policies and legislation regarding urban planning and sustainability • Increased capacities of institutions and stakeholders to undertake and effectively implement urban planning processes at the adequate scale • New urban planning initiatives implemented in four to ten cities
Urban Mobility	<ul style="list-style-type: none"> • Increased institutional efficiency and effectiveness in providing access to sustainable urban mobility.
Urban Energy	<ul style="list-style-type: none"> • Casebooks produced on low-carbon cities' best practices • Demonstration projects undertaken on energy efficiency, energy conservation measures, and renewable energy technologies. • Legislation and norms that promote and enable sustainable practices documented • City engineers trained on energy conservation measures and energy planning • Local authorities fully aware of low-energy standards for buildings and the benefits of enforcing them • Tools available for rapid energy audits of buildings • Guidelines created for developing building codes on energy efficiency • Training tool developed on passive building design • Decision-makers fully aware of pro-poor urban energy access, energy efficiency, and renewable energy options.
Urban Governance and Legislation	<ul style="list-style-type: none"> • Improved urban legal knowledge and capacity to promote better urban land management, governance, and sustainable urban development • Increased partnerships and collaboration among UN-Habitat, member states, local governments, and other Habitat Agenda partners to produce and manage urban legal knowledge and capacity development tools • Improved support and assistance provided to members states, local governments, and Habitat Agenda partners in implementing innovations and initiatives on urban legislation, institutions, and governance towards sustainable urban development.
Urban Economy and Municipal Finance	<ul style="list-style-type: none"> • Increased knowledge among governments and Habitat Agenda partners in designing and implementing effective economic development and municipal finance systems and policies • Improved capacity in developing partnerships and leveraging private involvement for promoting sustainable urban economic development and municipal finance policies and strategies.

Source: Achieving Sustainable Urban Development Priorities: Support Programme for UN-Habitat's Medium-Term Strategic and Institutional Plan (founding document) dated 15/07/2011.

Annex 3: Rating of Performance by Evaluation Criteria

Table: Rating of performance

Rating of performance	Characteristics
Highly satisfactory (5)	The programme/project had several significant positive factors with no defaults or weaknesses in terms of relevance/ appropriateness of project design/ efficiency/ effectiveness/ sustainability/ impact outlook.
Satisfactory (4)	The programme/project had positive factors with minor defaults or weaknesses in terms of relevance/ appropriateness of project design/ efficiency/ effectiveness/ sustainability/ impact outlook.
Partially satisfactory (3)	The programme/project had moderate to notable defaults or weaknesses in terms of relevance/ appropriateness of project design/ efficiency/ effectiveness/ sustainability/ impact outlook.
Unsatisfactory (2)	The programme/project had negative factors with major defaults or weaknesses in terms of relevance/ appropriateness of project design/ efficiency/ effectiveness/ sustainability/ impact outlook.
Highly unsatisfactory (1)	The programme/project had negative factors with severe defaults or weaknesses in terms of relevance/ appropriateness of project design/ efficiency/ effectiveness/ sustainability/ impact outlook.

Source: UN-Habitat Evaluation Unit 2015