UNITED NATIONS DEVELOPMENT PROGRAM (UNDP)
THE KINGDOM OF SAUDI ARABIA

**ESTABLISHMENT OF AN INTEGRATED
TRADE AND INVESTMENT SYSTEM**

Project: SAU/94/007

In-Depth Terminal Evaluation

Report of the Evaluation Mission

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I. Summary of Findings and Recommendations

PROJECT CONCEPT AND DESIGN

Over several years, the Ministry of Foreign Affairs (MOFA) in Saudi Arabia has engaged in the development of information management systems that will assist MOFA in its functions of promoting foreign trade, investment, and transfer of technology. When this document was drawn, MOFA was the appropriate agency to assume this project and execute it given its prior experience, interest, and leadership position in this area. MOFA in collaboration with the UNDP, undertook this project with an eye on promoting national development that touches across many industries and sectors. The immediate objective of the project was to establish and implement a fully operational
commercial information system that can be used government and business users to promote trade and investment. Users will be able to access information through various
networks and review it through different multimedia a format that improves understanding and retention.

The project was designed to solve the short capability of the Saudi private sector

to exploit the trade and investment opportunities in the international markets. So, the systems to be designed will integrate information assets from a wide variety of
international and local sources. Data would be sourced from Saudi missions in foreign countries, the UN and other international organizations, GCC Chambers of Commerce,
Joint Commissions, as well as UNDP's (TIPS) Network. The beneficiaries and users of the project were:

- Ministry of Foreign Affairs (MOFA).
- Saudi participants in Joint Commissions.
- The Federation of GCC Chambers of Commerce.
- The business community (through their membership in the Chambers of Commerce).

A work plan was included in the Project Document. It showed the various components of
the project, stages of implementation and a timetable. It was followed and the project was completed on time. Minor re-scheduling took place during unanticipated travel by
Saudi Staff members, especially the senior members who liked to see in person the various milestone achievements per contract.

PROJECT IMPLEMENTATION
The implementation of main activities followed to great extent the initial project plan.
However, some activities achievement were not on schedule, mainly the training of the Saudi staff. That was caused by the shortage in the qualified (Saudi) human resources
that has been made available to the project.
Continuous reporting during the implementation phase was carried out which reflects involvement for all parties concerned (UNDID, MoFA). In addition, MoFA required that all contractors supply periodic progress reports. All parties were in full agreement of the project implementation.
The following prototype activities were implemented:

- A multimedia Country Profile System
- A Trade Promotion System
- An International Organizations System
- A News and Views System

- An initial Arabic OCR engine that operated under the windows platform
- A multimedia based training system
- An UN Database system
- A Country Marketing Plan for the USA

These activities are effective in setting a base for information centers that could assist the Saudi development giving continuous use and maintenance of the information.

 PROJECT RESULTS
The project produced the following outputs which are in line with project design in

relation to quality and delivery on time: Network hardware and software and system communication links for The International Organizations System and The News and Views System. In addition, the Imaging based Document Management system (IDMS) was implemented at the Communications Department at MoFA, the IDMS Filing System was implemented at other divisions of the Ministry, and action profiles were provided on several topics under UN Database system. Finally, the country-marketing plan for the USA (as a prototype), which was divided into two distinct areas: general business and sector market profile was designed and created. Hence, all outputs mentioned in the final project document were carried out.

A major immediate objective for the project was to assist the government and the business sector by providing the needed information about the commercial and investment opportunities available in the international markets. Overall, it has partially achieved this goal by setting the system. However, the limited size of information is still a concern.

Some of the immediate micro level effects of this project are:

- Complete, fast, and effective decisions related to UN can be made by Saudi government officials using the UN Database system.
- Raising the computer literacy of officials working at MoFA and enhancing the ability of Saudi staff working in the computer center at MoFA.
- Assisting in the transfer of the needed technology.
- Transfer of 250 000 documents from paper format to a computer format, thereby clearing a full room of documents into several mega bytes of computer memory. This made the accessibility of these documents easy and very fast (about 15 seconds).

The project resulted in formalizing and setting the administrative procedures at MoFA which are associated with various functions of the project. The end result was improved work environment, simplification of work procedures and more automation of specific tasks. Moreover, MoFA was able to attract young professional Saudis to work on various components of the projects. These nationals participated successfully in developing programming capability and managing aspects of the project.

The project still requires a continuous maintenance of the information and updating. Such a task, in our opinion, can be achieved internally without international assistance, if the appropriate human resources can be attracted and trained. Actually, MoFA has established a special task and it is constructing an ambitious plan to organize task forces/working groups (composed of experts from the public, business and academic

sectors) to follow the implementation of the remaining functions. The general system design and the prototypes are ready for use. However, to make the results of this project fully utilized, there is a need for follow-up support in the following in areas:

- Attracting various users to the systems.
- Continuous maintenance of the information.

•Training of targeted users.

FINDINGS

The project addressed a major area of concern to the Saudi development, namely, the
lack of information related to business opportunities available in the international market and the related regulation and rules governing international trade and investment. The
conclusions that we can draw from this evaluation are:

- Major targeted users and beneficiaries of the project are Saudi businessmen.
  However, they did not participate in the design or implementation of the project. Moreover, the Saudi private sector does not have any links to the systems yet.
- The structure/skeleton of the different information systems were accomplished. However, the benefit they can produce to the end users cannot be effectively determined since the data entry and information maintenance phases are not carried out yet.
- The project design envisioned that different Saudi foreign missions will carry the tasks of providing and feeding the systems with the needed information. Further efforts and time are needed in order to carry nut this task to full operation. There is also a need to link all Saudi Missions and to train their employees.
- Comprehensive training efforts are required for MoFA employees, in order to enable them to utilize the systems. Efforts in areas of the data entry completion, analysis of available information, and producing the needed reports are necessary.

RECOMMENDATIONS

Our major recommendations concerning the actions that should be taken to improve the current project, or the planning/implementation of similar projects in the future are as follows:

- Link the private sector to the systems to extend the flow of information to them. This can be done through linking the Council of Saudi Chambers to the systems.
- Re-organizing the management of the systems by allowing representatives of major users (government agencies, private sector, academic sector) to actively participate in the activities of designing, implementing, and following up the projects and similar projects.
- Establish a research unit, either at MoFA or Council of Saudi Chambers of Commerce & Industry to analyze trade and investment data gathered.
- Plan to privatize some parts of the systems, mainly, the ones related to trade and investment information. This can be a seed for the establishment of a business firm to specialize in providing and analyzing different types of commercial information.

- Proceed as soon as possible to set a comprehensive plan to enable the full utilization of the systems. This requires many actions such as; completing training, data entry of the information, linking all Saudi Missions to the systems, and continuous maintenance of the information.
- Continuously enhance the systems to enable them to taking advantage of the latest developments in information technology.
- Automating all areas of MoFA's operations and integrating them to form a fully automated management information system.
- Utilize the available international databases by linking the systems to the databases available at some international organizations. Moreover, systems such as News and Views can benefit greatly by linking it to on-line systems such as Reuters 1000.
- Further train Saudi staff at MoFA and the different users to enable them to utilize efficiently the information resources available.

LESSONS LEARNED

Some of the main lessons that can be learned from this project for improving the quality of UNDP programs are:
- The importance of having a National Steering Committee in the recipient
  country. Participation in this Committee should be available to representatives of different users and beneficiaries from UNDP programs.
  The Committee must supervise the functions of: selecting the needed projects, approving the plans, and following up the implementation. Such an
  action will enhance the ability of selecting the most appropriate projects, coordinating between different projects, trying to find synergy between
  projects, and ensuring the most effective utilization of resources assigned to them.
- A comprehensive detailed training plan must be part of each project document in order to approve it. In this way, bottlenecks of human resources needed for the project can be eliminated and problem areas can be anticipated.
- A Manager of national staff (not linked to the contractor) should be assigned to each project to insure impartiality and stability.

II. PROJECT CONCEPT AND

DESIGN A.   Context of the project

Over several years the Ministry of Foreign Affairs (MoFA) in Saudi Arabia has engaged in the development of information management systems that will assist MoFA in its functions of promoting foreign trade, investment, and transfer of technology. When the project document was drawn, MoFA was the appropriate agency to assume this project and execute it given its prior experience, interest,

and leadership position in this area. MoFA undertook this project with an eye on promoting national development that touches across many industries and sectors.

In addition, UNDP involvement was also appropriate since it has excellent experience on matters related to development and in particular management development and transfer of technology. The development of information systems as envisaged by this project, is an important step in helping management and decision makers by providing them needed information and on a timely manner. Also, given the high technology content of this project, a transfer of technology is eminent and its accompanying management skills need to be transferred to nationals.

B.   Project document
1.The problem and the technical approach
According to the Project Document, the problem that the project was supposed to solve is stated as follows: the short capability of the Saudi private sector to exploit the trade and investment opportunities in the international markets. This is caused by: 1. The lack of information about the foreign markets, specifically:

(a) Foreign business regulations and

practices. (b) The size of the market for their

product.

(c) The commercial contacts.

2. The lack of experience to exploit opportunities in the foreign markets. They need advice on overcoming market impediments and developing strategies to exploit markets. The continuation of the market research is important in this case. As w e can see from the above, the document stated clearly the problem is targeting to solve, and mentioned some of its causation to assist in reaching the right solution. However, some empirical evidence if it were reported, would assist greatly in understanding the problem. It would help also in this matter if the document presented a survey of the present available information centers being utilized by the private sector in Saudi Arabia.

The document indicated that it would apply the following approach to solve the problem.

The project will let the market data be widely available. This will stimulate trade and investment since it provides users, an attractive and consolidated form. The Saudi businessmen can assess the needed commercial information through a common entry point at their local chambers of commerce. In this approach, the system will integrate information assets from a wide variety of international and local sources. Data would be sourced from Saudi missions in foreign countries, the UN and other international

organizations, GCC Chambers of Commerce, Joint Commissions, as well as UNDP's (TIPS) Network.

This approach will be effective in solving the first part of the major problem, namely, the lack of information about the foreign markets. The second part of the problem (lack of

experience and market research to exploit opportunities in the foreign markets) requires the establishment of research and study centers to benefit from the available information and juice it to the private sector.

2. <u>Obiectives, indicators and major assumptions</u>

The objectives of the project were explicitly stated as: The main developmental objective is to make an important contribution to promoting economic diversification and the expansion of foreign trade and investment.

The immediate objective of the project was to establish and implement a fully operational commercial information system that can be used government and business users to promote trade and investment. Users will be able to access information through various networks and review it through different multimedia formats that improve understanding and retention.

To achieve such objective, three major goals were stated:

- The transfer of technology through the removal of information barriers and training in market research skills.
- To establish and implement a fully operational commercial information system that can be used by government and business users to promote trade and investment.
- Users will be able to access information through various networks and review

  it through multimedia formats that improve understanding and

retention. Reviewing the stated goals, it is noticed that the design of the project succeeded in reaching to the problem it was intended to solve. The project selected clear and straightforward achievable objectives.

The project document mentioned twelve outputs and activities. Full and detailed information about these outputs were attached in separate addenda of the project document.

From reviewing the relationship between the objectives and the outputs, we noticed that the activities and outputs were mainly related and concerned with the provision of the information side of the objectives. We did not see mention of the issue of market research.

Also, we would like to mention that given the time and resources provided to the project, it would be difficult to carry out the ambitious objective of the market research. In our opinion, it would have been valuable if the project succeeded in securing some of the private sector inputs. This will also guarantee large level of participation for the private sector in the stages of design, as well as the implementation of the project. That would have been the ideal case since the private sector is a major beneficiary- of the project.

3. Beneficiaries

The beneficiaries and users of the project were clearly identified as:

- Ministry of Foreign Affairs (MOFA).
- Saudi participants in Joint Commissions.
- The Federation of CCC Chambers of Commerce.
- The business community (through their membership in the Chambers).

One point can be mentioned concerning this part. We noticed that the document mentioned the business community, in general, as the beneficiaries and users of the

project. It would have been better in terms of designing the final output outlays if the project specified precisely the beneficiaries and the users. That is to say what sectors of
the business community will be benefit greatly from the project.

4. Work Plan

A scheduled work plan was included in the Project Document. The work plan showed the various components of the project, stages of implementation and a timetable. This plan was followed and the project was completed on time. Minor re-scheduling took place during unanticipated travel by Saudi staff members, especially the senior members who liked to see in person the various milestone achievements per contract.

III. PROJECT IMPLEMENTATION

Activities

The implementation of main activities followed to great extent the initial project plan. But, some activities achievements were not on schedule, mainly the training of the Saudi staff and the maintenance of the information. That was caused by the shortage in the
qualified (Saudi) human resources that has been made available to the project. Continuous reporting during the implementation phase was carried out which reflects involvement for all parties concerned (UNDP, MOFA). In addition, MoFA required that all contractors supply periodic progress reports. All parties were in full agreement of the project implementation.
HE The Deputy Minister of MoFA set the project under his direct supervision where by he continuously followed the various parts of the implementation. In addition, MoFA provided the needed personnel and equipment. These actions demonstrated MoFA's high level of commitment to the project.
The following prototype activities were implemented:

- A multimedia Country Profile System A Trade Promotion System
- An International Organizations System
- A News and Views System
- An initial Arabic OCR engine that operated under windows applications
- A multimedia based training system
- An UN Database system

• A Country Marketing Plan for the USA

Theses activities are effective in setting a base for information centers that could assist the Saudi development giving continuous use and maintenance of the information. The national staff participated in the implementation of the project, but not to a high degree. Their number is still limited, and their experience is not that rich. Hence, it seems important to have a number of expatriates to work beside the national staff after termination

The extent of institutional changes that took place during implementation of the project, were not considerable, neither was the staff turnover. But, the project implementation linked very successfully to a major line of MoFA's activities, mainly, to assist the Saudi economic interests in the world market. Therefore, by involving the Saudi embassies and missions abroad in this project, MoFA succeeds in raising the utilization level of its resources.

The management of the project faced some administrative difficulties caused by the absence of clear detailed administrative procedures to many government functions and activities that are related to the project. However, the implementation was successful in overcoming such difficulties through organizing the work around the various project activities.

We did not notice any notable funding gaps, problems in the flow of funds, cost overruns, or other financial difficulties that hindered implementation. It seems that persuading users to accept and utilize the new system set by the project, was the major constraint for effective utilization of the project output. But, through the general commitment and support given to the project by high authorities at MoFA,

adopting the gradual approach of implementation, and the training of the expected users, the implementation was successful in overcoming these constraints.

The project received the following expertise and they were appropriate to the project:

- R&D capabilities in relation to computer software
- Information gathering
- Multimedia authoring
- Arabic layering and editing
- Arabized interfaces

Also, there was a successful transfer of expertise to national staff from expatriates in some areas such as capabilities in relation to computer programming, information gathering, multimedia authoring, and project management. However, there is still a need for some expatriates to continue working along side the Saudi staff to carry actual use and updating of the project data for several more years. Training in various areas for the national staff was provided. The current positions and responsibilities of some the of people trained are shown in Annex 4 (Saudi Staff Members Associated with the Protect). In addition, many national staff at MoFA was exposed to various elements of the project. The equipment provided to the project was appropriate and up-to-date technology. Most of this equipment is in constant use. Some items such as the

digital video editing equipment, audio recording equipment, and video capture cards are used when the need for the inclusion of multimedia assets into the systems arises. Maintenance to this equipment is done in two ways: (1) preventive, whereby frequent checks on made the equipment and pending problem areas are identified and resolved; and (2) corrective, whereby a malfunction is fixed once it occurs. Overall, the procured equipment under this project has been handled well with minimal problems reported. As for the spare parts, after the procurement of this equipment, MoFA has purchased many more similar units such as PCs and Servers and spare parts were acquired with these new procurements. Software updates to the procured items were obtained to insure proper migration with future technologies.

B.   Quality of monitoring and backstopping
There is a continuous follow up by HE The Deputy Minister of MoFA, of the different aspects of the project, and there were progress reports supplied by the contractors. There is still a need for an advanced systematic procedures at MoFA to internally monitor and evaluate projects.
Moreover, there was evaluation during the complementary support not any tripartite review conducted on neither the project nor an external project implementation. In addition, the project did not receive any from other UN specialized agencies, bilateral agencies, or NGOs.

IV. PROJECT RESULTS

A.   Relevance
In our opinion, the purpose, approach, modality of execution and the selected recipient
institution all are still relevant in the current context of the
project. B. Efficiency
Considering the level of commitment provided to the project by MoFA, and the number and type of personnel and equipment provided to the project, it is clearly noticeable that the project was well mana2ed and implemented. But, the training aspects were not to the level we expected to find.
C.   Outputs
The project produced the following outputs which are in line with project design in relation to quality and delivery on time: Network hardware and software and system
communication links for The International Organizations System and The News and Views System. In addition, the Imaging based Document Management System (IDMS)
was implemented at the Communications Department at MoFA, the IDMS Filing System was implemented at other divisions of the Ministry, and action profiles were provided on
several topics under UN Database system. Finally, the country marketing plan for the USA (as a prototype), which was divided into two distinct areas: general business and
sector/market profile was designed and created. Hence, all outputs mentioned in

the last project document were carried out.

D. Immediate objectives

A major immediate objective for the project was to assist the government and the business sectors by providing the needed information about the commercial and investment opportunities available in the international markets. Overall, it has partially achieved this goal by setting up the system. However, the limited size of information is still a concern.
Some of the immediate micro level effects of this project are:

- Complete, fast, and effective decisions related to UN can be made by Saudi
  government officials using the UN Database system.
- Raining the computer literacy of officials working at MoFA and enhancing the
  ability of Saudi staff working in the computer center of MoFA.
- Assisting in the transfer of the needed technology.
- Transfer of 250,000 documents from paper format to a computer format
  thereby clearing a full room of documents into several mega bytes of computer memory. This made the accessibility of these documents easy and
  very fast (about 15 seconds).

In addition, future micro level effects of this project can be seen, such as:

- Enhancing market research analysis skills at the Saudi private sector.
- Complete, fast, and effective decisions related to the international organizations can be made by Saudi government officials.
- Opening of more trade and investment opportunities available internationally to the Saudi businessman and vice versa.

E.   Development Objectives

Saudi Arabia is one of the largest open market economies that is still not a member of
the World Trade Organization (WTO). Its accession is underway and it is expected to gain membership soon. With the strong trend towards globalization and freeing the flow
of goods and services, Saudi Arabia, like any developing nation, needs to be prepared to utilize the available opportunities. A tool to assist in achieving such a goal is having
developed a system of information about commercial and investment opportunities in the trading partner countries. Consequently, this project is expected to make a broader
contribution to the development of the country.

F. Effectiveness

Overall cost of used resources was justified with regard to the results obtained. However, the effectiveness of the project could be enhanced if:

- •Users were actively involved from the beginning in the concept design and

  participated in the implementation.
- • A comprehensive training program was carried out during early phases of

  implementation.
- • A larger participation of Saudi private sector in the management and maintenance of systems related to them was

realized. G. Capacity Building

The project resulted in formalizing and setting the administrative procedures at MoFA, which are associated with various functions of the project. The end results were improved work environment, simplification of work procedures, and more automation of specific tasks.

Moreover, MoFA was able to attract young professional Saudis to work on various components of the projects. These nationals participated successfully in developing programming capability and managing aspects of the project. H. Impact

At the end of the project, there were no losers that we can see. In addition, some of the immediate beneficiaries are the Saudi government, chambers of commerce, and the private sector and businessmen not just in Saudi Arabia but also the ones in the trading partners.

The project did not produce any significant unforeseen effects, positive or negative. And the impact on the environment is almost nil, since there are no hazards seen from such a project on the environment.

I. Sustainability

The major components of the project are well structured. As mentioned previously, there remains to be a continuous maintenance of the information and updating. Such a task, in our opinion, can be achieved internally without international assistance, after training the needed human resource for such a task. MoFA has established a special task force for this project, and it is constructing an ambitious plan to organize task forces/working groups (composed of experts from the business sector and academicians) to follow the implementation of the remaining functions.

J. Follow-up

The system design and the prototypes are ready for use. However, to make the results

of this project fully utilized, there is a need for follow-up support in the following areas:

- • Attracting various users to the systems.
- • Continuous maintenance of the information.
- • Training of targeted users.

V. FINDINGS

The project addressed a major area of concern to the Saudi development, namely, the lack of information related to business opportunities available in the international market and the related regulation and rules governing international trade and investment. The conclusions that we can draw from this evaluation are:

- Major targeted users and beneficiaries of the project are Saudi businessmen.
  However, they did not participate in the design or implementation of the project. Moreover, the Saudi private sector does not have any links to the systems yet.
- The structure/skeleton of the different information systems were accomplished. However, the benefit they can produce to the end users cannot be effectively determined since the data entry and information maintenance phases are not carried out yet.
- The project design envisioned that different Saudi foreign missions will carry the

  tasks of providing and feeding the systems with the needed information. Further efforts and time are needed in order to carry out this task to full operation. There is

  also a need to link all Saudi Missions and to train their employees.
- Comprehensive training efforts are required for MoFA employees, in order to enable them to utilize the systems. Efforts in areas of the data entry completion, analysis of available information, and producing the needed reports are necessary.

VI.   RECOMMENDATIONS

Our major recommendations concerning the actions that should be taken to improve the current project, or the planning/implementation of similar projects in the future are as follows:

- Link the private sector to the systems to extend the flow of information to them. This can be done through linking the Council of Saudi Chambers to the systems.
- Re-organizing the management of the systems by allowing representatives of major users (government agencies, private sector, academic sector) to actively participate in the activities of designing, implementing, and following up the projects and similar projects.
- Establish a research unit, either at MoFA or Council of Saudi Chambers of
  Commerce & Industry to analyze trade and investment data gathered.
- Plan to privatize some parts of the systems, mainly, the ones related to trade
  and investment information. This can be a seed for the establishment of a

business firm to specialize in providing and analyzing different types of commercial information.
- Proceed as soon as possible to set a comprehensive plan to enable the full utilization of the systems. This requires many actions such as; completing training, data entry t- information, linking all Saudi Missions to the systems, and continuous maintenance of the information.
- Continuously enhance the systems to enable them to taking advantage of the latest developments in information technology.
- Automating all areas of MoFA's operations and integrating them to form a fully automated management information system.
- Utilize the available international databases by linking the systems to the databases available at some international organizations. Moreover, systems such as News and Views can benefit greatly by linking it to on-line systems such as Reuters 1000.
- Further train Saudi staff at MoFA and the different users to enable them to utilize efficiently the information resources available.

VII. LESSONS LEARNED

Some of the main lessons that can be learned from this project for improving the quality of UNDP programs are:
- The importance of having a National Steering Committee in the recipient country. Participation in this Committee should be available to representatives of different users and beneficiaries from UNDP programs. The Committee must supervise the functions of: selecting the needed projects, approving the plans, and following up the implementation. Such an action will enhance the ability of selecting the most appropriate projects, coordinating between different projects, trying to find synergy between projects, and ensuring the most effective utilization of resources assigned to them.
- A comprehensive detailed training plan must be part of each project document in order to approve it. In this way, bottlenecks of human resources needed for the project can be eliminated and problem areas can be anticipated.
- A Manager of national staff (not linked to the contractor) should be assigned to each project to insure impartiality and stability.

Annex I
TERMS OF REFERENCE DOCIJMIENT

For Joint Evaluation Mission
of the Government of Saudi Arabia/Ministry of Foreign Affairs/UNDP
of SAU/94/007: Establishment of an Integrated Trade and Investment
System 1. Background
Given the encompassing scope and relatively high budget for project SAU/94/ 007, there is a need to undertake an in-depth evaluation of the project to

determine whether the sought after objectives were achieved as stated in the project document. This evaluation will access various factors related to these objectives ranging from the time required to
achieve each objective, to the problems encountered, to the actual beneficiaries from each objective, and finally, to the fulfillment of government expectations from each
objective, in particular, and from the project as a whole.
Both the Saudi Ministry of Foreign Affairs ('the executing agency') and the UNDP have agreed in principle to this evaluation. The resulting findings and recommendations will certainly benefit both parties in furthering their cooperation in a more improved and responsive manner.

2. Purpose

The main purpose of this evaluation is to find out if the project objectives were achieved in a timely manner and to the level of detail as documented in the project document for SAU/94/007. More specifically, the following questions should be answered by the evaluation for each objective, taking into account the various activities and outputs: I. Was the objective achieved as per the project document? If yes, to what level of
   detail? If no, state the reasons why it was not achieved.

2. Was the time frame for achieving the objective as per the project document? If no,
   state the reasons for this change.

   3. What problems were encountered during the activities that should have
                              resulted in the
   objective? How were they resolved? Any lessons leaned?

4. Who were the targeted beneficiaries for the objective? Was the benefit as expected?

5. Were government expectations from this objective met? If they were, to what extent? If
   they were not, state the reasons?

6. To what extent did the activities of the various project subcontractors complement one another to achieve this same objective? Was there any overlap in the activities? If there was, explain how any resulting conflicts were resolved?

These questions should be assessed from both a technical and practical perspective. On the technical side, shortcomings relating to enabling technology and information gathering (or compilation) should be identified. And on the practical side, issues pertaining to the utilization of the resulting objectives should be documented. The resulting information from both assessments should be detailed enough to enable indepth and constructive discussions between the executing agency and the UNDP on means to improve any identified deficiencies.

3. **Issues to Covered**

As stated in the previous section, the issues to be covered by the evaluation relate to the project objectives, taking into account the various activities and outputs. In a more structured manner, the issues to be covered should be classified under three headings: Project Concept and Design, Implementation, and Results.

3.1 **Project Concept and Design**
As relates to the overall concept and design for project SAU/94/007, the evaluation should address the following items from the view point of the project document:

- Was the problem that the project was supposed to solve clear? Was the approach to be used in the project to solve this problem sound?
- Were the beneficiaries and users of the project results (outputs) clearly identified?
- Were the project objectives and outputs stated explicitly, precisely and in terms that are verifiable?
- Were the objectives achievable? Also, was the relationship between the objectives, the outputs, the activities, and the inputs clear, logical and commensurate (corresponding), given the time and resources available for the project?
- Was a detailed work plan included in the project? How close was it followed?

Here also, assessments from both a technical and practical perspective should be undertaken.

3.2 **Implementation**
From an implementation side, the evaluation should assess the quality and timeliness of the:
- Project inputs.
- Project activities.
- Responsiveness of project management to changes in the environment of the project.
- Monitoring and backstopping by all parties to the project. 3.3 **Results**
As for the results of the project implementation, the evaluation should assess and document the following:

- The results produced by the project. Is the project producing or has it produced the stated outputs effectively and efficiently? What is the quality level of these outputs?
- Are they being utilized? If so, how? Has the project achieved or is it likely to achieve its objectives? When were or will these objectives be achieved?
- Effect of the results on the target group(s) or institution(s) the project is aimed at. What has been realized with these results? Are there any unintended effects that have resulted?
- Significance of the results achieved for the country or region. To what extent have the project results had an impact on the benefiting country or

region? 4. **Lessons Learned**

The evaluation should summarize the various lessons that can deduced from this project. What has been learned from the experience of this project and how can this new knowledge be applied to other projects? What has worked well and how this can be used in other projects? What has not worked well (or rather badly) and how to avoid the same problem in the future?

5. **Mission Composition**

The joint evaluation mission will be composed of the following people: For the government] Saudi Ministry of Foreign Affairs (executing agency): Dr. Abdulrahman A1-Aali   Dr. Yousef Al-Saadon

Chairman, Dept. of Business Administration,Consultant
King Saud University

6. **Evaluation Schedule**

The overall evaluation process for this project should last not longer than 10 working days in Riyadh, with a tentative starting date of May 26, 1997. Following this period, up to 5 working days will be needed to prepare and edit the evaluation report for delivery as a final report to the mission members. A presentation on the findings and recommendations of this report will be made to and discussed with the Saudi Ministry of Foreign Affairs (the executing agency) and UNDP at the Ministry in Riyadh. After final report submittal, 10 copies of the report document will be submitted to UNDP for formal distribution.

7. **Consultations in the Field**

The Mission will maintain close liaison with the UNDP Resident (or regional) Representative in Saudi Arabia, the concerned agencies of the Government, any members of the international team of experts, the counterpart staff assigned to the project as well as the Saudi Ministry of Foreign Affairs field staff in the country. Although the mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of UNDP or the Saudi Ministry of Foreign Affairs.