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**Executive Board of the United Nations  
Human Settlements Programme  
First session of 2020**

Nairobi, 31 March–2 April 2020

Item 5 (b) of the provisional agenda\*

**Reports on the implementation of UN-Habitat strategic plans:  
update on the final report on the strategic plan for the period  
2014–2019 and on the inception report on the evaluation of the  
strategic plan**

## **Update on the final report of the full cycle of the 2014-2019 UN-Habitat Strategic Plan, including on the inception of the evaluation report\*\***

### **Report of the Executive Director**

1. During the first session of the Executive Board for the year 2019, a presentation was made on the ‘Status of implementation of the UN-Habitat Strategic Plan 2014-19, highlighting selected results, outcomes, challenges and lessons. It also identified areas of improvement that would inform the implementation of the Strategic Plan 2020-23.
2. This presentation was based on a review of the mid-term evaluation of the Strategic Plan 2014-19 conducted in February 2017 as well as self-evaluations by UN-Habitat’s regional offices and substantive branches conducted in September 2019, with 95% of the period completed.
3. These self-evaluations will feed into the full cycle report of the Strategic Plan 2014-19, which will be presented to the second session of the Executive Board for the year 2020. The full cycle report will also draw from the findings of the series of Annual Reports on the implementation of the Strategic Plan 2014-19, whereby the report for 2019 will be reviewed at the first session of the Executive Board for the year 2020.
4. For the first session of the Executive Board for the year 2020, the progress report of the Executive Director in the implementation of UN-Habitat Strategic Plan for the period 2014-2019 is intended to provide an update on the start-up phase of the independent evaluation of the full cycle 2019-2024, which will be included as an annex to the full cycle report.
5. The Strategic Plan for 2014-2019 was approved with an evaluation framework of its mid-term and final evaluation. The mid-term evaluation was conducted in 2017. The lessons learned and recommendations from the mid-term evaluation was used to revise the strategic plan. Initiation of consultancy for conducting an independent final evaluation of the implementation of the Strategic Plan 2014-2019 has commenced by developing the evaluation terms of reference (TOR). The draft TOR is undergoing an internal in approval process in January and February 2020. Once approved, it will be followed by a process of competitive hiring of international independent consultants to conduct the final evaluation of the strategic plan.

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\* HSP/EB.2020/1.

\*\* The present document is being issued without formal editing.

6. The evaluation TOR is a critically important document in preparation for an evaluation. It provides background to the strategic plan within broader development context of UN-Habitat. It defines why the evaluation is being undertaken outlining purpose objectives and intended outcomes as well as the intended users. It presents what will be examined in terms of scope and focus. It specifies how the evaluation will be conducted in terms of approach and methods, it identifies key evaluation questions, stakeholder involvement, accountability and responsibilities, qualifications of the evaluation team, and gives provisional time schedule for delivery of expected deliverables as well as resources available for the evaluation.
7. The final evaluation aims at assessing as systematically and objectively as possible, the relevance, effectiveness and efficiency of UN-Habitat as programme during 2014-2019 period, and of its approach to defining and managing toward its programme results over that period. The evaluation will serve the dual purposes of accountability and shared learning, seeking to strengthen accountability by fostering discussion among main users of the evaluation, specifically the Executive Board of UN-Habitat, donors and other key partners on whether or not UN-Habitat has achieved planned results over the period of implementing the strategic plan.
8. In keeping with UN-Habitat's commitment to learn and improve, the evaluation will identify lessons and innovations that are expected to contribute to early discussions, on whether the organization has the critical elements in place to succeed as it embarks on the implementation of the next Strategic Plan for the period 2020-2023. The evaluation also aims to provide information that will help UN-Habitat strengthen its niche as it implements the New Urban Agenda and the Sustainable Development Goals (SDGs).
9. The evaluation will employ a mix of approaches and methods in seeking to provide a summative and formative forward-looking analysis. A results-based approach (Theory of Change approach) will be applied to this evaluation, to demonstrate how the strategic plan was supposed to achieve its goal and strategic results by describing the causal logic of inputs, activities, expected accomplishments; and conditions and assumptions needed for the causal changes to have taken place.
10. Also, system and context approaches will be used to assess the strategic plan implementation structures, procedures, collaboration, coordination, partnerships and targeted beneficiary needs. In addition, the evaluation will be inclusive, participatory and consultative with partners and stakeholders. It will be conducted in a transparent way in line with the Norms and Standards of evaluations in UN system and with the UN-Habitat Evaluation Policy.
11. The evaluation will provide for active and meaningful stakeholders involvement. Stakeholders will be kept informed of the evaluation process including design, information collection, and evaluation reporting and results dissemination. Key stakeholders will be involved either directly through interviews, survey or group discussions. Some will be given opportunity to comment on evaluation deliverables, including inception report and draft evaluation report. Key stakeholders to be involved will include UN-Habitat staff, governing bodies including the Executive Board, Committee of Permanent Representative (CPR), donors, other relevant Habitat partners, and beneficiaries of UN-Habitat programmes and projects.
12. The Independent Evaluation Unit of UN-Habitat will manage the evaluation process; ensuring that the evaluation is conducted by qualified evaluators. The Unit will be responsible for providing technical support and advice on methodology, explaining evaluation standards and ensuring they are respected, ensuring contractual requirements are met, approving all deliverables which include the TOR, inception report, draft and final evaluation reports. It will share the evaluation results and support the use and follow-up of the implementation of the evaluation recommendations.
13. An evaluation reference group comprising internal and external members will be established to oversee the evaluation process with internal members from the Global Solutions Division; Strategy, Planning, Knowledge, Advocacy and Communications Division; and, Regional Programmes Division. External members may include representatives of the Executive Board, the CPR, donors, and Habitat Partners. The Reference Group will be responsible for reviewing and endorsing main evaluation deliverables including the TOR, inception report, drafts and final evaluation report.
14. The evaluation will be conducted by two independent external consultants. The consultants must have proven and extensive experience in carrying out strategic, institutional, programme and project evaluations as well as working experience and/or solid technical knowledge of UN-Habitat and the UN system. One of the consultants will be the lead consultant with overall responsibility for delivery of a quality evaluation report in accordance with norms and standards for evaluation in UN-Habitat.

15. The evaluation will be conducted over a period of four months from February to June 2020. The consultants are expected to prepare a detailed inception report that will operationalize the evaluation. The following is the provisional time schedule for the evaluation.

Item	Description	Timeframe
1	Development of draft TOR	January 2020
2	Review of TOR and endorsement by Evaluation Reference Group	February 2020
3	Recruitment of the evaluation consultants	February 2020
4	Inception phase, including formal document review, development of inception report, work plan, questionnaires, etc.	February 2020 (2 weeks)
5	Data collection phase: Collection of data through interviews, projects analysis, surveys, etc.	March -April 2020
6	Report writing and reviews	April -May 2020
7	Final evaluation report	June 2020

16. The Lead Evaluator will have the overall responsibility for the quality and timely submission of three key evaluation deliverable outputs including:

(a) **Inception Report.** The consultants are expected to review relevant information including TOR and to develop a full informed inception report, detailing how the evaluation is to be conducted, what is to be delivered and when. The inception report will include evaluation purpose and objectives, scope and focus, Theory of Change, evaluation issues and tailored questions, methodology, evaluation work plan and deliverables. Once approved, it will become the key management document for the evaluation, guiding the evaluation delivery in accordance with UN-Habitat's expectations. The timelines for finalization of inception report is end of February 2020.

(b) **Draft evaluation report (s).** The consultants will prepare draft evaluation report (s) to be reviewed and endorsed the Evaluation Reference Group. It will contain an executive summary that can act as standalone document. The executive summary will include an overview of what is evaluated, purpose and objectives of the evaluation and intended audience, the evaluation methodology, most important findings and main recommendations.

(c) **Final evaluation report.** In general, the final evaluation report should be technically easy to comprehend for non-specialists, containing detailed evaluation findings, lessons learned and recommendations. The final evaluation report should be ready by end June 2020.