

**Evaluation of UN-Habitat's  
City Planning and Design Strategy,  
including the Public Space Programme and Urban Planning and Design Lab,  
2012-2016**

***Terms of Reference***

**1. Background and context**

The United Nations Human Settlements Programme (UN-Habitat) is the lead United Nations agency for cities and human settlements. The agency was established as the United Nations Centre for Human Settlements (UNCHS), through the General Assembly Resolution 32/162 of December 1977, following the first global Conference of United Nations on Human Settlements that was held in Vancouver, Canada, in 1976. By resolution 56/206, the United Nations General Assembly elevated the UNCHS to Human Settlements Programme (UN-Habitat).

It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all and sustainable development. Other mandates are derived from international agreed outcomes and goals, including the main outcome of the second United Nations Conference on Human Settlements (Habitat II) which was held in Istanbul, Turkey, in 1996, the *Istanbul Declaration* and the *Habitat Agenda*; target on achieving significant improvements in the lives of the slum-dwellers by 2020 related to the Millennium Development Goals; and the target on water and sanitation of the Johannesburg Plan of Implementation which sought to halve by 2015, the proportion of people without sustainable access to safe drinking water and sanitation.

UN-Habitat, being the focal point for all urbanization and human settlement matters within the UN system, has a role in delivering the global sustainable development agenda - *2030 Sustainable Development Agenda*, adopted by Member States in 2015, specifically of goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

UN-Habitat's work is delivered through six-year Strategic Plans. The previous Medium-Term Strategic and Institutional Plan (2008-2013) was delivered with reform processes initiated in 2011 that led to the adoption of the current *strategic plan 2014-2019*. In the strategic plan, UN-Habitat is delivering its work through seven sub-programmes / focus areas that correspond to seven organizational branch entities.

The sub-programmes / focus areas are:

1. Urban Legislation, Land and Governance
2. Urban Planning and Design
3. Urban Economy
4. Urban Basic Services
5. Housing and Slum Upgrading
6. Risk Reduction and Rehabilitation
7. Research and Capacity Development

During the period since 2012, the Sustainable Development Goals (SDGs) and the debate on the

New Urban Agenda have taken place and a reciprocal influence has resulted within the UN-Habitat set-up, given the important positioning of urban planning and design in both documents.

The focus of this evaluation is the city planning and design strategy, including the public space programme and urban planning and design lab implemented under Focus Area 2, expected accomplishment (EA) 2.2, which is to deliver *“improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighborhoods adopted by partner cities”* and is measured by one indicator: *“Increased number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighborhoods”*.

Since the creation of the City Planning Extension and Design Unit (CPEDU) in 2012, which is in charge of delivering EA 2.2, there has not been a complete evaluation conducted of the work covered by the city planning and design strategy. A recent evaluation was conducted of the SIDA component of its work, however, the expected accomplishment 2.2 has been implemented by several projects, which concurrently are contributing to its work plan and some of those are now ready for evaluation (i.e., Booyoung Project and Public Space project). Thus it is now a good time to conduct an evaluation of the overall city planning and design strategy under CPEDU in order to improve in project implementation and in overall coherence of the EA. The evaluation will help to identify gaps and possible solutions for improvement in terms of delivery and achieving results.

## **1.1 Sub-programme 2: Urban Planning and Design**

The Urban Planning and Design Branch is charged with the responsibility for sub-programme 2: “Urban Planning and Design”. The branch comprises of the Regional and Metropolitan Planning Unit, The City Planning Extension and Design Unit and the Climate Change Planning Unit.

The strategic objective of the sub-programme is to improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

Its three expected accomplishments are (2.1) improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities; (2.2) improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities; and (2.3) improved policies, plans and strategies that contribute to the mitigation of an adaptation to climate change adopted by partner city, regional and national authorities.

The City Planning Extension and Design Unit (CPEDU) is in charge of delivering EA 2.2 and has seen dedicated efforts already for several years. EA2.3 on Climate Change is mainly implemented through the City and Climate Change Initiative and with Norway funding and was evaluated in 2012 (Evaluation report 2/2012). EA 2.1 is focusing on Policy and Regional/Metropolitan planning and is related to the Regional and Metropolitan Planning Unit of recent creation and whose programme of work was initiated in 2012.

## **1.2 Implementation strategy and management**

The City Planning, Extension and Design Unit (CPEDU) provides normative, capacity building, technical and advisory support to partner cities to produce better plans, designs and policies that are compact, connected, integrated, inclusive and resilient to climate change.

The Unit uses an implementation strategy for city planning and public spaces, which was initially developed for a SIDA/Norway funded project “Urban Planning and Design for Sustainable Urban Development”. The strategy has been in use since 2012 and to date reflects the overall strategy of the Unit.

All activities of the Unit are developed and implemented with reference to this strategy and comprise five types of activities:

- Communication and advocacy, which include support to the Habitat III process and development /dissemination of communication materials on policy and principles;
- Tools and technical materials development, to consolidate knowledge and provide practical guidance;
- Training targeting decision makers and other stakeholders on sustainable planning principles and practice;
- Advisory services, which include Planning Services, contributing directly to steer planning processes and planning content towards higher quality plans; and
- Pilot projects.

The Unit develops and disseminates principles and tools, applies them on the ground and develops capacity for partners to adopt better approaches to planning and design. In some cases, direct implementation of plans (i.e., public space improvements) is also undertaken as a way to illustrate the importance of public space and tools for its improvement and kick start local processes of systemic change.

The Unit has structured its work in a Public Space Programme, a Urban Planning and Design Lab, and a core coordinating office responding to the mandate and demand from external partners and to organize the work, with different focal persons and reflecting budgeting arrangements, and supported by several projects and a variety of donors and clients. This set-up is meant to provide timely and efficient services. In particular, it allows the Unit to respond to specific requests and to deal with city specific projects, while at the same time maintaining normative development work and extracting tools and methodologies from activities implemented on the ground, stakeholders' experience and research.

The *urban planning and design lab* and *public space programme* offer services that include city specific planning tools, principles, standards and methods; training and capacity development events based on training tools, advisory and technical support to produce city wide strategy, plans and neighborhood designs (i.e., planning charrette with stakeholders, plan review support); facilitation of participatory planning process; feedback on planning contents; design and implementation of pilot projects on public spaces and city wide public space strategy. The services and supports provided by CPEDU eventually contribute to improve planning process and contents of the plan and also strengthen planning capacities on the ground to implement the plan for sustainable urban development.

The LAB functions as a Service Centre, and provides planning services to UN-Habitat country projects in all of UN-Habitat's regions. Its partnership approach is differentiated to accommodate the area of work, with a focus on cities and their associations and existing Planning Departments or Labs, professionals and internal partners.

CPEDU relies on expertise from various resources, including international hubs, networks, and thematic expert groups, as well as internal and external resources. Several donors have

contributed to activities implemented within the overall strategy of the Unit.

### **1.3 Mandate of the evaluation**

This evaluation is undertaken at the request of UN-Habitat Management. The focus on Urban Planning within UN-Habitat was institutionalized in UN-Habitat in 2012, prior to the development of the strategic plan 2014-19 and results framework, with the creation of the Urban Planning and Design Branch with the City Planning, Extension and Design Unit (CPEDU). With the approval of the strategic plan 2014-2019, the Unit's work was linked directly in expected accomplishment 2.2 of sub-programme 2.

The Unit has implemented planned activities for the biennium 2012-2013 under the Medium-Term Strategic and Institutional Plan (MTSIP), and under the strategic plan for the biennium 2014-2015 and now is now in the second biennium (2016-2017) of the strategic plan. This evaluation is considered an *interim evaluation* of the city planning and design strategy and delivery towards the relevant expected accomplishment of the strategic plan. The recent adoption of the SDGs and the adoption of the New Urban Agenda at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in October 2016 also represent important drivers for a review of the strategy and business model currently used by CPEDU.

The evaluation will take in to account the 2016 UN-Habitat evaluation of the Cooperation Agreement between UN-Habitat and Sida, 2012-2015, which assessed two of the largest projects in the sub-programme portfolio; namely Urban Planning and Design for Sustainable Urban Development (J089) and SUD-Net [network and public space projects] (J090).

The forward-looking elements of the evaluation will play an instrumental role in shaping the focus for UN-Habitat in planning, organizing/institutionalizing and implementing future urban planning activities.

## **2. Purpose of the evaluation**

UN-Habitat is undertaking this evaluation of the *city planning and design strategy including the public space programme and urban planning and design lab*, to assess to what extent the overall support and services provided since 2012 by the City Planning, Extension and Design Unit are relevant, efficient and effective, and sustainable, and overall all effects/changes projects implemented.

It will inform improvements to delivery in terms of organizational and substantive aspects both at unit and Organization levels, and may also provide inputs for the expected revision of the strategic plan.

The evaluation is as part of UN-Habitat's efforts to perform systematic and timely evaluations and ensure that UN-Habitat evaluations provide full representation of its mandate and activities, including sub-programmes, and work at Headquarters, regional and country levels.

The evaluation is included in the revision of the 2016 *UN-Habitat Evaluation Plan*. The evaluation report will be made accessible to the wider public on the dedicated section of the UN-Habitat

website<sup>1</sup>. The sharing of findings from this evaluation will inform UN-Habitat and other relevant key stakeholders, including partners and donor agencies, on what was achieved and learned.

### **3. Objectives of the evaluation**

The overall objective of this evaluation of the city planning and design strategy is to provide UN-Habitat, its partners and donors a forward-looking assessment of the normative work in urban planning and public spaces, operational capacity of the CPEDU, experience, achievements, opportunities and challenges.

What will be learned from the evaluation of city planning and design strategy is to assess its impact and results, delivery and implementation mechanisms, theory of change and sustainability/business model for public space programme and the planning lab, and determine its contribution to improving compact, connected, integrated, inclusive and climate change resilient plans, design and policies in member states. It is also expected that the evaluation will provide a set of recommendations to ensure all the key issues for collaboration are well incorporated in the existing service delivery process and also will identify synergies and gaps in the existing operational structure.

The specific objectives of the evaluation are to:

- a) Assess the relevance of city planning and design strategy in supporting city planning, extension and design within the New Urban Agenda, the three-pronged approach of UN-Habitat, and Sustainable Development Goals;
- b) Assess progress made through delivery of the city planning and design strategy towards the achievement of results (outcome and outputs level) of sub-programme 2, expected accomplishment 2.2;
- c) Assess the efficiency and effectiveness of the city planning and design strategy in achieving expected results. This will entail analysis of implementation strategy, mechanisms of service delivery, delivery of actual outcomes against expected outcomes, in terms of delivery of outputs and activities, achievement of outcomes and long term effects;
- d) Assess the extent to which implementation strategy and partnership approaches (specifically sustainability strategy for the urban planning lab and public space programme) are working well and which do not work, and are enabling at the UN-Habitat sub-programme level to define the results to be achieved, to effectively deliver projects and to report/monitor on the performance and delivery;
- e) Assess the extent to which the city planning and design strategy has addressed incorporated cross-cutting issues of gender, climate change, youth, human rights in the design, planning and implementation, reporting and monitoring of work;
- f) Identify lessons and provide actionable recommendations related to the city planning and design strategy and the urban planning lab and public space programme in support of relevant SDGs and the New Urban Agenda.

### **4. Evaluation scope and focus**

The evaluation is expected to assess achievement, challenges and opportunities from the planning

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<sup>1</sup> reference: [unhabitat.org/urban-knowledge/evaluation](https://unhabitat.org/urban-knowledge/evaluation)

to the implementation of the city planning and design strategy through an *interim programme evaluation*.

The focus is on the city planning and design strategy and related urban planning lab and public space programme under the purview of the CPEDU, and assessing both completed and ongoing activities implemented since the creation of the Unit in 2012 up to 2016 (Annex III).

The evaluation will be a systematic review of the city planning and design strategy as delivered by CPEDU under MTSIP (2008-2013) and SP (2014-2019), sub-programme 2, EA 2.2 and how it is moving towards SDGs and New Urban Agenda implementation. It will identify lessons and recommendations for improvements in relation to the achievement of targeted results and the changes required for the strategy to respond to relevant NUA and SDG11 targets.

## 5. Relevant evaluation questions based on evaluation criteria

The evaluation will use evaluation questions related to the criteria of relevance, efficiency, effectiveness, impact outlook and sustainability in its assessment and rating the performance of the city planning and design strategy. In addition to these evaluation criteria, *partnerships* will also be assessed and rated (see Annex I: UN-Habitat Evaluation Model and Annex II: Rating of Performance by Evaluation Criteria). The assessment will be based on the questions below on the overall strategy and address additional questions in the context of the urban planning Lab and Public Space Programme, capacity development work as per Annex IV.

### Relevance

- What is the relevance and value added of the work delivered through the city planning and design strategy to achieving sustainable urbanization?
- To what extent are intended outputs and outcomes consistent with global, regional and national policies and priorities, and the needs of target beneficiaries?
- To what extent are the objective and implementation strategy consistent with UN-Habitat's overall strategies, regional strategies, including other UN-Habitat entities?
- To what extent is the implementation strategy anticipating/ accommodating towards SDGs, the New Urban Agenda and the three pronged approach?

### Effectiveness

- To what extent has the city planning and design strategy achieved its intended results (outputs and outcomes) or how likely they are to be achieved in line with the Theory of Change (i.e., causal pathways) of sub-programme 2? In this context cost-effectiveness assesses whether or not the costs can be justified by the outcomes.
- To what extent has the identification, design and implementation process, including outreach, of projects and activities involved local and national stakeholders as appropriate?
- What types of products and services are provided through the city planning and design strategy to beneficiaries? What kind of positive changes to beneficiaries have resulted from products and services delivered?
- To what extent has the city planning and design strategy proven to be successful in terms of ownership in relation to the global, regional and national (and 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 work and projects implemented?
- To what extent has the city planning and design strategy addressed cross-cutting issues of youth, gender equality, climate change/ environmental capacity development and human

rights in work implemented?

### **Efficiency**

- To what extent do CPEDU and partners have the capacity to design and implement the projects and activities? What has been the most efficient approach?
- To what extent are the institutional arrangements of CPEDU adequate for supporting the city planning and design strategy projects and activities at country, regional and Headquarters levels? What type of (administrative, financial and managerial) obstacles does CPEDU face and to what extent does this affect planning and delivery?

### **Impact Outlook**

- To what extent has expected results to the targeted population, beneficiaries, partners, clients, participants, whether individuals, communities, institutions, etc. been attained (or is expected to attain) through the implementation of the city planning and design strategy?

### **Sustainability**

- To what extent are beneficiaries engaged and building capacity in the design, implementation of planning, monitoring and reporting activities of the city planning and design strategy?
- To what extent are the city planning and design strategy including the Urban Planning Lab, capacity and knowledge management, awareness and policy development, and public space programme aligned with global, regional and national development priorities and have contributed to increased investments to accelerate the achievement of priorities at national, provincial and city/local levels?
- To what extent are projects and activities replicable or scaled up at national or local levels or encourage collaboration between countries, or city or urban settlements at local level?
- To what extent is work implemented through the city planning and design strategy aligned with National Development Strategies and local development strategies and contributes to increased national investments to accelerate the achievement of priorities at national, provincial and city/ local levels?
- To what extent can the present delivery modality ensure availability of the CPDU Services (Lab) and expansion of services, efficiency and responsiveness to client demands and need? Is the business model adopted by the Lab in particular viable and sustainable in the present resource and regulations landscape?

### **Partnerships**

- To what extent are UN-Habitat global programmes, regional offices and country offices involved in the planning, design and implementation of the city planning and design strategy? Which best practices have emerged for effective and timely collaboration with other UN-Habitat entities and sub-programmes?
- To what extent does the city planning and design strategy foster innovative partnerships with national institutions, NGOs, vulnerable groups and other development partners?
- To what extent are partnerships adequate to achieve impact, sustainability, and scale?

The evaluation team may expound on each of the areas of CPEDU's work in order to carry out the objectives of the evaluation.

## **6. Stakeholder involvement**

A key determinant of evaluation utilization is the extent to which clients and stakeholders are meaningfully involved in the evaluation process. It is expected that this evaluation will be participatory, involving key stakeholders: beneficiaries, partners, UN-Habitat management and project developing and implementing entities at UN-Habitat Headquarters, regional offices,

country offices, Committee of Permanent Representatives (CPR), donors and other interested parties.

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, partners, beneficiaries of the projects, donors, and other civil society organizations may participate through a questionnaire, interviews or focus group discussions. Some key stakeholders, including those stakeholders involved in the implementation and users/recipients/beneficiaries will participate through interviews, questionnaires or group discussions.

## 7. Evaluation approach and methods

The evaluation shall be independent and be carried out by UN-Habitat following the evaluation norms and standards of the United Nations System. The evaluation analysis will be based on evaluation criteria, evaluation questions, and the Theory of Change applied to the work implemented through the city planning and design strategy i.e., outlining the results chain and contribution towards EA 2.2.

The evaluation will explore a mixed methods approach, combining desk reviews, meta-evaluation and data collection, including interviews, meetings, focus groups and field trips, as well as data analysis.

These methodologies include the following elements:

- **Review of documents relevant to the sub-programme portfolio.** Documents to be provided by CPEDU staff, and documentation available with partner entities and organizations (such documentation shall be identified and obtained by the evaluation team). Documentation to be reviewed will include: SDGs, NUA draft, Public Space GC resolution and other relevant resolutions, Project Documents – SIDA and Norway and SUD-Net (already evaluated early 2016 in the Sida-UN-Habitat CPA evaluation), Booyoung project document and report, smaller agreements (Johannesburg, Creative Industries, IHAs), Public Space annual reports, Unit annual report for 2015, as well as workplan(s), monitoring reports, reviews and donor reports.
- **Key informant interviews and consultations, including focus group discussions** will be conducted with key stakeholders, including each of the implementing partners. The principles for selection of stakeholders to be interviewed as well as evaluation of their performance shall be clarified in advance, at the beginning of the evaluation. The informant interviews will be conducted to obtain qualitative information on the evaluation issues. Interviewees may include UN-Habitat at Headquarters, regional and country offices, other involved UN agencies, Government officials, partners, beneficiaries, donors, and other stakeholders. Where logistical issues may prevent from interviewing individuals in person, exchanges may be carried out by electronic mail, Internet communication, Skype and phone.
- **Surveys.** In order to obtain quantitative information on stakeholders' views and perceptions, questionnaires to different target audiences (beneficiaries, staff and partners, etc.) will be deployed to give views on various evaluation issues.
- **Field visits** to assess selected activities of CPEDU.

The Evaluation Team will conduct missions to field projects as deemed necessary. In preparation of these missions, a teleconference will be held with the Evaluation Reference Group.



The Evaluation Team 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 (checklist to be provided to the evaluation team).

## 8. Accountability and responsibilities

The Evaluation is commissioned by the CPEDU and managed by the UN-Habitat Evaluation Unit. The Unit will provide substantive support to the evaluation.

An **Evaluation Reference Group** with members from the Evaluation Unit, Urban Planning and Design Branch (UPDB), CPEDU, and the Programme Division will be responsible for comments on the inception report and drafts of the evaluation report.

The **Evaluation Team** is to comprise of two international consultants: A **Team Leader** (International Consultant) and a **Senior Evaluator** (International Consultant). The two international consultants are jointly responsible for meeting professional and ethical standards in planning and conducting the evaluation, and producing the expected deliverables. National consultants may be included in the evaluation team if it is deemed necessary to support data collection and analysis.

- The International Consultants will review the assignment outlined in the terms of reference (TOR) and undertake an initial desk review, identify information gaps, redefine the methodology to be used in the evaluation and develop an evaluation work plan (inception report) that will guide the evaluation process. The inception report will identify what is expected to be accomplished, what process and approach to be followed, who is to do what tasks, and which key deliverables are to be completed.
- The inception report will address the evaluation questions of this TOR, including limitations to addressing and answering the questions. It should also identify criteria and provide reasons for selection of projects and thematic areas for in-depth review and field visits. Once the inception report is approved by the Evaluation Reference Group, it will become the management document for guiding delivery of the evaluation in accordance with UN-Habitat expectations.
- The implementation phase of the evaluation will involve the overall data collection and analysis of the evaluation. Supported by the CPEDU, the consultants will conduct field visits, which will include consultations with beneficiaries of projects as well as visits to project sites.
- The draft evaluation report, prepared by the international consultants, will be shared first with the Evaluation Reference Group. The draft report must meet minimum requirements for draft reports (as assessed by the Evaluation Unit) before the draft is shared more widely with relevant stakeholders for comments. Comments from key stakeholders will be consolidated by the Evaluation Unit and forwarded to the consultants for incorporation. The consultants will submit the final draft report to the Head of CPEDU and the Evaluation Unit. The evaluation report should follow the standard format of UN-Habitat Evaluation reports, putting forward the purpose, focus, scope, evaluation methodology, evaluation findings (with assessment of achievements and rating of performance according to evaluation criteria), lessons learned and recommendations.

The UN-Habitat Evaluation Unit in close consultation with CPEDU will lead the evaluation by guiding and ensuring the evaluation is contracted to suitable candidates. The Evaluation Unit will provide advice on the code of conduct of evaluation; providing technical support as required. This

collaboration will ensure that contractual requirements are met and approve all deliverables (Inception Report/ Work plan, Draft and Final Evaluation Reports).

In preparation of the assignment, a teleconference will be held between the Evaluation Reference Group and the Evaluation Team in order to discuss and agree on the work plan and methodology. A second teleconference will be held at conclusion of the evaluation in order to review findings, if possible also with key partners.

## 9. Qualifications and experience of the evaluation team

The evaluation shall be carried out by two international consultants.

The International Consultants are expected to have:

- Over 15 years of programme management, monitoring and evaluation experience building on the results-based management approach.
- Extensive, proven, evaluation experience. The consultant should have ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings. Examples of evaluation reports should be submitted with the letter of interest from candidates.
- Specific knowledge and understanding of UN-Habitat and the organizational context of city planning extension and design.
- Advanced academic degree in urban planning, housing and infrastructure, urban development and local governance or similar relevant fields.
- Specialized knowledge of projects or programmes in the field of urban planning, public space, housing, urban development, and local governance. Relevant experience of other major humanitarian and development agencies or programmes, in particular in relation to similar programmes is an asset.

In case national consultants will be used, the National Consultants should have good local working knowledge, be proficient in English and other languages (depending on field visits), and have experience in implementation, management and monitoring of donor-funded development projects.

The profile of the consultants should complement the following attributes and expertise in: capacity building and strengthening institutions; policy framework strengthening/mainstreaming; service delivery business models; good knowledge of the *UN-Habitat Evaluation Policy* and experience applying results-based evaluation policies and procedures; knowledge of participatory monitoring approaches; experience applying SMART indicators and reconstructing or validating baseline scenarios.

Competency in the following is required: excellent English writing and communication skills; demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions; excellent facilitation skills; and integrity, sound judgement, analytical skills, networking and interpersonal skills, and proven report writing skills.

## 10. Work schedule

The evaluation will be conducted over the period of eight weeks over four months, including the desk review, from January 2016 to April 2016. The planning of the evaluation will take place from

November to December 2016. The Evaluation Team is expected to prepare an inception work with a work plan that will operationalize the evaluation. In the inception report 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:

- I. **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.
- II. **Draft Evaluation Report.** The Evaluation Team will prepare an evaluation report draft to be reviewed by UN-Habitat and CPEDU. The draft should follow UN-Habitat's standard format for evaluation reports.
- III. **Final Evaluation Report** (including Executive Summary and Appendices) will be prepared in English language and follow the UN-Habitat's standard format for an evaluation report. The report should not exceed 40 pages (excluding Executive Summary and Appendices). In general, the report should be technically easy to comprehend for non-specialists, contain detailed lessons learned, actionable recommendations, and list of all people interviewed and survey templates in Annexes.

## 12. Resources

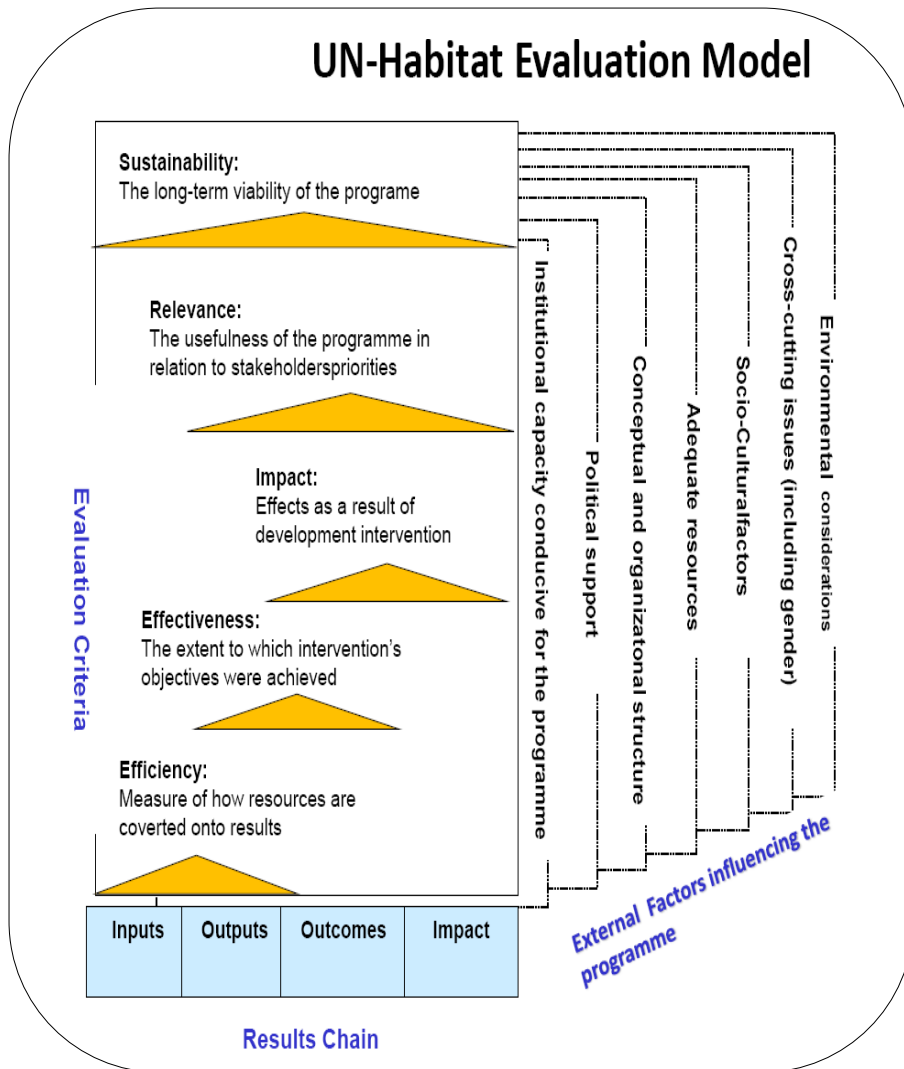
The funds for the evaluation of city planning and design strategy including the Public Space Programme and Urban Planning Lab are available from sub-programme 2. Daily subsistence allowance will be paid only when working outside the official duty stations of consultants. The consultants to conduct this evaluation should be of equivalent to P-4 to P-5 for the International Consultants.

## 13. Provisional time frame

#	Task Description	November 2016				December 2016				January 2017				February 2017				March 2017				April 2017			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Development of ToR	X	X	X	X	X	X	X	X																
2	Call for consultancy proposals and recruitment of consultants							X	X	X															
3	Review of background documents									X	X														
4	Inception - preparation and approval of inception report with work plan and methodology of work										X	X	X												
5	Data collection including document reviews, interviews, consultations and group meetings											X	X	X	X										
6	Mission - analysis of evaluation findings, commence draft report writing and briefings to UN-Habitat														X	X	X	X							



**Annex I: UN-Habitat Evaluation Model**



## Annex II: Rating of Performance by Evaluation Criteria

To ensure standard rating of performance in UN-Habitat evaluation reports, the following five point scale from '*highly satisfactory*' to '*highly unsatisfactory*' is used by the Evaluation Unit.

Rating of performance applies to the evaluation criteria specified in the Terms of Reference of the intervention that is being evaluated. Key criteria used are: Relevance, Efficiency, Effectiveness, Sustainability and Impact.

**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

**Annex III: List of projects implemented by CPEDU, 2012-2016**

No	Project no.	Project Title	Donor	Duration	Budget
1	J089	Urban planning and design for sustainable urban	SIDA	2012-present	
2	J087	Urban planning and design for sustainable urban	Norway	2012-present	
3	A118	Achieving sustainable urban development (ASUD)	Spain	2011-2015	8,972,600 USD (for all focus areas)
4	J096	A partnership for urban planning in Africa	Booyoung Korea	2013-2021	2,600,000 USD
5	FSE-J090	Promoting integrated and sustainable urban development through networks	Sud-Net/SIDA	2012-2015	626,833 USD (2012-2013)
6	C339-C	Support to the sustainable urban sector in Kenya	Sweden Government	2012-2013?	2,009,600 USD
7	T051	Quick guide for policy makers and practitioners on urban planning for sustainability	Siemens	2010-2013?	352,000 USD
8	P-16-06-28-92	Strengthening planning for resettlement and integration of refugee communities at Kalobeyei new site, Turkana County	Japan Government	2015-2016	1 million USD
9	P-16-01-20-58	Designing a better urban future	Creative Industries Fund NL	2015-2016	100,000 Euro
10	FOD-J090	Global programme on public spaces	Mojang	9/2012 to 6/2017	4 million USD
11	Not in PAAS yet	Global programme on public spaces	Block by Block Foundation	6/2016 – 12/2019	Approx. 12 million USD (depending on sales)
12	In house agreement	Urban Planning in Somalia (Plans for Gabiley, Bosasso and Mogadishu)	Joint Programme on Local Government	5/2016-12/2016	147,084 USD
13	In house agreement	Strategic plan, urban structure plan and neighborhood plan for Canaan Area, Haiti	ROLAC	2016	94,000 USD

### Annex IV: Additional questions

Areas of focus	Relevance	Partnerships	Sustainability/ business model
Urban Planning Lab	<ul style="list-style-type: none"> <li>For beneficiaries and for NUA/SDG</li> <li>Content</li> <li>Method (process, etc.)</li> <li>Outputs</li> <li>Gaps</li> </ul>	<ul style="list-style-type: none"> <li>To what extent is the lab collaborating with external and internal partners?</li> <li>How are the partnerships working?</li> <li>What are gaps and areas of improvement?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent the lab has developed business model for long term sustainability?</li> <li>To what extent is the business model relevant for sustainability and realistic (Staffing, costing, products, management, and financial management)?</li> <li>What are the gaps in the model and what could be possible solutions?</li> </ul>
Capacity and Knowledge Development	<ul style="list-style-type: none"> <li>What is being done in terms of training and capacity development (content, method and outputs)</li> <li>To what extent are the issues of sustainable urbanization (compact, integrated, connected, inclusive urban development) (SDG/NUA) effectively promoted?</li> <li>To what extent are the capacity, knowledge and skills of member cities strengthened?</li> <li>To what extent do capacity and knowledge management efforts support the achievement of overall goals of the unit?</li> <li>What are the key gaps and areas for improvement in terms of <b>contents and delivery</b> and capacity development and knowledge development <b>services</b>?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent local, regional and international partners were involved in capacity and knowledge development efforts?</li> <li>What are some key components of the relevant partnerships that can be further improved to strengthen existing capacity building support to member cities?</li> </ul>	<ul style="list-style-type: none"> <li>What is demand and market?</li> <li>What is the business model for providing capacity and knowledge management support to member cities?</li> <li>What are the gaps and possible solutions to strengthen planning capacities, skills and knowledge of the partner cities?</li> </ul>
Awareness and Policy Development	<ul style="list-style-type: none"> <li>What has been done (content, methods, products)?</li> <li>Are these activities relevant and effective (to achieve results)?</li> <li>Identify key positive results and outputs</li> <li>What are the major gaps and areas for improvements?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent do the efforts on capacity and knowledge development involve local, regional and international partners and how do they help to achieve results?</li> <li>What are the key gaps and major areas for improvement to deliver desired outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent has the unit mobilized resources for awareness building and policy support?</li> <li>What is the long term sustainability plan for continuing policy support and awareness building activities?</li> <li>What could be the long term strategy to continue policy support and awareness building services to member cities?</li> </ul>
Public Space	<ul style="list-style-type: none"> <li>To what extent are portfolio outputs/contents (tools, capacity, pilot, policy) relevant to promote the concept of</li> </ul>	<ul style="list-style-type: none"> <li>To what extent does portfolio manage to collaborate with local, regional and global partners?</li> </ul>	<ul style="list-style-type: none"> <li>What are the current strategy for resource mobilization and sustainability?</li> <li>To what extent do the portfolio leverage resources from other</li> </ul>



	<p>public space for sustainable urban development?</p> <ul style="list-style-type: none"> <li>• What are the key results achieved through this portfolio?</li> <li>• What are some key gaps and areas for improvements? What could be added more to achieve SDG targets and to promote NUA?</li> <li>• To what extent does Minecraft ensure community participation in public space management?</li> </ul>	<ul style="list-style-type: none"> <li>• What are the key achievements made through partnership and networking activities?</li> <li>• What could be improved further to strengthen future collaboration/ improvement of partnership strategy to achieve planned targets/results?</li> </ul>	<p>sources and what are the key strategies for long term sustainability?</p> <ul style="list-style-type: none"> <li>• What could be some potential options for long term sustainability in local, national and global levels?</li> <li>• Are sufficient financial and human resources mobilized to achieve targeted results?</li> </ul>
All	<ul style="list-style-type: none"> <li>• Local government, national government and related balance of relevance/targeting</li> <li>• Policy Impact</li> <li>• Satisfaction of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Building partnerships (internally and externally)</li> <li>• Participation: to what extent are citizens/stakeholders engaged in portfolio management cycle and what contribution do they make to achieve targeted results?</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilization</li> </ul>