

Evaluation of UN-Habitat's Country Programme in Sri Lanka, 2013-2017

Terms of Reference

1. Background

The United Nations Human Settlements (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.

For nearly two decades of its existence (1978-1996), UNCHS remained a small technical agency. Faced with rapid urbanization, accelerating slum formation and growing evidence of urban poverty, the second United Nations Conference on the Human Settlements (Habitat II) was held in Istanbul, Turkey, in 1996. The main outcome of the conference was the adoption of Istanbul Declaration and the Habitat Agenda. This gave UNCHS an explicit normative mandate of assisting Member States to monitor the implementation of the Habitat Agenda and to report on global human Settlements conditions and trends.

UN-Habitat, as a small and specialized programme on sustainable urbanization and human settlements, has a central role in delivering the global sustainable development agenda (Agenda 2030), adopted by Member States in 2015. UN-Habitat is striving to align its programme of work with the SDGs and other international agreements adopted last year (e.g., the Paris Climate Change Agreement and Addis Ababa Action Agenda on Financing for Development), which are in line with the reforms undertaken by UN-Habitat. UN-Habitat's commitment to reform process and improving effectiveness is evident, among other things, in the enforcement of regional strategic plans and HCPDs aligned with national priorities; application of a 'three-pronged approach' combining urban planning and design with local and national governance and legislation, and municipal finance and strengthening the local economy; and implementation of the International Public Sector Accountability Standards, Open Aid Transparency Initiatives and Umoja Enterprise Resource Planning (ERP) system.

In Sri Lanka, cooperation between the Government and UN-Habitat has a long history, dating back to 1978, with UN-Habitat providing assistance to a range of national programmes and projects. UN-Habitat presently assists Sri Lanka in post disaster reconstruction, plantation housing, climate change and disaster risk reduction, water and sanitation, low income settlement upgrading, and urban planning.

As part of its contribution to sustainable development, UN-Habitat is committed to provide technical assistance to the government towards achieving the Sustainable Development Goals (SDGs), primarily towards Goal 11 of building inclusive, safe and sustainable cities and human settlements; while also contributing to several other SDG goals. UN-Habitat Sri Lanka is also increasing its collaboration with the Government and other stakeholders for sustainable urbanization and the implementation of the New Urban Agenda.

The Indian Ocean Tsunami of 2004 which devastated the coastal regions of Sri Lanka, resulted in a sharp increase in UN-Habitat's support in the country through post-disaster reconstruction. In all, UN-Habitat facilitated the construction of 10,600 houses throughout Sri Lanka's coastal belt.

The conflict between the Government of Sri Lanka and the Liberation Tigers of Tamil Eelam (LTTE) spanned over three decades from 1983 to 2009. The conflict ended with the defeat of the LTTE in May 2009 and much of the Northern Province and to a lesser extent the Eastern Province was devastated during the course of three decades. At the end of the conflict in May 2009, over 160,000 houses had been destroyed or damaged and more than 450,000 people were displaced in the Northern and Eastern Provinces. From 2009 - 2016, UN-Habitat facilitated the construction of a large number of houses as well as community infrastructure facilities in the North and East of the country.

UN-Habitat adopts a participatory process in the implementation of its programs. All initiatives are developed and implemented in partnership with a range of key stakeholders. At the commencement of projects, effective partnerships are formed for collaborative decision making, problem solving and resource sharing.

In addition to direct implementation of housing and rural rehabilitation and development initiatives, the enhancement of professional and technical skills, and the delivery of need based humanitarian relief, UN-Habitat has supported government counterparts with technical assistance in policy, planning and urban management.

The diversity of UN-Habitat's experience across Sri Lanka reflects a key lesson learned over the past two decades of operation: the importance of operating at multiple levels from central government to districts, DS divisions and villages addressing a range of issues. Core to UN-Habitat's work has been the importance of participation by all stakeholders, as embodied in UN-Habitat's 'people's process'.

1.1 Context of Sri Lanka

Sri Lanka is an island nation located off the southern tip of the Indian Subcontinent. It is a lower middle-income country with a total population of 20.9 million people with 18% residing in urban areas. According to the World Urban Prospects: The 2014 revision report, the country is one of the world's least urbanized, and by 2050, the nation's urban population is expected to reach only 30%. Sri Lanka has a per capita income of USD 3,912.

Following a 30 year civil conflict that ended in 2009, Sri Lanka's economy has grown at an average of 6.4 percent between 2010 - 2015, reflecting a peace dividend and a determined policy thrust towards reconstruction and growth.

In recent years, Sri Lanka's economy has transitioned from a previously predominantly rural-based agriculture towards a more urbanized economy driven by the services sector. In 2015, the service sector accounted for 62.4 percent of Gross Domestic Product (GDP), followed by manufacturing (28.9 percent), and agriculture (8.7 percent). The country is ranked 73rd in the Human Development Index in 2014 and had comfortably surpassed most of the MDG targets set for 2015.

1.2 UN-Habitat's Implementation Approach

UN-Habitat employs a participatory people's process of programme implementation, which recognizes that individuals and communities possess resources and capabilities- potential human capital which give them the capacity to build their own homes and bring communities together. UN-Habitat serves as a catalyst in this process.

Over decades of engagement in post disaster reconstruction, UN-Habitat has found that reconstruction projects have higher rates of success when key stakeholders are involved in the process and actively participate in finding solutions to their challenges. This participatory process of construction is strikingly different from the alternative practice of building houses and handing them over to homeowners, who may find them unsuitable for a variety of reasons ranging from location, size, design, and specific needs of the family.

The participatory process involves a respect for diversity, gender inclusiveness and integration of the differently-abled while ensuring a fair representation of people from varying social and economic backgrounds. At the commencement of programs, effective partnerships are formed with the community for collaborative decision making, problem solving and resource sharing. An important tool in ensuring community involvement in the participatory process are Participatory Settlement Planning (SIP) workshops, also known as Community Action Planning Workshops that are used by UN-Habitat to engage the community and identify priority needs of the village. UN-Habitat works with local community based organisations (CBOs) to implement projects on the ground.

At present, UN-Habitat has a presence in five districts of the country, including capital Colombo, the country team works closely with experienced field staff who are often from the areas in which the projects they manage are implemented, and are well placed to assess the situation on the ground, including possible local sensitivities (Annex I).

1.3 UN-Habitat Working With Other UN Agencies

UN-Habitat works closely with the United Nations Resident Coordinator for Sri Lanka and with other UN organizations at the strategic level to ensure better coordination and cooperation of programs.

Currently, UN-Habitat in Sri Lanka is implementing a joint project with UNDP and UNICEF entitled "Catalytic Support to Peacebuilding in Sri Lanka" funded by European Union. UN-Habitat is implementing one component of this project in northern Sri Lanka.

There are numerous UN programmes, funds and specialized agencies operating in Sri Lanka, known together as the UN system. Related to the UN through special agreements, each has its own mandate. The UNDAF is a product of a partnership between 14 UN agencies which include:

- FAO - United Nations Food and Agriculture Organisation
- ILO - International Labour Organisation
- UNDP - United Nations Development Programme
- UNFPA - United Nations Population Programme
- UNHCR - United Nations High Commissioner for Refugees
- UNICEF - United Nations Children's Fund

- UN-Habitat - United Nations Human Settlements Programme
- UNOPS - United Nations Office for Project Services
- UNAIDS - Joint United Nations Programme on HIV/AIDS
- WHO - World Health Organisation
- WFP - World Food Programme
- WB - World Bank
- IOM - International Organisation for Migration
- UNEP - The United Nations Environment Programme

UN-Habitat has contributed in all UNDAF focused areas mainly in poverty reduction, sustainability as well as governance and gender equality.

1.4 UN-Habitat's Project Portfolio in Sri Lanka 2013-2017

UN-Habitat's project portfolio in Sri Lanka, 2013-2017, contains 13 projects (Annex II).

The list of projects within the proposed scope of the evaluation includes several long running programmes such as The Project for Sustainable Resettlement through Community-Driven Improvement of the Learning Environment in Mannar, Sri Lanka and Human Development Initiative through Empowerment and Settlement Improvement in the Plantation Settlements in Sri Lanka.

- Support to Conflict Affected People through Housing, 2011-2014.
- Indian Housing Project in Central and Uva Provinces, 2012-2016.
- Rehabilitation of Community Infrastructure and Facilities in Conflict Affected Areas in Northern Province of Sri Lanka, 2013-2015.
- Improving Living Conditions in Returnee Areas of Sri Lanka through Housing, 2013-2015.
- Project for Rehabilitation of Community Infrastructure, Improvement of Livelihoods and Empowerment of Women in the Northern and Eastern Provinces, 2014-2016.
- Sustainable Resettlement through Community-Driven Improvement of the Learning Environment in Mannar District, Sri Lanka, 2015-2017.
- Indian Housing Project in Plantation Settlements 2016-2018.
- Emergency Shelter Relief for Flood Affected Families in Colombo and Gampaha Districts in Western Province, Sri Lanka, 2016-2017.
- Human Development Initiative through Empowerment and Settlements Improvement in Plantation Settlements in Sri Lanka, 2017.
- Preparation of the Resettlement Plan for Households Affected by the Rehabilitation of the Maradana-Homogama section in Kelani Valley Railway Line in Sri Lanka, 2017.
- State of Sri Lankan Cities Report 2017-2018.
- Emergency Shelter Relief for Flood and Landslide Affected Households in Kalutra and Galle Districts of Sri Lanka CERF, 2017.
- Catalytic Support to Peacebuilding in Sri Lanka, 2017-2018.

The projects cover both urban and rural areas, from construction of houses, delivery of basic services to supporting local governments. The projects respond to the *Sri Lanka National Development Strategy*, and the *National Priority Programs*. The goals for Governance, Rule of Law and Human Rights is to “Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public

services and government accountability”. UN-Habitat’s portfolio of projects is aligned with two National Priority Programmes: The National Programme for Local Governance (in the Governance Cluster) and the Urban Management and Support Programme (in the Infrastructure Development Cluster).

The projects relate to UN-Habitat’s Focus Areas of housing and slum upgrading; urban basic services; urban economy; urban land legislation & governance; risk reduction and rehabilitation; urban planning and design; and research and capacity development. Projects are mainly large with budgets of several millions and continuous phases. The current donors of UN-Habitat Sri Lanka projects include the Government of India, Government of Japan, the Korea International Cooperation Agency (KOICA), Government of Australia, Government of Sri Lanka, the European Union and the Central Emergency Response Fund (CERF).

UN-Habitat projects are managed from its country office in Colombo. Most of the projects are led by project managers with input from national officers, project staff and international advisors/consultants. Each project team is supervised by the Country Programme Manager with backstopping support by the Senior Human Settlements Officer based in the Regional Office for Asia and the Pacific.

Numerous evaluations have been conducted for interventions in Sri Lanka by bilateral donors and others, including the *EU mid-term evaluations*. However, these reports do not assess in-depth UN-Habitat’s priorities and value added services.

1.5 Justification / Mandate of the Present Evaluation

This evaluation intends to look at the effects of the UN-Habitat country programme in Sri Lanka, with a wider strategic focus with regard to accumulated effects over a longer time frame. It is conducted by UN-Habitat at the request of the country programme management.

The evaluation is conducted as part of UN-Habitat’s efforts to ensure that UN-Habitat evaluations provide a full representation of its mandate and activities, including evaluation of both humanitarian and development interventions, and in-line with the 2015 Revised UN-Habitat Evaluation Framework document, requesting for more country programme evaluations with evidence of UN-Habitat’s results at country level. Evaluation is integral to UN-Habitat’s mandate and activities including programme planning, budgeting and implementation cycle and supports UN-Habitat to manage for results by assessing the extent to which UN-Habitat humanitarian type and development interventions are effectively delivering results.

The evaluation also responds to UN-Habitat’s strategic policy on human settlements in crisis and sustainable relief and reconstruction framework, which has guided UN-Habitat’s work in the humanitarian sector since 2004 post Tsunami and 2009 post conflict, which states that ‘regular and periodic evaluation’ of the policy should be undertaken.

2. Purpose and Objectives of the Evaluation

The purpose of this country programme evaluation is to document and assess the results and accumulated effects of the UN-Habitat programme in Sri Lanka conducted with emphasis on the period from 2013 to 2017.

This evaluation will provide UN-Habitat management, its offices and staff responsible for project development and implementation in UN-Habitat country offices, regional offices and at headquarters; its governing bodies, donors and key stakeholders in Sri Lanka with a forward-looking objective assessment of the value-added by UN-Habitat, achievements, lessons, challenges and opportunities for UN-Habitat's operations in Sri Lanka.

What will be learned from the evaluation findings is expected to play an instrumental role in influencing strategies, adjusting and correcting as appropriate, exploiting opportunities, and enhancing effective collaboration of UN-Habitat with other UN agencies and international organizations and development partners in Sri Lanka; developing, replicating and up-scaling innovative project implementation approaches, and in generating credible value for targeted beneficiaries and addressing national priorities.

Moreover, as Sri Lanka programme has had one of the largest portfolios programme of UN-Habitat in the Asia region for more than a decade, the evaluation is an opportunity to identify lessons and success factors that could be mainstreamed in UN-Habitat's country office operations as well as provide evaluative information for programme improvement and reflect the results and impact achieved as well as provide good recommendations for the future programme engagement in Sri Lanka. In addition, the evaluation shall look into the institutional aspects of the country office especially in terms of support received from the headquarters in reciprocation to the income generated from the country programme on annual basis.

2.1 Specific Objectives

- (a) To assess the **relevance** of UN-Habitat Sri Lanka's programme between 2013 and 2017 to attain accumulated positive results, for beneficiaries, local authorities, government institutions, that are supportive to UN-Habitat's strategic objectives.
- (b) To assess the **efficiency** and **effectiveness** of the UN-Habitat projects in Sri Lanka in achieving results and the accumulation of results.
- (c) To identify what successful approaches and **strategies** worked – and which did not – drawing out key findings, lessons from UN-Habitat's experience in Sri Lanka;
- (d) Taking into account the intended users of the evaluation, make **recommendations** to effectively deliver, develop and expand UN-Habitat's portfolio in Sri Lanka.

The evaluation will examine mainstreaming of such issues as resource mobilization, coordination, ownership, and adherence to critical crossing-cutting issues (human rights, gender, youth, climate change)

3. Scope of the Evaluation and Sampling

The evaluation is expected to assess the accumulated results of Sri Lanka country programme implemented by UN-Habitat, 2013-2017. The period 2013-2017 covers the current United Nation Development Framework for Sri Lanka. It pegs UN assistance to priorities defined by the Government of Sri Lanka. The UNDAF was designed under the overall goal of supporting the Government achieve sustainable and inclusive economic growth with equitable access to quality social services, strengthened human capabilities and reconciliation for lasting peace.

UN-Habitat being part of the UN System in Sri Lanka has played a major role within its mandate in the UNDAF by improving living condition through housing, infrastructure and sustainable resettlements has made major change in people's life and it has also contributed governance, peace and reconciliation.

Out of the projects identified in the portfolio, two projects with different characteristics will be reviewed in-depth with regard to results and accumulated effects at project level.

The selected projects reflects UN-Habitat's vision on the three-pronged approach and its country mission, as well as, focus on improving livelihoods, cross-cutting issues, and availability of data, donor, and collaboration with other UN agencies.

1: The Project for Sustainable Resettlement through Community-Driven Improvement of the Learning Environment in Mannar, Sri Lanka 2015-2017

2: Human Development Initiative through Empowerment and Settlement Improvement in the Plantation Settlements in Sri Lanka 2017

4. Relevant Evaluation Questions to be Explored

The evaluation will assess and rate performance of the country programme, 2013-2017, on each evaluation criteria based on a set of questions as outlined below (Annex V: Rating of Performance). Note that under key issues there may be sub-questions, for example, on support received by the Country Office and the extent to which the Country Office, Regional Office and Headquarters are working to towards shared, coherent and collective goals.

Relevance

- What is the relevance and value added of UN-Habitat's country programme in Sri Lanka for the country's development objectives and responds to national plans and needs?
- To what extent is the UN-Habitat country programme, responsive to UN and UN-Habitat strategies and contribute to achieving sustainable urbanization?
- To what extent are the outputs and outcomes of projects implemented by UN-Habitat relevant to the needs of target beneficiaries?

Efficiency

- To what extent did the UN-Habitat Country Office, ROAP, and national partners have the capacity to design and implement projects?

- To what extent were institutional arrangements adequate for implementing UN-Habitat's Country Programme in Sri Lanka? What type of (administrative, financial and managerial) obstacles did the projects face and to what extent has this affected its efficiency?
- What progress and efficiency gains of the UN-Habitat working through the government's national programs with respect to design, management, implementation, reporting, and resource mobilization?

Effectiveness

- To what extent were results achieved in a coherent manner with involvement of regional office and Headquarters and relevant UN-Habitat strategies and policies?
- What kind of positive changes to beneficiaries have resulted from products and services?
- What areas of work have proven to be most 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 the effectiveness of the projects?
- To what extent cross-cutting issues of youth, gender equality, climate change/ environmental capacity development and human rights have been addressed by UN-Habitat?

Impact Outlook

- To what extent the country programme has (or are expected to attain) attained development results (accumulated results) to the targeted population, beneficiaries, local authorities, government institutions and addressing national priorities that are supportive to UN-Habitat's strategic objectives?

Sustainability

- To what extent did UN-Habitat engage the participation of beneficiaries in design, implementation, monitoring and reporting?
- To what extent was the capacity of national project staff built to sustain or enhance their involvement in urban development issues and with UN-Habitat?
- To what extent and in what ways have UN-Habitat country programme promoted partnerships and multi-stakeholder engagement in the UN-Habitat's priority areas of work and fostered partnership with national stakeholders and other development partners?
- To what extent will projects implemented by the country programme be replicable or scaled up at national or local levels or encourage collaboration between cities at provincial level?

5. 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: UN-Habitat management and project developing and implementing entities at

headquarters, regional office (ROAP) and the country office, donors and other interested parties. Some key stakeholders, including those stakeholders involved in the implementation and users/recipients/beneficiaries will participate through interviews, a questionnaires or group discussions.

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 utilization.

6. Evaluation Approach and Methodology

The methodological approach of this evaluation will explore mixed methods approach, combining desk reviews, meta-evaluation and data collection (including interviews, meetings, focus groups and surveys) and data analysis. The evaluation will be conducted in line with the Norms and Standards for Evaluation in the UN system.

A variety of methodology will be applied to collect information during evaluation including:

- (a) **Review of relevant documents** to be provided by the Country Office and ROAP. Documentation to be reviewed will include: (1) Project documents and concept notes; (2) UN-Habitat documents for programming in Sri Lanka, including Habitat Country Programme Document for Sri Lanka (HCPD); (3) Progress and monitoring reports, including financial reports; (4) Evaluation reports by UN-Habitat and others; (5) donor documentation (including websites); (6) UN-Habitat strategic plans and work programmes; (7) publications, (8) any other relevant documentation (such as news stories at UN-Habitat Web site, press release, publication, success stories, mission reports of HQ/ROAP staff visited Sri Lanka).
- (b) **Key informant interviews and consultations with key stakeholders**, including national stakeholders and other UN agencies in Sri Lanka, beneficiaries, partners, etc. The interviews will be conducted to obtain qualitative information on the evaluation issues to allow the evaluation team address the programme relevance, efficiency and effectiveness of the programme.
- (c) **Surveys** implemented through the application of questionnaires of target stakeholders. Different questionnaires should be used for different stakeholder groups.
- (d) **Field visits** to assess selected projects of UN-Habitat in Sri Lanka.

The evaluators will describe the 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, evaluation methodology and approach, findings (achievements and performance rating assessments), conclusions, lessons learned, recommendations).

7. Lead Evaluator

The evaluation shall be carried out by an international consultant supported by a national consultant during data collection and data analysis. The international consultant is responsible for the work plan of national consultant, quality of work and preparation of deliverables, including the evaluation report.

8. Qualifications and Experience of Evaluator

The international consultant is expected to have:

- Knowledge and understanding of UN and UN-Habitat's role in promoting sustainable urbanization, human settlement issues in general and interlinkages to other areas, especially normative work, research and advocacy.
- Extensive proven experience in conducting evaluations and delivering professional results, presenting credible findings derived from evidence and putting conclusions and recommendations supported by the findings. Examples of evaluation reports produced by lead evaluator to be included in expression of interest.
- More than 10 years of experience in results-based management, professional project management and monitoring and evaluation.
- Experience in implementation of projects in Asia, fully acquainted with conflict and post-conflict development projects, experience of Sri Lanka and similar interventions. The international consultant must be fluent in English; working knowledge of local language is an advantage.
- Advanced academic degree (Master or equivalent) in urban development, environment, gender, housing, infrastructure, governance, or related fields.
- It is envisaged that the team members would have a useful mix of experience and academic training relevant to the project evaluated and be gender-balanced.

The national consultant should have good local working knowledge, be proficient in English and Sinhala and Tamil (official languages of Sri Lanka), and have experience in implementation, management, monitoring and evaluation. Technical knowledge of donor-funded development projects desirable.

9. Responsibilities and Evaluation Management

This evaluation is commissioned by UN-Habitat, and managed by the Evaluation Unit.

A **reference group** with members from the Evaluation Unit, the Country Office in Sri Lanka, the Regional Office for Asia and the Pacific (ROAP) and the Programme Division will be established for the purpose of this evaluation. The reference group will guide the evaluation process and ensure quality of process and outputs of the evaluation. The group will review and give comments on work plan and draft reports.

The Evaluation Unit will manage the evaluation in close consultation with the country office management ensuring that the evaluation is contracted to suitable candidates; providing advice on code of conduct of evaluation; providing technical support as required; ensuring that contractual requirements are met; and approving all deliverables (evaluation work plan, draft and final evaluation reports).

The international consultant and the national consultant will be selected by the Evaluation Unit through a consultative process with ROAP and the Country Office. The international consultant will be contracted through ROAP. The national consultant will be contracted through the Country Office in Sri Lanka.

ROAP and the UN-Habitat Country Office in Sri Lanka will provide logistical support to the evaluation team. ROAP will be responsible for contracting of the consultant through UNOPS. ROAP and the Evaluation Unit will post the vacancy announcement on their respective listservers/ communities for interested candidates to apply.

The evaluators are responsible for meeting professional and ethical standards in conducting the evaluation according to norms and standards for evaluations in the UN system for independence, utility and credibility, and producing the expected deliverables as described in the terms of reference.

10. Work Schedule

The evaluation will be conducted for 8 weeks spread over four months from **November 2017 to February 2018**. Preparatory work to plan and organize the evaluation as well as selection and contracting of consultant, including travel logistics, will take place by Mid-November 2017. The international consultant is expected to prepare an inception report containing a detailed work plan that will operationalize the evaluation. The provisional time table is as follows.

Task	Planning the Evaluation		Implementing the Evaluation			
	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018
Preparation and finalization of the TOR	✖	✖				
Call for consultancy and recruitment of evaluators		x	x			
Development of work plan and inception report			x			
Country visits, data collection and analysis			x	x		
Drafting of the				x	x	

evaluation report						
Review and revision of the draft evaluation report				x	x	
Final revision and finalizing the final draft report					x	x
Editing, layout, publication and report dissemination					x	x
Developing formal management response matrix for the recommendations of the evaluation					x	x

11. Deliverables

The three primary deliverables for this evaluation are expected from the international consultant:

- (a) **Inception report with evaluation work plan.** The evaluators 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 work plan will describe how the evaluation will be carried out, including limitations. The evaluation work plan will explain expectations for evaluation; details of methods to be used; roles and responsibilities; evaluation framework, reporting and work scheduling. 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.

The **inception report** will address the scope of the evaluation, approach and methods, evaluation questions of the TOR, including limitations to assessing evaluation criteria and answering the evaluation 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 reviewed by the evaluation reference group and approved by the Evaluation Unit, 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 Evaluation Unit, the international consultant will conduct a field mission to the UN-Habitat Country Office in Colombo, Sri Lanka. The evaluation team, consisting of an international evaluation consultant and a supporting national consultant will be expected to undertake field visits, which will include consultations with beneficiaries of projects as well as visits to projects.

- (b) **Draft evaluation reports.** The evaluation team will prepare evaluation report draft(s) to be reviewed by the UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports. The drafts may be more than one, until a draft is approved to have met the basic requirements of UN-Habitat reports.

The **draft evaluation report**, prepared by the international consultant, will be shared first with the Evaluation Unit and the country office management. 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 international consultant for incorporation.

- (c) **Final evaluation report** (including Executive Summary and Annexes) prepared in English and following the UN-Habitat's standard format of evaluation report. The report should not exceed 50 pages (excluding Executive Summary). In general, the report should be technically easy to comprehend for non-specialists.

The international consultant will submit the final draft report to 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.

12. Resources

The consultants will be paid an evaluation fee based on the level of expertise and experience. DSA will be paid only when travelling on mission outside official duty stations of consultants. The international consultant to conduct this evaluation will be contracted and remuneration rate determined by the functions performed, qualifications and experience of the consultant. There are set remuneration rates for consultancies. The level of the national consultant will be determined after consultations based on national fee level.

13. Dissemination of Evaluation Findings

The evaluation report will be published on UN-Habitat's web-site with evaluations (www.unhabitat.org/evaluation), the intranet *Habnet* under 'evaluation' and in the Project Accrual and Accountability System (PAAS). The report will be included in the quarterly evaluation newsletter with evaluation updates from UN-Habitat.

A 'brown-bag' meeting for UN-Habitat staff at Headquarters organized by the Evaluation Unit can serve as a way to share findings of the report with staff and be presented by a country office staff and the evaluator (in person or by skype), if resources are available.

A video/ youtube can be recorded highlighting key findings and with excerpts from the evaluators' mission to Sri Lanka and field visits. This option would depend on the international consultant familiarity with such approach, expertise at the country office and advocacy resources available for the evaluation.

14. International Travel (Home – Colombo):

The cost of a return air-ticket from the place of recruitment on least-cost economy and visa fee will be reimbursed upon submission of travel claim together with the supporting documents including copy of e-ticket, receipts and used boarding passes. Three quotations from the reputable travel agents shall be submitted for UN-Habitat's clearance prior to purchase of tickets.

15. Local Transportation:

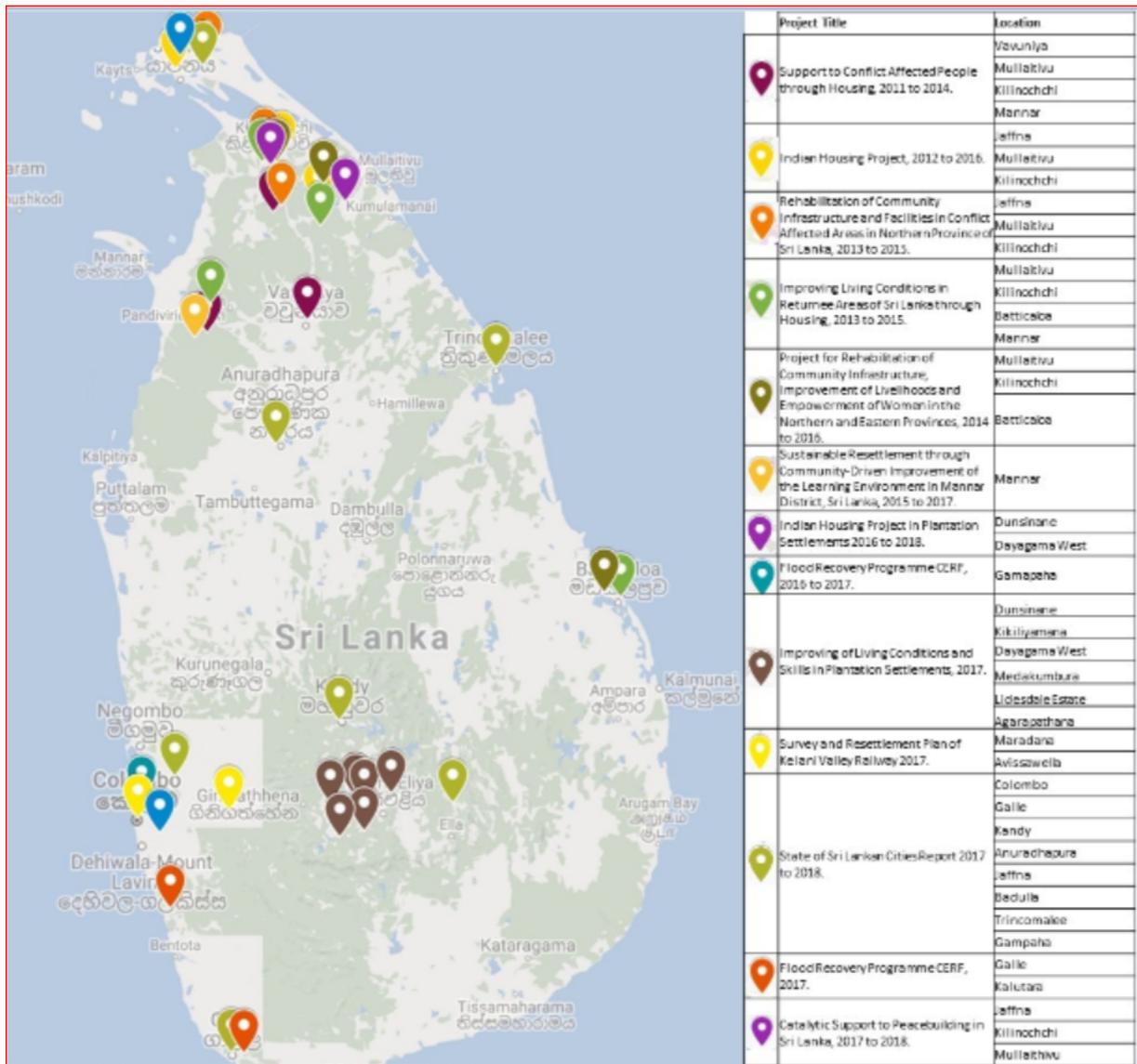
Such as vehicle arrangements to provinces will be covered by UN-Habitat.

16. Travel Advice/Requirements:

The Consultant must abide by all UN safety and security instructions. Upon arrival he/she may attend a security briefing provided by UNDSS. He/she should undertake Basic Security Training as prescribed by UNDSS. Regular missions will be undertaken for which UNDSS authorization must be sought.

Annex I: Project Portfolio Information

Figure: Map of Sri Lanka and overall UN-Habitat coverage



Above map with related description is available in below link:

<https://drive.google.com/open?id=1150AphxaC2Z41437F4KDGQqnJII&usp=sharing>

Annex II: UN-Habitat Project Portfolio in Sri Lanka, 2013-2017

Project	Funding Partner	Quantum of Funding	Duration	Project Activities
Support to Conflict Affected People through Housing	European Union, Government of Australia and the Swiss Agency for Development and Cooperation	USD 20,564,788	2011-2014	Construction of 5,068 houses, 52 community wells, planting 20,000 trees and installation of 10 RWH systems.
Indian Housing Project in Central and Uva Provinces,	Government of India	USD 8,395,910	2012-2018	Construction of 17944 Permanent Houses
Rehabilitation of Community Infrastructure and Facilities in Conflict Affected Areas in Northern Province of Sri Lanka	Government of Japan	USD 3,629,712	2013-2015	Rehabilitation of 95.8 km of internal access roads and 6.14km of storm water drains, establishment of 62 rainwater harvesting systems in public buildings construction of 29 community centers and 22 pre-school, planting of 76,184 trees.
Improving Living Conditions in Returnee Areas of Sri Lanka through Housing	European Union, Government of Australia and the Swiss Agency for Development and Cooperation	USD 22,643,701	2013-2015	Construction of 4,580 Houses, Construction of 12 preschools, 13 community centers, 16 wells, rehabilitation of 35km of internal access roads and installation of 25 RWH systems.
Project for Rehabilitation of Community Infrastructure, Improvement of Livelihoods and	Government of Japan	USD 3,638,294	2014 to 2016	Construction of 45 community centers and 31 preschools, establishment of 76 RWH systems, construction of 13 community storage facilities

Empowerment of Women in the Northern and Eastern Provinces				and 15 small irrigation channels, rehabilitation of 13.62km storm, water drainage and 32 km internal roads, planting of 70,568 trees
Sustainable Resettlement through Community-Driven Improvement of the Learning Environment in Mannar District, Sri Lanka	Government of Japan	USD 4,212,000	2015-2017	Construction of 15 schools and 7 teachers quarters, provision of equipment and improvement of schools environment.
Indian Housing Project in Plantation Settlements	Government of India	USD 1,100,000	2016-2018	Construction of 1,600 Permanent Houses
Emergency Shelter Relief for Flood Affected Families in Colombo and Gampaha Districts in Western Province, Sri Lanka	CERF, SWISS Embassy and UNHCR	USD 1,005,937	2016	Provision of NFI and Shelter to flood affected people in Gampaha,
Human Development Initiative through Empowerment and Settlements Improvement in Plantation Settlements in Sri Lanka	Government of Korea KOICA	USD 2,000,000	2017	Construction of 15 infrastructure projects in plantation sector, capacity building of communities and vocational trainings.
Preparation of the Resettlement Plan for Households Affected by the Rehabilitation of the Maradana-Homogama section in Kelani Valley Railway Line in Sri Lanka	Ministry of Transport, Government of Sri Lanka	USD 156,389	2017	Survey of more than 3,000 houses along Kellani Valley Railway and development of their resettlement plan.
State of Sri Lankan Cities Report	Australian Government DFAT	USD 475,000	2017-2018	Writing 7 chapters for filling the information gap and strategic planning to address related issues.
Catalytic Support to Peacebuilding in Sri	European	USD 421,580	2017-	Survey of 10,000 land plots, and regularization of 10,000

Lanka, 2017 to 2018.	Union		2018	land titles for those who already possess survey plans.
Emergency Shelter Relief for Flood and Landslide Affected Households in Kalutra and Galle Districts of Sri Lanka CERF	CERF	USD 674,999	2017	Provision of NIF, Temporary and permanent shelter.

Applications should include:

Cover memo (maximum 1 page)

- CV in the PHP format, accessible through the INSPIRA website (inspira.un.org) Please note, if using INSPIRA for the first time, you need to register in order to activate your account, which will allow you to log in and create a personal History Profile.

The PHP should be attached to the application as a PDF file.

- Summary CV (maximum 2 pages), indicating the following information:
 1. Educational Background (incl. dates)
 2. Professional Experience (assignments, tasks, achievements, duration by years/ months)
 3. Other Experience and Expertise (e.g. Internships/ voluntary work, etc.)
 4. Expertise and preferences regarding location of potential assignments
 5. Expectations regarding remuneration
- Cover memo (maximum 1 page)

* PHP can be also download from UN-Habitat/ROAP-vacancy website: www.fukuoka.unhabitat.org

All applications should be submitted to:

UN-Habitat Regional Office for Asia and the Pacific
 ACROS Fukuoka, 8th Floor
 1-1-1 Tenjin Chuo-ku, Fukuoka, 810-0001 Japan
habitat.fukuoka@unhabitat.org

Please indicate the Post Title: “**SRL-Evaluation of UN-Habitat’s Country Programme**” in your e-mail subject. Please note that applications received after the closing date stated below, will not be given consideration. Only short-listed candidates whose applications respond to the above criteria will be contacted for an interview. The fee will be determined according to the qualifications, skills and relevant experience of the selected candidate. In line with UN-Habitat policy on gender equity, applications from female candidates will be particularly welcome.

Deadline for applications: **12 November 2017**