

Section II – Schedule of Requirements

Provision of Final Evaluation services for the Cities Alliance Kampala – Jinja Expressway

No One Worse Off Project: Implementing the Resettlement and Livelihood Restoration

Plan (RLRP)

Project Title: Kampala-Jinja Expressway, No One Worse Off Project: Implementing the Resettlement and Livelihood Restoration Plan (RLRP)

Country: Uganda

Programme Number: 11934-010

Name of Organisation: Cities Alliance

Engagement Timeline: 3 months

eSourcing Reference: RFP/2021/21590

1. Introduction/Background

The Kampala-Jinja Expressway (KJE) project is one of the five grand infrastructural development projects earmarked by the Government of Uganda to spur socio-economic transformation. The Kampala-Jinja Expressway (KJE) is financed by a consortium including Government of Uganda, the European Union, Agence Francaise de Développement and the African Development Bank. The 95-km highway is part of the northern trade corridor from Mombasa that is expected to boost trade between Uganda, Rwanda, Burundi, and Tanzania.

The construction of the KJE will bring enormous long-term benefits to the regional, national, and local economies and will help facilitate the better flow of goods and services to the benefit of all. However, there are also risks associated with constructing an expressway through a settled urban community with potentially adverse social, environment and economic impacts. Safeguards are mitigations measures meant to ensure that no environmental and social harm is done because of a project. Environmental and social benefits should be enhanced further by the safeguard intervention. The safeguard analysis and mitigation measures for the KJE project have been developed by the Uganda National Roads Authority (UNRA) with the support of Atacama and Earth Systems Consultants. For people that will be displaced, a full Resettlement Action Plan is mandatory under national law and international guidelines.

1.1 Resettlement and Livelihood Restoration Plan

The UNRA safeguards analysis showed that the KJE project will displace a sizeable number of people. As a result, a Resettlement and Livelihood Restoration Plan (RLRP) was prepared outlining procedures and methodologies to ensure that the project meets requirements set by the International Financial Corporation (IFC) Performance standards and AfDB Operational Safeguards in addressing the needs of the projected affected persons (PAPs). Although everyone to be displaced from the KJE Right of Way (ROW) will receive cash compensation from UNRA, additional support will be provided based on the following livelihood restoration initiatives proposed in the RAP.

- a) KJE Large Business and Industry Transition Initiative
- b) KJE Small Business Transition Initiative
- c) KJE Agricultural Extension Initiative
- d) KJE Community Assistance Initiative
- e) KJE Corridor Low-Cost Housing and Urban Renewal Initiative
- f) KJE Kinawataka Sustainable Wetland Management Initiative

g) KJE Nakivubo Sustainable Wetland Management Initiative

Out of the above initiatives, the Cities Alliance has been working with its consortium partners to implement the following initiatives under the KJE No One Worse Off (NOWO) Project:

- a) KJE Small Business Transition Initiative
- b) KJE Community Assistance Initiative
- c) KJE Corridor Low-Cost Housing and Urban Renewal Initiative
- d) KJE Kinawataka Sustainable Wetland Management Initiative

The KJE overall project (including phases 1 and 2) comprise the Kampala Jinja Expressway mainline from the capital city of Kampala to the town of Jinja to be constructed in 2 phases. Phase 1 consists of a 35-km section (Kampala to Namagunga) as well as the 18-km Kampala Southern Bypass (KSB), while phase 2 consists of 41-km (from Namagunga to Njeru/Jinja). Phase 1 has been divided into sections known as volumes of which the Cities Alliance KJE-NOWO project is covering Volume 5 and Volume 8. These are the informal areas (informal settlements and informal traders) specifically highlighted in the ESIA as requiring extra livelihood restoration interventions.

1.2 Cities Alliance

The Cities Alliance is a global partnership for poverty reduction and the promotion of sustainable development in cities, hosted by the United Nations Office for Project Services (UNOPS). Launched in 1999, the Cities Alliance provides technical and financial assistance to address urban poverty in developing countries.

With funding from the European Union (EU), the Cities Alliance is implementing the 24-month Kampala-Jinja Expressway, No One Worse off (NOWO) project which seeks to mitigate the risks identified in the Environmental and Social Impact Assessment (ESIA), by implementing four key social and environmental safeguard measures. Cities Alliance is leading a consortium comprising of Ministry of Lands, Housing and Urban Development, Slum Dwellers International (SDI), Platform for Vendors Association (PLAVU), Association of Volunteers in International Service (AVSI) and Kampala Capital City Authority (KCCA).

1.3 Project Objective, Outcomes and Components

Project Objective: By end of the programme, the Right of Way (ROW) of the KJE expressway will be cleared for construction while all affected households and small and micro enterprises in targeted areas will have received support services to enable improved livelihoods, security of tenure and housing for longer term market, and neighbourhood incremental upgrading.

The project aims to achieve this through five targeted Project Outcomes, which are each a Component of the Project, namely:

- **Outcome 1: The project runs effectively as supported by a strong managerial and institutional structure, a clear feasibility and a thorough and consultative process.**

Component 1: Project Set up, governance, scoping and consultation. This component includes setting up adequate governance structures, finalizing the list of affected households, setting up of settlement forums and other dialogue structures for awareness and consultation.

Implemented by Cities Alliance, AVSI and SDI

- **Outcome 2: Secure tenure, household and business plans are agreed between the government and community stakeholders to support identifying alternative sites for housing and markets relocated households and businesses re-integration.**

Component 2: KJE Corridor Low-Cost Housing and Urban Renewal: relocated households and businesses are re-integrated into the broader city and within adjacent communities with secure tenure and plans for long term incremental upgrading, through secure tenure, in-situ upgrading, and business relocation plans agreed between Government, community and other stakeholders.

Implementing Partner: Slum Dwellers International (SDI)

- **Outcome 3: The most vulnerable households are identified and empowered to adapt to the new situation caused by the impact of KJE construction.**

Component 3: Community Assistance Initiative: Critically vulnerable households in the ROW receive additional support in the process of relocation, in support salvaging materials and transporting them to the new site; support in the building of an improved structure; and where relevant, rental support.

Implementing Partner: Association for Volunteer Services International (AVSI)

- **Outcome 4: Households presently dependent on the informal economy for their livelihood and impacted by the ROW are empowered with new space, skills, and finance to either continue their enterprise or adapt to a new opportunity.**

Component 4: KJE Small Business Transition Initiative: Business support services provided include business development training and advice, access to microfinance and linkages to supply chain opportunities with corporate and city infrastructure programmes. Traders in need of new skills are provided with the vocational training necessary to transition into a new market.

Implementing Partner: Association for Volunteer Services International (AVSI)

- **Outcome 5: The sustainable rehabilitation of the Kinawataka wetland by transforming neighbouring communities into champions of the wetland.**

Component 5: Kinawataka Wetland Management Initiative: including addressing solid waste and wastewater management and ecosystem services to improve the quality of life of residents, provide livelihood opportunities, and to preserve remaining open, green spaces within the city.

Implementing Partner: Slum Dwellers International (SDI)

1.4 Project Update and Status

Overall Objective: By programme end the ROW of the KJE expressway will be cleared for construction while all affected households and small and micro enterprises in targeted areas will have received support services to enable improved livelihoods, security of tenure and housing for longer term market, and neighbourhood incremental upgrading.

Component 1: Project Set up, governance, scoping and consultation.

The project has been run using a governance structure comprising of an inter-ministerial committee, a project steering committee, project technical implementation committee (PITC) and a project management office. So far, 4 PITC meetings have been held since project inception to discuss project progress. The Project Communication strategy 2019-2021 streamline the communication process with the external stakeholders, implementing agencies and public. Using socio-economic data collected by UNRA in the 11 villages, a registry of affected informal households living within the ROW has been developed and categorised according to the level of vulnerability.

Component 2: KJE Corridor Low-Cost Housing and Urban Renewal.

This component has been supported with two feasibility studies funded by the Foreign, Commonwealth and Development Office (FCDO) and implemented by UNOPS Kenya. The project team has negotiated with the National Housing & Construction Company Limited (UNRA) and the latter agreed to cede 50 acres of land to support slum upgrading and securing tenure rights of residents. Cities Alliance has provided funding to Kampala Capital City Authority (KCCA) to conduct detailed profiling of traders in the Nakawa Market. Platform for Vendors has enumerated vendors outside the market and created forums for engagement on possible options for supporting vendors affected by the KJE project. These will inform development of a long-term strategy for redeveloping Nakawa Market. A proposal for a housing support centre (Community Support Centre) was developed to support the resettlement process for people affected by the project as well as future slum upgrading. the FCDO has provided additional financing to activate the Community support Centre (April-June 2021).

Component 3: Community Assistance Initiative

Under the community assistance component targeting vulnerable households, a relocation plan tool was developed to facilitate relocation planning exercises for the households. Critical and moderately vulnerable households have been supported to develop relocation plans that reflect their needs and priorities. Community support funds have been given to some households, and detailed profiles developed for critically vulnerable households. Other achievements include referral of households to appropriate social agencies, provision of life skills training and provision of vocational training / apprenticeships.

Component 4: KJE Small Business Transition Initiative

Under the small business transition initiative, a market assessment exercise was undertaken by AVSI to identify new market opportunities to inform the selection of new business opportunities for traders/youth from vulnerable households who might require trying out a new enterprise. Interventions undertaken include the training of most vulnerable enterprises from Nakawa Market in selection planning and management of enterprises, placement of vulnerable youths on vocational and apprenticeship, provision of business development skills, and linkage to new market opportunities.

Component 5: Kinawataka Wetland Management Initiative

On Kinawataka wetland restoration initiative, SDI has developed Information, education, and communication materials (a brochure and poster) to sensitise communities, constituted environmental clubs in schools, developed a concept note for bio-fill toilets and piloted bio-fill toilets aimed at addressing sanitation problems in the wetland. Three sanitation teams comprising 15 members have been identified and trained in building bio-fill toilets in Kinawataka, Kasokoso and Banda. Cities Alliance has also contracted a company to carry out a feasibility study of Kinawataka wetland to further inform interventions.

KJE NOWO Project implementation has relied mainly on socio-economic data collected by UNRA from the 11 villages. The baseline study only focused on 5 villages for which socio-economic data was available. The collection of data from six villages delayed and analysis was completed in March 2021. The delayed collection of socio-economic data affected interventions for the households and businesses in the 6 villages. For Kinawataka wetland study, it will not be possible to implement interventions from the ongoing feasibility study. UNRA has constituted KJE NOWO project implementation period (May 2021- July 2021) as a planning one that will

require additional period for implementation of the measures. Delays in implementation of some projects activities has been compounded by the Covid-19 pandemic and the lockdown that affected filed activities different stakeholder engagements. The process of compensating project affected persons by UNRA has delayed and the clearing of the Right of Way has been extended to December 2021. UNRA has requested to EU for additional financing to Cities Alliance to support implementation of measures developed in Phase I.

1.5 Feasibility Studies

Through the Cities and Infrastructure for Growth (CIG) Programme, the Department for International Development (DFID) provided funding for feasibility studies aimed at informing the implementation of the KJE Small Business Transition and KJE Corridor Low Cost Housing and Urban Renewal Initiatives for the KJE NOWO Project.

For the KJE Small Business Transition Initiative, the feasibility studies focused on the accessibility of Nakawa Market as affected by the KJE alignment.

Under the KJE Corridor Low-Cost Housing and Urban Renewal Initiative, the feasibility studies supported two components:

- a. Land Audit to identify available brown and Greenfields within 10-15kms of the Kasokoso and Kinawataka informal settlement for resettling of the most vulnerable PAPs.
- b. Developing a feasibility study to:
 - Guide the proposed in-situ incremental slum upgrading of the Kasokoso and Kinawataka informal settlement.
 - Ensure that the enabling works for the establishment of the RoW will be aligned with the future plans for these settlements.

The lead agency in conducting the feasibility study was UNOPS Technical Services Unit in Nairobi.

UNOPS-Cities Alliance also contracted Groundtruth Company to conduct a detailed feasibility study of Kinawataka wetland. This was aimed at supporting implementation of component 5 of the KJE NOWO Project (Kinawataka Wetland Restoration Initiative) implemented by SDI/Actogether. The main aims of this component are:

- To rehabilitate/restore the wetlands to enhance ecosystem health and delivery of the critical ecosystem services.
- To preserve the remaining open/green spaces within the city.
- To reduce flooding occurrences in the catchment.
- improve the quality of life of residents in surrounding areas.
- To explore ways of sustainably utilize the wetland for economic gain and improvement of livelihood opportunities e.g., jobs, economic enterprises, and recreation for residents and wider public.

2. The Evaluation: Purpose, objectives, evaluation questions and methodology

The final evaluation is being commissioned by UNOPS-Cities Alliance to understand and document the main results and changes brought on by the KJE NOWO project on the targeted beneficiaries and stakeholders to inform future interventions. It will also inform UNOPS-Cities Alliance on key impact areas and support in understanding improvement needs for future similar programming. The final evaluation will focus on assessing the project covering the period May 2019-July 2021.

The assignment requires conducting a final evaluation study of the KJE NOWO project to determine the extent to which the project overall objective and outcomes were achieved, document lessons learnt and provide recommendations for future project interventions.

2.1 Evaluation Objectives

The objectives of the final evaluation are to:

1. Engage stakeholders and programme participants in a participatory and empowering process (using a complexity aware approach such as Outcome Harvesting or Most Significant Change), to identify and document outcomes achieved (intended and unintended), feedback and lessons learned, (to include adaptive capacity to a changing context and implementation environment).
2. Assess and verify the results achieved by the Project related to its' intended goal and outcomes and provide detailed and stakeholder and component-specific evidence-based conclusions and recommendations relating to the design and implementation process, tailored to an anticipated future phase of the Project, with a specific emphasis on achieving gender transformative outcomes.

2.2 Evaluation Questions

Under the relevant OECD DAC evaluation criteria (relevance, impact, effectiveness, efficiency and sustainability), and incorporating the additional criteria of equity, the evaluation team must analyse and develop synthesised judgements against the evaluation questions below:

Relevance

1. To what degree did the individual components interact with each other to achieve meaningful and sustained partnerships between communities, civil society organisations, women-led organizations, NGOs, international partners, local governments and national authorities, and the private sector to improve the lives of the affected population and better outcomes? How could the appropriateness of the design to the goal of ensuring no one was worse off have been improved?
2. To what extent did the Project achieve a thorough inclusive and consultative process, with the active and impactful participation of affected citizens, with special attention to youth and women and other disadvantaged groups. To what degree was this reflected in programmatic decision making? How did the consultative process take into consideration women's preferences especially in terms of consultative approach, meetings' locations and timing, and language used?
3. To what extent did the Project governance structures contribute to successful project implementation through a consultative process? How could they have been further strengthened?

Effectiveness

4. Within the context of delays to planned compensation and relocation processes, to what extent did the Project meet its overall objective of ensuring that no one was worse off in the targeted households? What were the major factors influencing the achievement or non-achievement of project objective and the different outcomes? What lessons can be learnt from the design and implementation of the KJE NOWO Project for informing similar future projects?

Efficiency

5. To what degree was value for money prioritised during programme implementation?
6. How adaptable has the programme been to external and contextual challenges (e.g. the timing and sensitivities around compensation payments and Covid-19 pandemic), and to learning and feedback generated during implementation, and how could this have been improved? How could the Monitoring, Evaluation and Learning system for the Project have been improved?

Impact

What has been achieved within each Component, relating to the intended outcomes and expressed as quantitative and qualitative results? Were there any unplanned or negative results? At a minimum this analysis should consider sex and age disaggregation, as well as differing viewpoints within affected communities.

- 8.1 How has the project supported households and businesses potentially affected by KJE project to prepare for re-integration into the broader city, access secure tenure and better housing? What has been achieved in empowering households and small businesses who were dependent on the informal economy and what lessons can be extracted from this component? How has the project contributed to actual or potential improvement of housing conditions and urban renewal for the affected households within and outside the Right of Way? To what extent the feasibility study that guide the in-situ incremental slum upgrading take into consideration gender-audits, women's preferences, and needs - in terms of housing typologies, services accessibility, mobility, safety?
- 8.2 To what extent has the project empowered informal sector-dependent households with new space, skills, and finance to either continue their enterprise or adapt to a new opportunity?
- 8.3 To what extent the project contributed to increase women's ownership and access to land? Did the land audit also consider constraints to women's rights, and discriminatory practices and policies?
- 8.4 To what extent has the project contributed to the sustainable rehabilitation and restoration of the Kinawataka wetland?
- 8.5 How did the CIG-funded feasibility studies enhance the success of KJE NOWO Project implementation?

Sustainability

7. To what extent can the benefits of KJE NOWO Project be sustained after the project closure? What specific recommendations to different stakeholder groups (including the GoU, the Cities Alliance and implementing partners) are required for a second phase of the Project, to ensure delivery of the original intended results in successfully implementing the RLRP? In addition to the evidence-base generated through the evaluation, these recommendations should make detailed reference to the various feasibility studies produced.

Equity

8. To what degree were the Project and individual components designed and delivered to generate a transformative intervention related to gender? What would be required in the analysis, design, structures, services for a second phase of the Project to deliver and improve sustainable gender-related transformative outcomes?
9. Which Project components and services are most (or least) valued by male and female participants (disaggregated by other local hierarchies of disadvantage, including socio-economic status, age and disability), and why?

2.3 Scope of the Assignment, Methodology and Evaluation Principles

The Consultant is expected to provide an elaborate approach and methodology that will enable a comprehensive evaluation. The methodology should involve both qualitative and quantitative approaches of social investigation with particular focus on households and businesses as units of analysis and be designed to collect and analyse the required evidence to answer the Evaluation Questions.

The consultant is also expected to elaborate on how the research team will ensure adherence to research ethics maintenance of measures to address Covid-19 (SOPs) and relevant country laws.

Due to the delays experienced during the project in the compensation payments to PAPs and the resulting delays in relocation, a replication of the Baseline Household Survey and the originally proposed set of final evaluation questions¹ are not considered to be appropriate at this

¹ How many of the households both directly resettled and indirectly affected by the resettlement have received compensation? 2. How do the emerging social and economic dynamics (i.e., how populations relate to each other socially—have patterns of contact and support changed; how

stage. Instead the evaluation will focus on data collecting with direct-beneficiary households, businesses and other groups engaged in the Project.

The evaluation should construct and select methods to generate the highest quality and most credible evidence that corresponds to the evaluation questions and generates evidence-based recommendations. The evaluation should address the full cycle of implementation of the project from design to the closure.

Based on the current Covid-19 measures and restrictions, the evaluator should identify mechanisms to generate high quality information without compromising the health of the data collection team/enumerators and/or communities and stakeholders. Practical and feasible data collection methods and measures to reduce health risks, or to adapt to changing local guidelines relating to health, should be sought by the evaluator.

For the different phases it is expected that data and information will be obtained through different methods such as: detailed analysis of documents (including the feasibility studies produced and all Project reports and data), structured interviews and surveys, semi-structured interviews (face-to face or phone), focus group discussions, participatory workshops and others. All data collected needs to be disaggregated by stakeholders, sex, and location where applicable.

The delivery of the evaluation will be consistent with the Cities Alliance approach to local ownership through respectful engagement with all partners, including local beneficiaries and stakeholders. The bidder will illustrate what safeguarding procedures they have in place, how they would prevent and manage incidents, and how they would ensure that free and informed consent from participant is appropriately collected.

Whilst the final and detailed methodology will be presented to the Cities Alliance, the methodology should include the following basic approaches:

- Participatory and empowering facilitated learning processes with direct KJE-NOWO participants, communities, and stakeholders.
- Verification through surveys and interviews of the indicator data collected and measured during the project implementation, and collection of other appropriate indicators from the Project log frame.

2.4 Geographical scope of the evaluation:

The final evaluation will be conducted within the 11 villages that constitute the scope of KJE NOWO Project in the Right of Way (Kampala district and Kira Municipal Council). The 11 villages fall in Kinawataka and Kasokoso areas that stretch between Kampala and Wakiso districts.

do populations gather and interact socially around assets, services, and other common and shared resources; how do household business supply chains and customer base differ in terms of spatial and social distribution vis-à-vis those they had before resettlement), compare to those existing pre-resettlement? 3. Were environmental related negatives both in the inside and outside the ROW previous to the KJE project addressed by project implementation, so that these negatives have been eliminated or at least partially addressed? To what extent? 4. What aspects of the project's design were successfully translated into practice and, consequently, successfully implemented so that they attained the results expected in ameliorating the projects impact on the resettled population?

The final evaluation will also focus on Nakawa market with specific interventions on interventions undertaken with traders in the market as well as informal traders outside the market who may potentially be affected by the KJE construction.

The study will also include relevant national stakeholders who have directly or indirectly been affected/knowledgeable about the KJE NOWO project.

2.5 Stakeholders to be engaged:

The evaluation should not only focus on quantifiable results but also analyse processes and dynamics generated by the project, their scope (in terms of people and other actors involved) and their sustainability, all within the context of the project and with awareness of sensitivities within the affected communities. The evaluation will include a participatory process providing for the meaningful involvement of representatives from the following population groups which are directly affected by the programme:

Programme Stakeholders to be engaged in a participatory process during the evaluation:	
1.	Households (male and female headed) supported to prepare for relocation
2.	Small business operators and businesses in Nakawa market supported to cope with KJE construction.
3.	Municipal local leaders
4.	Informal traders outside Nakawa market
5.	Community level structures such as savings groups, settlement forums and other committees
6.	NGO representatives, Business Sector Representatives, Religious leaders, LC 1 Chairman, Women's Council Representatives, Elderly Representatives, Youth Councils and Women from different age groups
Other Programme Stakeholders to be engaged during the evaluation:	
7.	National Government Officials (UNRA, Ministry of Lands, Housing and Urban Development, Ministry of Water and Environment, National Housing and Construction Company Limited (NHCC), Ministry of Works and Transport, and National Environment Management Authority (NEMA)
8.	Implementing Partners (KCCA, PLAVU, SDI/Actogether, UNOPS and AVSI)
9.	Cities Alliance Staff and Management (in Kampala and Brussels)
10.	European Union Delegation in Kampala

All the information/data consulted and gathered during the evaluation will remain a property of Cities Alliance during and after the evaluation. The evaluation team will not be allowed to use this information/date without approval by Cities Alliance.be proposed by the evaluation team and agreed with the Cities Alliance.

3. Contract Phases

The evaluation will consist of the following phases:

- a. **Contract and Kick-off meeting:** The contract is signed, and an initial discussion of the assignment takes place. Programme documents, including available data, reports, the survey tools and sampling frame used for the mid-term evaluation, are provided to the evaluation team.
- b. **Inception-Phase and Desk Study:** The evaluation team will study all necessary project/programme documents including the mid-term evaluation and baseline survey reports for the LCP; analyse the intervention logic/programme theory and theory of change and its assumptions. The inception report should include an assessment of existing/external data.

In the inception report, the evaluation team will present to Cities Alliance the full and detailed methodology, including sampling and data collection tools required, related to the specific evaluation questions. The Inception Report will include the survey and questionnaires tools, focus group discussion guidelines, interview protocols, and the process for facilitating the participatory learning-focused approaches for approval before field phase. The use of a data collection planning worksheet or a similar tool is required. Data triangulation and quality control are very important and need to be discussed in the inception report.

The field phase of the evaluation will only take place upon official approval of the inception report and methodology by the Cities Alliance.

- c. **Field-phase:** Data needs to be gathered, analysed and interpreted. It is expected that the evaluation team will include quantitative and qualitative data disaggregated by age, sex and location where applicable.
- d. **Systematization of the collected data:** The evaluation team will design and manage data analysis including open-source data for quality control, security and privacy.
- e. **Presentation:** Presentation of key findings (feedback/validation workshop with stakeholders and communities – Steering Committee) at the end of the field trip.
- f. **Final Draft Report:** Submission and presentation of final draft report, inclusion of comments from partners and Cities Alliance.
- g. **Final Report:** Submission of final report, see reporting requirements under **section 5**.

4. Deliverables

The consultant will submit the following written in English:

1. Inception report (including a detailed methodology of the evaluation design, data collection and management).
2. Final data collection methodology and tools (for quantitative and qualitative methodologies), and sampling strategies.
3. Evaluation primary data in excel format and transcripts (digital data).
4. Draft Evaluation report – adhering to the requirements detailed below (Up to 2 rounds of review).
5. Feedback /validation workshop with stakeholders and communities
6. Final evaluation report of up to 60 pages (not including annexes).
7. Standalone 10-page executive summary report with high resolution photographs, results, learning and recommendations.

4.1 Criteria for Evaluation Reports (Draft and Final):

The evaluation reports should adequately address all evaluation questions; explain the methodology used in detail and identify all sources of information. Limitations to the evaluation should be described, with attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.). Evaluation findings should be presented as analysed facts, evidence, and data. Findings and conclusions should be specific, concise, and supported by strong quantitative or qualitative evidence. Gender disaggregation is required all for evaluation findings relating to individual-level outcomes or impact, outcomes and results should also be separately assessed for both males and females.

Recommendations should be supported by a specific set of findings and should be action-oriented, practical and specific and related to a potential further phase of the Project. The Executive Summary should present a concise and accurate statement of the most critical

elements of the report. The Summary should summarize key findings, lessons learnt and recommendations and needs to be submitted as part of the final draft report. The findings, conclusions and recommendations of the draft final report and final report must be structured according to the evaluation questions and make clear reference to the evidence-base for findings and conclusions. It is expected that the evaluation team will present concrete recommendations which are addressed to the specific stakeholders. The final report annex should clearly indicate a well-developed indicator matrix as per the programme log frame presenting the analyses each programme indicator.

The draft and final report should be structured as below.

- Acronyms
- Acknowledgement
- Table of content
- List of Figures and tables
- Executive summary
- Introduction
- Methodology
- Results and findings, must be structured according to evaluation questions
- Lessons learnt
- Conclusions
- Specific recommendations for a further phase of the project
- Annexes

5. Timetable and Deliverables

The total duration of this assignment is for 8 weeks from the date of signature of contract. The following table shows the proposed time distribution of sub activities to develop the deliverables.

Deliverable	Action	Responsible	Timelines
Signing of Contract	Award of contract	Cities Alliance	Last week of June 2021
Inception Report and Final Methodology	Submission of inception report and methodology, including sampling frame and data collection tools, refined evaluation objectives, major questions, survey methodologies and a detailed work plan.	Contractor	1 week from the kick-off meeting
Draft Final Report	Data collection and entry	Contractor	5 weeks from approval of inception report and final methodology
	Data, transcription cleaning and sorting	Contractor	
	Draft report submission	Contractor	
Final Report	Final Evaluation report, standalone executive summary and clearances	Cities Alliance	2 weeks from approval of draft final report

6. Key Documents to be consulted

Cities Alliance will provide key programme documents to the consultant for review and triangulation with data collected during the final evaluation, make objective and feasible

recommendations and conclusions of the programme undertakings. The documents Cities Alliance will provide include:

- KJE NOWO Project document
- KJE NOWO Project baseline report
- KJE NOWO Project Communication Plan
- KJE NOWO Project Midterm Stocktaking Report
- First Interim Progress report- May 2019-February 2020
- Second Interim Progress report- March-December 2020
- KJE NOWO Implementing Partners' Milestone Reports
- KJE NOWO Project Updated Log frame 2021
- Slum Upgrading feasibility study 2019
- CIG-funded feasibility studies reports

7. Key qualifications for the evaluation firm and personnel proposed

Required Expertise:

7.1 Experience, Competencies and Qualifications of the firm/team:

- The firm should have experience in designing, leading, and facilitating participatory and gender-sensitive/transformational evaluation approaches such as the Most Significant Change and/or Outcome Harvesting.
- The firm must have at least 5 years' experience in conducting evaluations of projects or programmes.
- The firm should be legally registered in the country of origin to undertake consultancy services.
- Experience working in Uganda will be an advantage.
- Experience working with an UN-Agency or/ and International Organisation is of an added advantage.

7.2 Experience and qualification of individuals

The following team is proposed to undertake the Evaluation, but the applicant is free to add on the list of team members as needed to effectively execute the assignment:

Personnel title	Number	Qualifications
Team Leader	1	<ol style="list-style-type: none"> 1. Master's degree in relevant subject including urban planning and development, Public Health, Social Sciences, Safeguard implementation, demography, Research methods or Economics or any other relevant educational qualification. 2. Experience in programming and conducting monitoring and evaluation in conflict affected areas is required. Technical knowledge and experience in environmental and social safeguards and urban development preferred. 3. At least 5 years' experience in conducting learning focused evaluation, including the use of participatory and empowerment evaluation processes (Outcome Harvesting, Most Significant Change). 4. Experience of at least 7 years in the field of research and evaluation with proven track record of delivering learning focused, evidence based and statistically sound evaluations of complex development programmes. 5. At least 7 years of proven experience in undertaking final evaluation studies in environment and social safeguards, social protection, and socio-economic development.

		6. Advanced knowledge and experience of at least 5 years in programme design, implementation, and evaluation.
Quality Assurance specialist	1	<ol style="list-style-type: none"> 1. Master's degree in relevant subject including Statistics, demography, Research methods or Economics or any other relevant educational qualification. 2. 4 years' experience in programme and project data collection and management. 3. Significant experience of 4 years in conducting evaluations, research or development efforts with informal communities and the informal economy, as well as with local and national governments. 4. At least 4 years' experience and expertise in conducting learning focused evaluation, including the use of participatory and empowerment evaluation processes (Outcome Harvesting, Most Significant Change). 5. Experience of at least 4 years in the field of research and evaluation with proven track record of delivering learning focused, evidence based and statistically sound evaluations of complex development programmes.
Data Analyst	1	<ol style="list-style-type: none"> 1. Experience of at least 3 years in analysing both qualitative and quantitative data using statistical packages preferably STATA, Statistical Package for the Social Sciences (SPSS), EPI-INFO and EPI-Data in qualitative and quantitative data analysis as well as a proven track record of designing and managing households' surveys, including sampling and the training of enumerators. 2. Degree in relevant subject including Statistics, Information Technology demography, Research methods or Economics or any other relevant educational qualification. 3. At least 3 years' experience in analysing and handling large quantities of data.

Language:

Fluency in English is required for all proposed personnel.

8. Co-ordination/Responsibility

Cities Alliance will be responsible for:

- Provide some data and reports for desk review
- Provide a list of stakeholders to the consultant
- Fieldwork support including mobilisation of study participants and other stakeholders
- Providing letters of recommendations to relevant authorities for conducting the study.
- Fieldwork transport facilitation/car hire
- Link consultant to the partners and beneficiaries
- Approve data collection tools and reports

The Contractor will be responsible for:

- Management and coordination of the evaluation process.
- Organising feedback workshops

- Data collection and management
- Ensure accurate data is collected and analyse with safeguarding in mind ethically, legally and respectful
- Report writing and submission to Cities Alliance

9. **Payments**

Payment will be based on milestone deliverables as described in section 5, upon submission of invoice and upon certification and approval by Cities Alliance of the work completed.

Deliverable	Action	Payment	Due date
Signing of Contract	Award of contract	0%	N/a
Inception Report and Final Methodology	Submission of inception report and methodology, including sampling frame and data collection tools	25%	Within 30 days from the receipt of invoice and approval of report by Cities Alliance Contract Manager
Draft Final Report and Evaluation data in excel format and transcripts (digital data)	Data collection and entry	50%	Within 30 days from the receipt of invoice and approval of the report and data by Cities Alliance Contract Manager
	Data, transcription cleaning and sorting		
	Draft report and Validation workshop		
Final Report	Final Evaluation report, standalone 10-pager executive summary and clearances	25%	Within 30 days from the receipt of invoice and approval of the final report by Cities Alliance Contract Manager

10. **Intellectual property Notice**

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