

## **Evaluation of the UN-Habitat Sustainable Urban Development Programme in Sudan, 2012-2014**

### ***Terms of Reference***

#### **1. Background and Context**

UN-Habitat, the United Nations Human Settlements Programme, 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.

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. The previous and the current strategic plans, *Medium-Term Strategic and Institutional Plan (MTSIP) 2008-2013* and *Strategic Plan 2014-2019* are of relevance to UN-Habitat's Sudan Programme. Here, the major focus of UN-Habitat's interventions underscores the economic, social and environmental inter-relationship and interdependence that exist between rural and urban areas vital to sustainable development at a national level.

UN-Habitat's work on sustainable urbanization links with humanitarian type interventions. UN-Habitat is currently implementing the project "Emergency flood response in Khartoum States for Vulnerable Communities" project to address these urgent needs through training and capacity building on resilient to floods, urban planning management and construction standards. The overall goal is to strengthen government and community capacities to conduct emergency construction of public facilities and necessary infrastructure through adaptation and implementation of resilient to floods urban planning and building techniques.

In its approach, UN-Habitat bridges development of settlements in rural and urban areas. UN-Habitat with the state Ministries of Planning and other government and community partners and stakeholders in Darfur have developed a Regional Special Planning Strategy for Darfur that advocates for the establishment of a network of urban settlements in Darfur, which can support each other and work as productive and interconnected nodes benefiting their surrounding rural areas. This network can efficiently integrate socio-economic, basic services and infrastructure aspects that will benefit the population of Darfur as a whole, constituting the territorial foundations of its future development.

As articulated in the final draft (October 2014) of UN-Habitat's Regional strategy "Arab States Regional Strategy for Sustainable Urbanization" developed in response to the challenges to the region and identified in the State of Arab Cities 2012, the following priorities for common action are prioritized for future action:

- (1) Improving the Integration of Comprehensive Urban Strategies in their National and Regional Development Plans
- (2) Responding to Demands for Inclusive Economic Opportunities, Affordable Housing, and Access to Services for all
- (3) Improving Urban Management and Promoting Participatory Governance
- (4) Mitigating Climate Change.

#### **1.1 The context of Sudan**

##### Sudan after the cessation of South Sudan

The year 2011 marked a turning point that underscored the continuing complexity of the national development context. South Sudan voted to secede from Sudan and became a sovereign country in July

2011. The independence of South Sudan has compounded existing economic challenges for the Republic of Sudan and coincided with a broader global economic crisis as well as ongoing internal conflicts. Among Sudan's remaining 17 states, the longstanding conflict in the Darfur region persists, while fighting has renewed in the strategically important areas of Abyei and South Kordofan, and hostility also commenced in the Blue Nile State.

#### Situation in Darfur

Due to prolonged conflict in Darfur, around 2.3 million people have been displaced. This is corresponding to almost a third of its population. They have been forced to flee to major cities thus contributing to an accelerated urbanization process. Such phenomenon implies an enormous pressure on the government and the urban fabric in providing the necessary services to new settlers, in some settlements even doubling the existing urban population. Additionally, the formation of IDP camps and migration to urban areas create enormous environmental threats, particularly due to the growing need of wood for producing fired bricks which accelerates the deforestation process in an already fragile ecosystem. The camps also contribute to increased social stress resulting from overcrowding and difficult living conditions provoking recurrent conflicts between different factions and with the host communities.

The conditions of the urban centers in Darfur have been assessed in multiple studies, especially through the recent United Nations Joint Assessment Mission that highlighted the following main problems: (i) scarce qualified human resources across the whole spectrum of technical and administrative urban management functions; (ii) serious vacuum in terms of legal, regulatory, and institutional mechanisms to guide urban development and management; (iii) shattered productive and social infrastructure; (iv) limited job opportunities; (v) precarious services and infrastructures; and (vi) depressed or non-existent revenue bases due to lack of updated fiscal mechanisms and poor financial and asset management. Land issues - as it typically occurs in post-conflict scenarios - are particularly complex to manage, and access to adequate shelter and basic services for the poor is among the most critical and urgent matters to be addressed. The absorptive capacity of the urban centers to provide serviced land with infrastructure has been strained by massive migration of returnees, IDPs exiting the camps, and the rural exodus provoked by the on-going conflict. Failing to provide urgently solutions to such challenges, there is a considerable risk of creating new conflicts and instability in the region.

#### Situation in Blue Nile State

The Blue Nile State is one of the three areas identified under the Comprehensive Peace Agreement (CPA) in January 2005 as transitional area subject to a special protocol. The state population is estimated at 832,112 (2008 Sudan census) with an annual growth of 3%. Limited livelihood opportunities, war and displacement have led to a high incidence of poverty among Blue Nile citizens, coupled with lack of basic services, particularly among rural households, according to available records from the Ministry of Social Affairs and Guidance, 85% of the state population is below poverty line. The state was also identified by the Joint Assessment Mission (JAM) as one of the poorest and most disadvantaged states in Sudan.

Poverty and the effects of war have resulted in a number of social problems in families and communities. The numbers of vagrants, orphans, school drop-outs and child laborers (often in physically demanding work, such as brick stacking) are increasing. During the last two decades, Blue Nile State has experienced two waves of displacement and return. The first took place in 1987, when the Sudan's People Liberation Army (SPLA) occupied Yabos, Kurmuk and Giessan towns in the southern part of the state. Hundreds of civilians fled to safe areas inside the state and to Ethiopia. IDPs from Kurmuk and Yabos settled in Damazin, Giessan IDPs settled in Roseires, the remaining IDPs settled in villages near to their origins (such as Dindro and Bulang). After the government army took Kurmuk and Giessan back, some IDPs returned home. Others left some of their family members in Damazin and Roseires and sent young people home to cultivate farms, engage in petty trade and cut wood and bamboo. The year 1997 witnessed the second assault of the SPLA on Yabos, Kurmuk and Giessan. At the same time, the National Democratic Alliance (NDA) forces captured the Kedallo area in the southeast of Roseires locality. An estimated 120,000 IDPs and refugees resulted from this situation. After the end of the civil war in 2005, some IDPs and refugees went home with assistance from UNHCR, IOM and international NGOs. From 2006 to date, about 2,973 IDPs and 20,962 refugees

have returned home in Blue Nile state

#### Flood effect in Khartoum State

At the beginning of August 2013, Khartoum experienced heavy rainfall and flooding that led to at least 38 deaths with several people injured. In particular, the Eastern Nile region and Karari locality were hardest hit. The heavy rains and flooding led to the closure of schools and have left many without electricity and clean water supply. The flooding of roads has left many areas inaccessible. Moreover, the impact of floods is exacerbated by the continued expansion of rural and urban settlements in flood prone areas, as well as by inadequate housing and settlements development practices. In order to break the annual cycle of emergency response and its humanitarian consequences and economic losses, urgent action is required in applying effective mitigation measures to protect the most vulnerable communities, as well in developing strategies for the incremental application of mitigation actions at all levels of government and communities.

### **1.2 UN-Habitat in Sudan**

Since 2005, UN-Habitat has supported the Government of Sudan in developing and implementing sustainable urbanization strategies. Following an urban-rural linkage approach, the main objective of UN-Habitat's work in Sudan is to bring together national and international expertise and encourage decision makers to promote sustainable urbanization processes, and at the same time assist people in need through the implementation of durable and environmentally sustainable solutions in order to reduce their dependency from humanitarian aid, hence project activities address both humanitarian as well as developmental type interventions. Different methodologies and activities are implemented according to specific needs of the region of intervention. UN-Habitat's approach links policy advisory with informed technical support together with demonstration projects implemented on the ground. It makes use of mainstreaming participatory approaches, institutional capacity development and active community engagement. UN-Habitat's work in Sudan focus on participatory urban and regional planning, awareness raising and training, the construction of housing and social services using eco-friendly and low cost construction technologies as well as slum upgrading.

Recently, UN-Habitat has finalized the Institutional Capacity Development program in Darfur on Urban and Regional Planning and Land Management Project with the objective of developing the capacity of the local government for tackling the effects of rapid urbanization due to many displaced people and issues related to urban reintegration. It is in this context that UN-Habitat supported the Sudanese State Ministries of Planning and other government institutions and community stakeholders in Darfur in the development of a Regional Spatial Planning Strategy for Darfur that advocates for the establishment of a network of urban settlements in Darfur, which can support each other and work as productive and interconnected nodes benefiting their surrounding rural areas. This network can efficiently integrate socio-economic, basic services and infrastructure aspects that will benefit the population of Darfur as a whole, constituting the territorial foundations of its future development.

A major focus of UN-Habitat's work has been on emergency flood response in Khartoum State and the provision of support to vulnerable communities. The main focus of the project is on providing for urgent needs at neighborhood level training through capacity building on urban resilience, urban planning management and construction standards. Hereby, the overall goal is to strengthen government and community capacities to conduct emergency construction of public facilities and necessary infrastructure through adaptation and implementation of flood resilient mechanisms in urban planning and building techniques.

In the Eastern States, Khartoum, and Darfur States of Sudan, UN-Habitat's work has contributed to developing innovative approaches on how to settle rural low income communities in emerging urban settlement structures. In Eastern Sudan, UN-Habitat carried out the *Sustainable Options for Livelihood Security in Eastern Sudan (SOLSES)* project, promoting equitable access to sustainable basic services by refugee and refugee-hosting communities through rapid and tangible interventions and effective involvement of CBOs, NGOs and local administrations, building on their capacities to rehabilitate and sustain community services. In Khartoum, UN-Habitat implemented projects with the objective of eradicating urban poverty through effective urban planning and pro-poor policies. The project promoted a new paradigm for urban planning based on principles of participation, involvement of key stakeholders and actors at various levels to identify the strategic needs and entry point; integration of sectors, through a holistic approach including visioning, action planning and decision making.

In Darfur, UN-Habitat has implemented 'woodless' building techniques utilizing Stabilized Soil Block (SSB) Technology for the reconstruction of self-help housing, and building education and health facilities and other community infrastructure. This project was implemented as follow-up to a preparatory programme which aimed at providing long-term shelter, and developing community infrastructure and land tenure recovery programmes in all the States of Darfur.

For the period 2013-2015 the focus is to work with government partners at different levels (federal, state and local/municipality levels) to support them to strengthen all aspects of governance and management in urban areas: effective urbanization, urban planning, and local governance; improved land management and administration; increased emphasis on pro-poor housing; and improved infrastructure and basic services.

### **1.3 UN-Habitat Country Programme Management**

The Sudan Country Programme is implemented by the staff of the UN-Habitat Sudan Country Office located in Khartoum and field offices in various States of Sudan, in close coordination with the UN-Habitat Regional Office for Arab States (ROAS) in Cairo, Egypt. The Chief Technical Advisor represents the Head of Country Programme, ultimately responsible for the implementation of the work programme in Sudan. He provides technical and managerial guidance to national professional staff in Khartoum and the field offices.

## **2. Purpose of Evaluation**

UN-Habitat is undertaking this evaluation of the UN-Habitat Sudan Country Programme and relevant 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.

This evaluation is part of UN-Habitat's effort to perform systematic and timely evaluations of its programmes and to ensure that UN-Habitat evaluations provide full representation of its mandate and activities, including evaluation of work at country level and humanitarian and development interventions. The evaluation was commissioned by the Sudan Country Programme Manager and the Regional Office for Arab States and deemed strategic and timely in order to synthesize on achievements and lessons learned from key projects implemented in the Sudan portfolio that are coming to an end in 2014. Subsequently, the evaluation is to be included in the revision of the 2014-2015 UN-Habitat Evaluation Plan.

The sharing of findings from this evaluation will inform UN-Habitat and key stakeholders, including the Sudanese partners and donor agencies, on what was achieved and learned from the Programme on Building Capacity for Managing Sustainable Urbanization in Sudan.

## **3. Objectives of Evaluation**

The evaluation of UN-Habitat's Sudan Programme (2012-2014) 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 shaping the focus of UN-Habitat in planning and programming projects in Sudan in 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.

Based on donor requirements and the UN-Habitat Evaluation Policy, the UN-Habitat Sudan Programme allocated dedicated funds to cover the Country Programme Evaluation. Relevant funds are pooled from projects commenced in 2012, hence the period of the evaluation will mostly cover the past two years from 2012 – 2014. However, the evaluation will cover also the wider history of the UN-Habitat Country Programme since the beginning of the UN-Habitat activities in Sudan in order to address overarching programmatic issues based on the long history in the country.

Key objectives of evaluation are:

- a) To assess progress made towards the achievement of results at the outcome and outputs level of project implemented in Sudan, specifically in the four project selected for in-depth evaluation;

- b) To assess the relevance of UN-Habitat in promoting sustainable national, regional and urban development by focusing on early recovery and sustainable reconstruction in Sudan, beyond emergency relief interventions;
- c) 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;
- d) To assess the extent to which implementation approaches worked well and did not work that were enabling for UN-Habitat to define the results to be achieved, to effectively deliver projects and to report on the performance of UN-Habitat;
- e) To assess the extent to which UN-Habitat has incorporated cross-cutting issues of gender, climate change, youth, human rights in the design, planning and implementation, reporting and monitoring of the Sudan programme;
- f) To assess the extent to which participation, social transformation, inclusiveness and empowerment toward gender equality were achieved in the design, planning and implementation, reporting and monitoring of the four projects implemented in Sudan;
- g) To bring forward programming opportunities that indicate potential for long-term partnership between UN-Habitat and other organizations working in Sudan;
- h) To make recommendations on what needs to be done to effectively promote and develop UN-Habitat's support to sustainable urban development in Sudan.

#### 4. Evaluation Scope and Focus

The evaluation is expected to assess achievement, challenges and opportunities of UN-Habitat's Sudan Programme, 2012-2014 through an in-depth evaluation of four projects implemented during that period.

The following four projects will be evaluated in-depth:

- a) C308: *Institutional Capacity Development in Darfur on Urban and Regional Planning and Land Management* (USAID/ OFDA: 2,128,000 USD), Expected accomplishment: Improved on-the-job capacity of Ministry of Planning and Urban Development (MPUD) staff to tackling the rapid urbanization in the 2 States of Dafur that have elevated numbers of displaced people and urban re-integration dynamics;
- b) C333 – *Sustainable Urban Reintegration of Displaced Populations in Blue Nile State* (Norway: 1,800,000 USD), Expected accomplishments: 1) Improved capacity of government to better plan and manage urban settlements for better provision of services and integration of displaced people, 2) Improved access to basic services and capacities for sustainable livelihoods for displaced people and recipient communities;
- c) C341: *Peace Building in Darfur Through Resource Management and Livelihoods* (UNDP Trust Fund: 800,000 USD), Expected accomplishments: 1) Capacity developed in Dafur for social peace building, 2) Livelihoods improved in communities along the transhumance routes in Dafur;
- d) C379: *Emergency Flood Response in Khartoum for Vulnerable Communities* (Japan: 1,600,000 USD), Expected accomplishments: 1) Improved technical capacities of state and locality level government institutions and local communities to better plan and manage resilience to floods in urban settlements, 2) Improved and more resilient to floods building standards/ norms and construction materials adopted and disseminated, 3) More resilient emergency construction of drainage systems and access to roads to the main roads applied.

The focus should be on the completed and ongoing activities of these projects and advise on the programmatic focus areas of the Sudan Country Programme in the future.

The evaluation analysis will be based on the Theory of Change of the four projects 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 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 are the objectives and implementation strategies of the UN-Habitat Sudan Programme/ Projects consistent with UN-Habitat's strategies and requirements of the beneficiaries (national and local government, local communities)?
- To what extent are these implementation strategies responsive to UN-Habitat's MTSIP and Strategic Plan and human development priorities such as empowerment and gender equality?
- To what extent are the UN-Habitat Sudan Programme/ Projects intended outputs and outcomes consistent with national and local policies and priorities, and the needs of target beneficiaries?

### **Effectiveness**

- To what extent have the UN-Habitat Sudan Programme/ 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 projects? In this context cost-effectiveness assesses whether or not the costs of the UN-Habitat Sudan Programme/ Projects can be justified by the outcomes.
- What types of products and services did UN-Habitat provide to beneficiaries? What kind of positive changes to beneficiaries have resulted from products and services delivered?
- To what extent have the projects proven to be successful 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 projects?

### **Efficiency**

- To what extent did the UN-Habitat country programme management, Regional Office for Arab States and national partners have the capacity to design and implement the projects? What have been the most efficient types of projects implemented?
- To what extent were the institutional arrangements of UN-Habitat (at country, regional and headquarters levels) adequate for the four projects? What type of (administrative, financial and managerial) obstacles did the projects 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?

### **Impact Outlook**

- To what extent the projects have (or are expected to attain) attained development results to the targeted population, beneficiaries, participants, whether individuals, communities, institutions, etc.?

### **Sustainability**

- To what extent did UN-Habitat projects engage the participation of beneficiaries in design, implementation, monitoring and reporting?
- To what extent was the theme 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 collaboration between states, counties and urban settlements local level?
- To what extent did the projects foster innovative partnerships with national institutions, NGOs, vulnerable groups 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 specific priority areas of the Sudanese Government;
- b) UN-Habitat Sudan Programme's coherence with UN-Habitat's mandate and comparative advantage;
- c) UN-Habitat Sudan Programme's harmonization with other United Nations programmes in Sudan, including use of joint (or common) mechanisms for resource mobilization;
- d) Performance issues: effectiveness of monitoring and reporting of delivery and results of the Sudan Programme/ Projects;
- e) Adequacy of institutional arrangements for the Sudan Programme 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);

- g) Provisions of Sudan Programme to contain adequate mechanisms for effective mainstreaming of gender and youth issues, so as to impact favorably on the lives of women and girls in Sudan.

## 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 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 Sudan programme and its projects.** Documents to be provided by the Sudan Programme staff, and documentation available with the partner organizations (such documentation shall be identified and obtained by the evaluation team).

Documentation to be reviewed will include:

- The National Development Plan;
- The United Nations Development Framework (UNDAF);
- Original project documents and implementation plans;
- Annual Workplan;
- Monitoring Reports;
- Reviews;
- Previous evaluation documents;
- Donor reports and evaluations.

- b) **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 (or at the beginning of the evaluation). The informant interviews will be conducted to obtain qualitative information on the evaluation issues, allowing the Evaluation Team to assess programme relevance, efficiency and effectiveness of the Programme.

- c) **Field visits** to assess selected activities of the four Sudan projects selected for in-depth evaluation. The Team Leader will conduct two missions of five days, at the beginning of the assignment in order to discuss with the Sudan Country Office and the National Consultant the work plan and methodology, and at the conclusion of the Evaluation in order to review findings with key partners. If possible, from a security perspective, the National Consultant will carry out week-long missions to the respective project areas in Sudan (Khartoum, Darfur and Blue Nile State) to assess the projects and document relevant observations from the visits and interviews.

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 (see checklist for UN-Habitat Evaluation Reports).

## 8. Accountability and Responsibilities

UN-Habitat Sudan Country Programme and ROAS will commission a Decentralized Evaluation, technically supported by the UN-Habitat Evaluation Unit. A Joint advisory group with members from the Evaluation Unit, the Regional Office for Arab States (ROAS), and the Sudan Country Office will be responsible for comments on the inception report and drafts of the evaluation report.

The Sudan Country Office - in close conjunction with the Evaluation Unit and supported by ROAS - 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. The Sudan Country Office and ROAS- supported by the Evaluation Unit - will ensure that contractual requirements are met and approve all deliverables (Inception Report/ Workplan, Draft and Final Evaluation Reports).

The evaluation team is to comprise of two consultants: A **Team Leader** (International Consultant) and a **Senior Evaluator** (National Consultant). They are responsible for meeting professional and ethical standards in planning and conducting the evaluation, and producing the expected deliverables. The role of the National Consultant will be to support the Lead/ International Consultant.

The Evaluation Team will be supported by the UN-Habitat Office in Sudan, particularly the Chief Technical Advisor and the National Coordinator.

## 9. Qualifications and Experience of the Evaluation Team

The evaluation shall be carried out by two consultants (Team Leader – International Consultant and National Consultant). The International Consultant is 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) Country specific knowledge and understanding of UN-Habitat and the organizational context of the Sudan Programme.
- c) Experience in working with projects/ programmes in the field of urban development, local governance, housing or infrastructure. Familiarity with post-conflict environment is required.
- d) Advanced academic degree in urban development, housing, infrastructure, local governance or similar relevant fields.
- e) Recent and relevant experience from working in developing countries (ideally within the Arab world).
- f) It is envisaged that the consultant would have a useful mix of experience and academic training from various parts of the world.

The National Consultant should have good local working knowledge, be proficient in English, and have experience in implementation, management and monitoring of donor-funded development projects.

## 10. Work Schedule

The evaluation will be conducted over the period of 12 weeks, including the desk review, from December 2014 to February 2015. The consultants (Evaluation Team) are 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:

- a) Inception Report with evaluation workplan. 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 Arabic 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 Sudan Programme are available within three of the four projects being evaluated, namely C333 – *Sustainable Urban Reintegration of Displaced Populations in Blue Nile State* (Norway), C341 – *Peace Building in Darfur Through Resource Management and Livelihoods* (UNDP Trust Fund), and C379 – *Emergency Flood Response in Khartoum for Vulnerable Communities* (JICA). The evaluation budgets are pooled in order to avail adequate funds for the UN-Habitat Sudan Programme Evaluation in addition to project level evaluation of the particular projects.

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-5 for the Lead Consultant (International Consultant) and NOC for the Senior Evaluator (National Consultant).



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

