

**TERMS OF REFERENCE FOR THE MID-TERM EVALUATION  
OF THE MUNICIPAL GOVERNANCE SUPPORT PROGRAMME**

| <b>I. Assignment Summary</b>      |   |
|-----------------------------------|---|
| <b>Programme:</b>                 | <b>Municipal Governance Support Programme (MGSP)</b>              |
| Organization                      | UN-Habitat  |
| Duty Station                      | Home based + mission to Kabul, Afghanistan                        |
| Functional Title                  | <b>Expert, Mid-Term Programme Evaluation</b>                      |
| Duration                          | <b>1.5 months (30 days in Afghanistan and 15 days home based)</b> |
| <b>II. Background and context</b> |   |

## **2. UN-Habitat**

The United Nations Human Settlements Programme is the United Nations agency for human settlements. UN-Habitat's goals are well-planned, well-governed, and efficient cities and other human settlements, with adequate housing, infrastructure, and universal access to employment and basic services such as water, energy and sanitation. UN-Habitat work is guided by a medium-term strategy approach for successive six-year periods. The current strategic plan covers 2014 to 2019.

UN-Habitat has offices at regional and country level and implements projects in Afghanistan through its country office in Kabul and the Regional Office for Asia and the Pacific in Fukuoka, Japan. Since 1992, UN-Habitat has been working in Afghanistan in partnership with communities and the government. UN-Habitat is working with the Government of Afghanistan and local authorities on various projects on policy support and institutional strengthening.

### **2.1 Afghanistan context**

Afghanistan's on-going urbanization is rapidly transforming the country's demographic, social, cultural, and economic spheres, and presents an immense opportunity for propelling the country towards growth, prosperity and peace-building. The country's urban transition has already commenced with a third of its population residing in urban areas, and by 2060, one in two Afghans will live in cities. This urban transition is occurring alongside significant quality-of-life, economic, and territorial changes which must be adeptly steered for leveraging the benefits of urbanization and minimizing negative externalities. One of the most visible phenomena in Afghan cities is displacement. More than 1 million Afghan refugees have returned to Afghanistan from neighbouring countries and Europe in the last three years. Another 1 million Afghans have been internally displaced by conflict and drought in the same period. Most returnees and IDPs choose urban areas to settle and look for work and better security, often on private or public land. Kabul city has 63 informal settlements hosting 12,000 families, mostly IDPs. Returnee/IDP settlements are typically overcrowded and lack basic services.

Rapid urbanization over the past decade in Afghanistan has undoubtedly improved the overall quality-of-life and incomes of large shares of urban residents relative to rural areas. Generally, urban residents have better access to improved drinking water source (71%), sanitation (29%), electricity (95%), literacy rate (54%), and have lower poverty

headcount (29%) compared to national averages. On the other hand, serious shortcomings pertain to higher and growing income inequality (29.2 Gini index) and food insecurity (20.3% of population with calorie and protein deficiency) relative to rural areas and national averages. Furthermore, urban areas are experiencing concentrated poverty, which is not evident in the overall national poverty ratio. For instance, even with a relatively low poverty rate of 24%, Kabul province accounts for almost 1.1 million persons living in urban poverty.

In the absence of adequate and effective urban planning, legislative and regulatory tools, Afghan cities have taken the form of unplanned low-density urban sprawl. The most evident pitfall of rapid urbanization has been unplanned urban growth manifested in informal settlements, which account for around 70% of the built-up areas in the cities. It is estimated that one-third of urban population resides in overcrowded dwellings, which when combined with the staggering amount of informal housing demonstrates the urgency to address the critical housing deficit. The most adverse impacts of urban sprawl currently confronting Afghan cities is provision of public transportation, urban services and amenities which become cost prohibitive in low-density urban settings. Another important characteristic of Afghan urbanization is the regional imbalance in development. Specifically, the east, west-central and north-east have consistently lagged behind across all basic services, including health and education. As well, the spatial structure of Afghan cities is unbalanced, with Kabul city a clear primate city accounting for 40% of the total urban population.

Urban-based services in Afghanistan contribute more than 50% to the national GDP. The services sector comprising of telecommunication, information technology, transportation, retail trade, is the main contributor to the national economy. Agriculture sector's share in the economy has been declining and currently accounts for a quarter of the national GDP. However, it must be noted that more than 90% of manufacturing sector depends on agriculture sector for inputs and raw materials, highlighting the importance of rural-urban linkages. The informal sector, which accounts for 90 percent of the economic activity, is pervasive across all cities. With 40% of the workforce considered unskilled there are few avenues for employment besides the informal sector, which is the main driver of employment with 80% of the new jobs as day labourers. While underemployment in urban areas is half of the national average, unemployment rate in urban areas (9%) is also higher than national average, reinforcing the skills mismatch and jobs in the informal economy. Youth unemployment (13.6%) and underemployment (23.4%), and low percentages of women in the labour force participation shows the untapped potential of these important human resources.

### **III. Description of the Programme**

The Municipal Governance Support Programme (MGSP) is a municipal governance programme being implemented in alignment with the USAID-funded Kabul Strengthening Municipal Nahias Programme (KSMNP) under the umbrella City for All (CFA) programme. CFA is a flagship action of the Government of Afghanistan's Urban National Priority Programme 2016-2025 (U-NPP), the government's reform agenda for the urban sector.

MGSP started in September 2015 and covers 12 Provincial municipalities i.e. Kabul (2 districts), Herat, Jalalabad, Kandahar, Mazar-e-Sharif, Farah, Bamyan and Nili, and 4 District Municipalities i.e. Balkh, Enjil, Spin Boldak and Mirbachakot<sup>1</sup>.

The six-year programme is funded by EU and has a total budget of EUR 27.375 million. By 2021, the programme is expected to have improved the living conditions of more than 4 million Afghan men, women and children in close to 586,000 households through investments in service delivery and basic infrastructure, local economic development, jobs creation and land tenure security.

#### **3.1 Programme components**

The MGSP programme has three components:

- (i) Effective land management including clear property rights;
- (ii) Strategic action planning to establish a common vision for inclusive urban development and to guide public investment for improved service delivery; and

<sup>1</sup> Selection of cities agreed with IDLG/DMM.

(iii) Improved municipal governance including citizen engagement and representation.

Together, these components create the conditions for improved state-society relations, stimulating the urban economy, promoting investment, and strengthening municipal institutions.

### **3.1.1 Land Management**

Land management is at the center of many of Afghanistan's urban challenges. Land-related urban challenges include land grabbing, inefficient use of land (e.g. vacant plots account for one quarter of built-up land in Afghan cities), tenure insecurity in informal settlements, limited access to suitable land for housing and for economic activity and poor land-based financing for local service delivery.

Weak urban land management and tenure insecurity severely constrain economic and social development. The vast majority of urban Afghans live in informal housing with little or no tenure security and poor access to basic services. Where land ownership and possession is unclear, households are reluctant to invest in dwelling improvements, local authorities do not provide services, and the private sector finds it difficult to invest in industry and job creation.

The MGSP programme is supporting 12 municipalities to survey and register all properties within their municipal boundaries (estimated at 585,876 properties). Each *nahia* (urban district) is mapped and divided into *gozars* (urban neighbourhood) and blocks. A systematic survey is conducted on each property in a block and property data stored at *nahia* level. Property data from all *nahias* will also be maintained in a central database at the Deputy Ministry of Municipalities (DMM) offices in Kabul and at ARAZI (the Afghanistan Land Authority). This will enable the municipalities to expand the number of property records for *safayi* (municipal service charge) and to significantly increase their revenues. It will also enable ARAZI to register properties and issue land occupancy certificates to increase tenure security and reduce land grabbing. Data from the property surveys will also be used for street addressing and house numbering which are essential for improving urban management and safety, and for increasing citizen's socio-economic inclusion.

### **3.1.2 Strategic Action Planning**

Afghan cities have routinely produced master plans to guide urban development. Master planning as an urban planning method has not been effective to guide urban growth and maximize the potential economic benefits of private sector investment. This method takes a long time and does not involve urban residents in planning the spaces in which they live and work. Master plans are also static and do not respond to the immediate and changing social and economic needs of urban communities. When master plans have been created, they have not been financed. They have, therefore, not been implemented. As a result, urban stakeholders have had no clear vision and pathway to guide their actions, municipal interventions have been reactionary rather than pro-active, and infrastructure investments have been haphazard and uncoordinated, undermining their maintenance, expansion and utility. Also, service delivery by municipalities and line departments has been limited and has targeted only a fraction of the urban population, excluding the poorest and most vulnerable who typically fall "outside the map".

The MGSP programme is supporting target municipalities to apply strategic action planning at *nahia* level. This urban planning approach is quicker and more cost-effective than traditional master planning. It is also action orientated, inclusive, and empowers community members to identify priority infrastructure and service delivery needs. The programme is supporting *nahia* offices and community-based groups to develop strategic municipal action plans (SMAPs) that reflect sound urban designing principles, involve the participation of local communities, and enhance service delivery for all urban areas including the under-serviced informal areas. The SMAPs will partly be financed by the programme through block grants at municipal, *nahia* and *gozar* levels to ensure implementation. Street addressing and house numbering will also be implemented in the target cities.

### **3.1.3 Municipal Finance and Governance**

Afghan cities face considerable service delivery challenges due to weak urban governance and poor state-society relations. Legal and regulatory challenges, including an outdated municipal law, a much-delayed policy on the upgrading

of informal settlements, and cumbersome *safayi* (municipal service charge) regulations have blocked legitimate sources of additional local revenues and are prone to corruption. The lack of reliable municipal finance data undermines any efforts by local authorities and line departments to plan, manage and monitor urban development, to develop targeted interventions and to develop evidence-based policy and guidelines. Capacity development and empowerment of *nahia* offices has largely been ignored in favour of central municipal offices. This has left the *nahia* offices under-resourced and under-equipped.

Weak municipal finance systems, including poor local revenue collection, has meant that municipal authorities do not have enough funds to start new infrastructure projects, to maintain existing ones or to deliver basic services such as waste collection and street cleaning. In addition, citizens and civil society have been largely excluded from local governance processes, compounding the already low levels of trust in state agencies. When citizens do not see how the authorities spend the taxes and fees that they pay, they lack trust in the authorities and default on payments. On the other hand, if they are involved and empowered to contribute to local development and see tangible improvements, they feel that they have a “stake in the city” and are likely to pay their dues. In fragile states such as Afghanistan, this enhanced social contract is essential to state-building and security goals.

The MGSP programme is supporting municipal *nahias* to create and maintain accurate and complete *safayi* records through property surveys and registration. The programme is also introducing adjustments in the municipal finance system including fairer assessment of *safayi* fees, more efficient and user-friendly invoicing and payment mechanisms, and new transparent and accountable expenditure management procedures that involve community representatives. The new *safayi* guidelines (*Safayi* Operational Manual) being developed by the programme is aimed at increasing municipal revenues as well as improving the relations between local government and urban residents.

### **3.2 Programme Objectives, Expected Results and Outputs**

The overall objective of MGSP is to *improve stability and stimulate local economic development in target municipalities through enhancing municipal governance, increasing local revenues, improving tenure security and strengthening the social contract between citizens and the state.*

The specific objective is to *improve tenure security and land management and administration for inclusive urban economic growth and service delivery in Kabul city.*

The three expected results/ accomplishment<sup>2</sup> relate to the three components of the programme and are:

R1. Strengthened municipal capacities and systems for urban planning, land management and municipal revenue/finance;

R2. Improved municipal service delivery and strengthened “social contract” between citizens and municipal authorities; and

R3. Improved enabling environment for urban land management and administration, municipal governance, local economic development and service delivery.

The key programme outputs that will contribute to the expected results above are:

R1. Strengthened municipal capacities and systems for urban planning, land management and municipal revenues/finance.

Output 1. Municipalities conduct citywide land and property survey/registration, community-led validation, street addressing and house numbering

Output 2. Municipal revenues are increased through better enforcement and improved municipal finance and revenue collection systems and capacities (including in Nahia offices)

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<sup>2</sup> The terms ‘results’ and ‘expected accomplishments’ are used to define results at outcome level.

Output 3. ARAZI issues occupancy certificates to eligible households

Output 4. Municipalities undertake medium-term strategic urban planning for Local Economic Development (LED) and inclusive service delivery

R2. Improved municipal service delivery and strengthened “social contract” between citizens and municipal authorities.

Output 5. Municipalities deliver service/infrastructure projects in line with SMAP and CIP plans to stimulate LED

R3. Improved enabling environment for urban land management and administration, municipal governance, local economic development and service delivery.

Output 6. Knowledge products developed for land management, urban planning, and municipal governance provided

#### **IV Purpose and objectives of the evaluation**

##### **4.1 Mandate of the Mid-term Evaluation**

The mid-term evaluation is mandated by the donor, EU, and in line with UN-Habitat Evaluation Policy (2013) and the Revised UN-Habitat Evaluation Framework (2016) that recommend projects of four years duration and more to carry out mid-term project evaluation.

##### **4.2 Purpose and Objectives**

The purpose of the mid-term evaluation is “to review project progress towards objectives and results, and take corrective action where required” (Project document). The evaluation determines what is working, not working and why? It will assess the project’s progress towards achieving the project’s objectives at expected accomplishments.

The mid-term evaluation is an independent appraisal of the performance of the programme It will contribute to accountability and learning. It will be used by the EU (donor), Government of Afghanistan, UN-Habitat and staff involved in planning and implementation of the programme to understand how the programme is working, and how it produces the results, and to make adjustments where needed. with so far. The mid-term evaluation will identify lessons learned and propose practical recommendations for follow-up during the remaining period of the project.

The key stakeholders of the evaluation and the way in which they will use the findings of the evaluation are as follows

- i. The EU: EU will use the findings of the evaluation to assess the project’s value for their taxpayers’ funds, and to inform decisions on any further support to municipal governance including land management, urban planning and municipal finance.
- ii. Government of Afghanistan: GoA will use the findings of the evaluation to assess the contribution of the programme to the Urban National Priority Programme (U-NPP, 2016-2025), Afghanistan’s template for urban reform under the Afghanistan National Peace and Development Framework (ANPDF, 2017-2021)
- iii. UN-Habitat: UN-Habitat will use the findings of the evaluation to adjust programme implementation to improve efficiency, effectiveness and sustainability.

The objectives of the mid-term evaluation are to:

- i. Assess the implementation progress made towards achieving the expected results;
- ii. Assess the relevance, effectiveness, efficiency, sustainability and impact outlook of the programme in supporting target municipalities and *nahias* in improving land management, urban planning and municipal finance;

- iii. Analyse how cross-cutting issues, gender equality, human rights, youth and climate change principles have been integrated in the programme implementation.
- iv. Identify lessons learned especially in technical capacity building, institutional coordination, monitoring and evaluation, risk analysis and planning, anti-corruption measures and reporting, and including any adjustments that might be necessary;
- v. Recommend strategic, programmatic and management consideration for implementing the remaining part of the project with particular emphasis on (a) the mode for provision and utilization of external funding support and for future funding; and (b) municipal approach for implementation of activities.

## V Scope and focus

The mid-term evaluation is expected to assess results/achievements made so far, performance, risks/challenges and opportunities through an in-depth evaluation of completed and on-going activities of the project.

The mid-term evaluation will cover the programme period between September 2015 and March 2019. It will include all aspects of cross cutting issues of gender equality, human rights approach, youth and climate change.

## VI Evaluation Questions based on Evaluation Criteria

The evaluation will use the following evaluation criteria:

- i. Relevance (*responsiveness* to needs and priorities);
- ii. Effectiveness (*sustainable progress* towards the achievement of expected results);
- iii. Efficiency (how efficiently the programme has been implemented in terms of *quality, budget and timeframe*);
- iv. Sustainability (sustainability of project effects resulting from programme activities)
- v. Cross cutting issues

In order to achieve the main objectives of the evaluation, the following **evaluation questions** will be answered (answers to these questions will include gender disaggregated responses where possible).

### *Relevance*

- Is the project consistent with the EU Country Strategy for Afghanistan and UN-Habitat strategies?
- To what extent is the UN-Habitat and EU-supported work aligned to current national priorities (U-NPP, ANPDF, etc) and needs and how does it address critical gaps?
- What is the relevance of the programme to beneficiaries (national stakeholders and the targeted municipalities and communities (nahias)?

### *Effectiveness*

- What is the progress in delivery of activities and outputs contributing towards the achievement of the expected results?
- Which factors and processes are contributing to achieving or not achieving the expected results (internal and external factors)?
- How appropriate and effective are the partnerships and other institutional relationships with partners in which the operations of the project are engaging?

- To what extent does the EU support have a catalytic effect in terms of attracting additional development funding commitments either from government or other external sources?
- To what extent has national capacity been strengthened so far through this programme?
- To what extent has the GoA's human resource capacity been developed to fulfill the required functions?
- To what extent are monitoring and reporting on the implementation of the project timely, meaningful and adequate? Are there any monitoring documentation available on how Afghan citizens are being affected by the programme?
- To what extent are audits and anti-corruption policy being operationalized to adequately address corruption risks during project implementation?

### *Efficiency*

*To what extent does the management structure of the programme support efficient for programme implementation?*

- To what extent is the project being implemented efficiently in terms of delivering the expected results according to quality standards, in a timely manner according to budget and ensuring value for money?
- To what extent is ITC (use, knowledge and management) increasing cost-effectiveness in the project?
- Are activities and outputs delivered in a cost-efficient and timely manner? Specifically, what is the cost efficiency of UN-Habitat's technical assistance for the development of capacity within the partner departments of GoA?

### *Sustainability*

To what extent are the project effects towards building capacity sustainable?

- What factors are affecting or likely to affect sustainability of results?
- What has been the value added of UN-Habitat's technical assistance in terms of the results/outcomes, and how is it owned by the government in building capacity and strengthening institutions and are appropriate exit strategies in place?

### *Cross cutting issues*

- How are the cross-cutting issues of Gender, Human Rights, Youth and Climate change/environment being applied in the design, implementation and monitoring of the programme?
- Are there any outstanding examples of how these issues have been successfully applied in the programme?

## **VII Stakeholder Involvement**

It is expected that this evaluation will be participatory, involving key stakeholders. Stakeholders will be kept informed of the evaluation process including design, information collection, and evaluation reporting and results dissemination. The evaluator will schedule meetings with the key stakeholders mentioned above to discuss their expectations for the evaluation prior to commencement of the exercise. The evaluation field work will involve visits to project locations as well as to EU, UN-Habitat and key GoA stakeholders (MUDL/ARAZI and IDLG/DMM).

## **VIII Evaluation Approaches and Methods**

### **8.1 Approaches**

The mid-term evaluation shall be independent and following the evaluation norms and standards of the United Nations system. The main emphasis is placed on project delivery and results, lessons learned and recommendations for the way forward. Findings in the evaluation should be exemplified with evidence-based data emanating from specific contributions.

The mid-term evaluation analysis will be based on Theory of Change of the MGSP programme and its logical framework and will outline the results chain and pathways as well as risks and assumptions.

Values oriented approaches should also be considered, focusing on beneficiaries reached, programme nationalization, social realities, governance issues etc.

## **8.2 Methods**

The evaluation will use a range of methods and tools tailored to the national context and to the specific evaluation questions above. The methodology could preferably include some or all of the following:

- i. Desk review of relevant reference documents (project documents, monitoring and mission reports, publications, tools, training and workshop reports, reviews, strategic plans, outreach and communication material);
- ii. A sample survey will be undertaken to review changes since the baseline survey;
- iii. A participatory review comprising an interactive two-day workshop where all relevant stakeholders will be invited.
- iv. Individual interviews - and possibly focus group discussions - with key stakeholders including (but not limited to) representatives from beneficiaries, Government, Donors, UN Agencies and CBOs;
- v. Field visits

The evaluator will describe expected data analysis and instruments and methods to be used in the inception report.

## **IX Responsibilities and Accountability**

UN-Habitat will commission the mid-term evaluation. It will be managed as a centralized evaluation by the UN-Habitat Evaluation Unit in close collaboration with the Country Office in Afghanistan and the Regional Office for Asia and the Pacific (ROAP).

The Evaluation Unit will guide the recruitment and ensure that the evaluation is contracted to a suitable candidate. The Evaluation Unit will advise on the code of evaluation, provide guidance and technical support throughout the evaluation process. The Evaluation Unit will have overall responsibility to ensure contractual requirements are met and approve all deliverables (Inception report with work plan, draft and final evaluation report).

UN-Habitat Afghanistan country office will provide logistical support, providing all necessary reference documents facilitating interviews with stakeholders, logistics and perform of any other necessary supporting tasks.

An evaluation reference group (ERG) will be established at the start of the evaluation process with members representing the project team, ROAP, donor, national partners and the Evaluation Unit. The role of the ERG is to ensure credibility and quality of the evaluation. The ERG will (i) act as source of knowledge and informant for the evaluation, (ii) participate and collaborate in ERG meetings, (iii) provide inputs and quality assurance, review and endorse all the evaluation deliverables including TOR, inception report and drafts of the evaluation report, and (v) promote the use of evaluation findings.

The evaluation will be done by one international evaluation consultant. He/she will be knowledgeable of UN-Habitat's global mandate and its operations. The consultant will be responsible for conducting the evaluation and submitting all evaluation deliverables (inception report, draft report(s) and the final report). The evaluation deliverables will be shared

for review and comments with relevant entities in UN-Habitat, GOIRA and the EU. The Evaluation Reference Group will review and endorse all the deliverables. Final quality assurance and approval will be done by the Evaluation Unit.

#### **X Work schedule and Reporting Arrangements**

The evaluation will be conducted over the period of one and half months but spread of over three months from June to August 2019.

Under the overall supervision of M&E Unit focal point for the evaluation and ROAP SHSO and the Evaluation Consultant will work on a day-to-day consultation with Country Programme Manager.

#### **XI Deliverables**

The evaluator is expected to prepare an inception report with a workplan that will operationalize the mid-term evaluation. In the inception report, theory of change, understanding of the evaluation questions, evaluation matrix, methods to be used, limitations or constraints to the evaluation as well as schedule and delivery dates to guide the execution of the evaluation should be detailed. The draft inception report is reviewed and approved by the evaluation reference group.

The draft evaluation report should follow UN-Habitat's standard format for evaluation reports. The draft is shared with the evaluation reference group for review and comments.

The final evaluation report will follow UN-Habitat's standard format for evaluation reports. The report should not exceed 40 pages (excluding executive summary and appendixes). The report should be technically easy to comprehend for non-specialists. The final report will be approved by the reference group.

#### **XII Competencies**

**Professionalism:** Demonstrates professional competence and mastery of subject areas. Good research, analytical and problem-solving skills. Conscientious and efficient in meeting commitments, observing deadlines and achieving results.

**Communication:** Excellent and effective written and oral skills. Ability to convince people through constructive argumentation and to present information in a concise and accurate manner. Negotiating skills and ability to enable good communication and understanding between different interest groups, organizations etc.

**Planning and Organizing:** Proven ability to plan, coordinate and monitor own work. Ability to work under pressure and use time efficiently. Identifies priority activities and assignments, and adjust priorities as required.

**Teamwork:** Works collaboratively with colleagues to achieve organizational goals. Solicits input by valuing ideas and expertise of others and is willing to learn from others.

#### **XIII Required Qualifications**

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| Education            | <ul style="list-style-type: none"> <li>At least a master's degree in international development, public administration, development economics, municipal governance, project management or related fields.</li> </ul>                           |
| Experience           | <ul style="list-style-type: none"> <li>Proven evaluation experience; 8-10 years of professional working experience in results-based management specifically in monitoring and evaluation of development and/or governance projects.</li> </ul> |
| Knowledge and skills | <ul style="list-style-type: none"> <li>International track record of project evaluation work for different organizations, including experience in fragile and/or post conflict context; urban planning,</li> </ul>                             |

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|  | legislation, governance and capacity building. Familiarity with the goals of United Nations and UN-Habitat's mandate.             |
| Personal qualities   | <ul style="list-style-type: none"> <li>• Demonstrated ability to deliver quality results within strict deadlines.</li> </ul>      |
| Language Requirements  | <ul style="list-style-type: none"> <li>• Excellent communication, interviewing and report writing skills (in English).</li> </ul> |
| <b>XIV Resources and Payments</b>  |   |
| <p>The consultant will be paid professional evaluation fee based on the level of expertise and experience. DSA will be paid only when travelling on mission outside the consultant's duty station. All travel costs will be covered by UN-Habitat.</p> <p>Payments will be made upon satisfactory completion of work and submission of deliverables as approved by the Evaluation Unit the following schedule of deliverables:</p> |   |

| Payment | Deliverable             | Amount (%) |
|---------|-------------------------|------------|
| 1       | Inception report        | 20%        |
| 2       | Draft evaluation report | 50%        |
| 3       | Final evaluation report | 30%        |

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| <b>XV Travel &amp; Logistics</b>   |
| <p><b>International Travel</b></p> <p>The cost of a return economy class air-ticket from the place of recruitment on least-cost, and visa fee will be reimbursed upon submission of travel claim together with the supporting documents including a copy of e-ticket, receipts and used boarding passes. Three quotations from reputable travel agents shall be submitted for UN-Habitat's clearance before purchase of tickets.</p> <p><b>Local Transportation</b></p> <p>Local transportation around Kabul and to the provinces will be arranged and covered by UN-Habitat.</p> <p><b>Travel Advice/Requirements:</b></p> <p>The evaluator must abide by all UN security instructions. Upon arrival he/she must attend a security briefing provided by UN-Habitat Security Section. He/she should undertake Basic and Advanced Security Training as prescribed by UNDSS. Missions will be undertaken for which UNDSS authorization must be sought.</p> |