

# Sustainable Development and Integrated Water Management

## Final Project Evaluation Terms of Reference UNDP Country Office and Ministry of Environment, Water and Agriculture Kingdom of Saudi Arabia

### 1. Background and context

With a rapidly growing population of presently close to 32 million, the Kingdom of Saudi Arabia faces a number of challenges including growing urbanization and environmental change. While urbanization poses great pressure on regional water and sewage infrastructure and bears pollution risks, environmental challenges include depletion of aquifers and increasing torrential flood risks. Earning relatively high annual revenues from natural resources, Saudi Arabia has invested heavily in development and upgrading infrastructure during the past few decades, including in water and sewage infrastructure, road networks, housing, hospitals, and schools.

Due to Ministry of Environment, Water and Agriculture's (MEWA) recent initiatives, efficient water use and governance in the municipal and irrigation subsector, reuse of wastewater and exploitation of shallow aquifers caused significant reduction of groundwater abstractions.

Nevertheless, a set of bolstering measures towards sustainable water supply even in stress and emergency situations and minimizing the climatically induced environmental risks needs to be formulated. These actions or interventions simultaneously should target the supply side; curtail water demands in various productive sectors; and mitigate the environmental risks.

However, to make a transition from the current patterns of water administration to sound water management mode, **two prerequisites are required**. First, there is strong need to strengthen the technical and organizational capacities of the MEWA to deal with the triple challenge of water exploitation and distribution (operational side), research for additional resources and cutting-edge technologies to satisfy the increasing demand (research side), and rigid control and administration of all water-related aspects (control side). Second, a sound information base covering data on groundwater availability, quality, withdrawal, and usage is about to be put in place.

The transformation of this information into an all-encompassing water resources management requires sustained long-term efforts, especially since the MEWA has limited capacity and experience in this field. It needs to go a long way in terms of development and strengthening its technical capacities in order to be able to meet its mandates.

To this effect MEWA partnered with UNDP Country Office to address challenges being faced in capacity development and strengthening institutional role of the Ministry. The project has been designed to initiate a systematic process of capacity development to help in sustainable development of water resources and management of water-related affairs in the Kingdom to ensure permanent and sufficient supply.

Annual evaluations are set within this project document to ensure targets are met and course of action corrected when needed during the lifetime of the project. A first evaluation was conducted in 2019

which resulted in a list of recommendations by the evaluator. Since then, all recommendations have been addressed. Due to the ongoing global pandemic of coronavirus disease all subsequent planned annual evaluations have been halted; however, a final evaluation will be taking place. This intervention requires working with all heads of departments involved with the various outcomes as well as all consultants on the project and other relevant project and ministry staff.

The evaluation will take place in Riyadh, within the offices of MEWA but may require meetings with various national stakeholders.

PROJECT/OUTCOME INFORMATION		
<b>Project/outcome title</b>	Sustainable Development and Integrated Water Management	
<b>Atlas ID</b>	SAU10/107888	
<b>Corporate outcome and output</b>	National Capacities Developed for Better Management of Non-oil Natural Resources	
<b>Country</b>	Saudi Arabia	
<b>Region</b>	RBAS	
<b>Date project document signed</b>	20/02/2018	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	01/03/2018	28/02/2022
<b>Project budget</b>	\$24,859,429	
<b>Project expenditure at the time of evaluation</b>		
<b>Funding source</b>	Government Cost-Sharing	
<b>Implementing party<sup>1</sup></b>	Ministry of Environment, Water and Agriculture	

## 2. Evaluation purpose, scope and objectives

This evaluation is the final evaluation for the afore mentioned project aimed at re-positioning the project to help MEWA meet its new mandate. The evaluation and ensuing recommendations will help build a new project document serving MEWA better deliver its intended task and learn lessons from previous activities.

Scope and objectives of the evaluation:

- This evaluation will cover all outcomes of the project documents. It will delve into the details of the achievements, how these feed into the final target (or fail to do so).
- Coordination amongst all project components has also been a matter of concern
- This evaluation will cover all activities held during the span of the project and highlight issues and recommendations in all aspects (technical, financial, management, structural and operational), including the effective use of resources and delivery outputs in the signed project document and workplan
- The evaluation will suggest recommendations which will help build a new project document.

Issues relate directly to the questions the evaluation must answer so that users will have the information they need for pending decisions or action. An issue may concern the relevance, coherence, efficiency, effectiveness, or sustainability of the intervention. In addition, UNDP evaluations must address how the intervention sought to **mainstream gender in development efforts**, considered disability issues and applied the rights-based approach.

### 3. Evaluation criteria and key guiding questions

Evaluation questions define the information that the evaluation will generate. This section proposes the questions that, when answered, will give intended users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. Questions should be grouped according to the four OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; and (d) sustainability (and/or other criteria used).

#### Project evaluation sample questions:

##### Relevance/ Coherence

- To what extent was the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the design?
- To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

##### Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?
- To what extent were the project outputs achieved, considering men, women, and vulnerable groups?
- What factors have contributed to achieving, or not, intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?
- Are the project objectives and outputs clear, practical, and feasible within its frame? Do they clearly address women, men, and vulnerable groups?
- To what extent have different stakeholders been involved in project implementation?

- To what extent are project management and implementation participatory, and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives?

### Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

### Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men, and vulnerable groups?
- To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights, and human development?
- To what extent do stakeholders (men, women, vulnerable groups) support the project's long-term objectives?
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?
- What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?

## Evaluation questions on cross-cutting issues

### Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

### Gender equality

All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

### Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?
- Was a twin-track approach adopted?<sup>2</sup>

## 4. Methodology

Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and male and female direct beneficiaries. Methodological tools and approaches may include:

- **Document review.** This would include a review of all relevant documentation, inter alia
  - Project document (contribution agreement).
  - Theory of change and results framework.
  - Programme and project quality assurance reports.
  - Annual workplans.
  - Activity designs.
  - Consolidated quarterly and annual reports.
  - Results-oriented monitoring report.
  - Highlights of project board meetings.
  - Technical/financial monitoring reports.
- **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners:
  - **Semi-structured interviews**, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
  - Key informant and **focus group discussions** with men and women, beneficiaries and stakeholders.
  - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

- **Surveys and questionnaires** including male and female participants in development programmes, UNCT members and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
- **Gender and human rights lens.** All evaluation products need to address gender, disability, and human right issues.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders, and the evaluator.

## 5. Evaluation products (deliverables)

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- **Evaluation debriefings.** Immediately following the evaluation, UNDP expects a preliminary debriefing and findings.
- **Draft evaluation report (within an agreed length).**<sup>2</sup> A length of 40 to 60 pages including executive summary is suggested.
- **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report.** With a one-page evaluation summary to be presented to HE the Minister. The one pager is to highlight key achievements of the project and their impact.
- **Presentations to stakeholders and/or the evaluation reference group** (if required).
- **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant.

## 6. Required competencies

- **Required qualifications:** PHD degree in relevant discipline, minimum 10 years' experience in evaluations, preferable in the field of Water Resources Management, knowledge of Saudi, region or similar context, a plus.
- **Technical competencies:** Team leadership skills and experience, technical knowledge in UNDP thematic areas, with specifics depending on the focus of the evaluation, data analysis and report writing etc.

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<sup>2</sup> A length of 40 to 60 pages including executive summary is suggested.

- **Technical knowledge and experience:** Gender and disability inclusion competencies preferable. Technical knowledge and experience in other cross-cutting areas such equality, disability issues, rights-based approach, and capacity development.
- **Language skills required:** Fluent English, knowledge of Arabic considered an asset

Evidence to be presented:

- resume
- work samples
- references

To support claims of knowledge, skills and experience.

Explicit statement of evaluators' independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.<sup>3</sup>

## 7. Evaluation ethics

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.<sup>3</sup>

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## 8. Implementation arrangements

The section describes the specific roles and responsibilities of all involved in this evaluation:

1. Evaluation commissioner: The Resident Representative
2. Evaluation manager: Lead the evaluation process and participate in all of its stages - evaluability assessment, preparation, implementation, management and use. Ensure quality assurance and manage the ERC portal
3. Evaluator:
  - a. Fulfil the contractual arrangements under the TOR
  - b. Develop the evaluation inception report, including an evaluation matrix and a gender responsive methodology, in line with the TOR, UNEG norms and standards and ethical guidelines
  - c. Conduct data collection and field visits according to the TOR and inception report
  - d. Produce draft reports adhering to UNDP evaluation templates, and brief the evaluation manager, programme/ project managers and stakeholders on the progress and key findings and recommendations
  - e. Consider gender equality and women's empowerment and other cross-cutting issues, check if all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analysed and interpreted
  - f. Finalize the evaluation report, incorporating comments and questions from the feedback/ audit trail. Record own feedback in the audit trail including those of the members

<sup>3</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

of the team, the evaluation manager, the commissioning programme unit, and key stakeholders.

4. Project manager:

- a. Provide inputs/ advice to the evaluation manager and evaluation reference group on the detail and scope of the TOR for the evaluation and how the findings will be used
- b. Ensure and safeguard the independence of evaluations
- c. Provide the evaluation manager with all required data (e.g. relevant monitoring data) and documentation (reports, minutes, reviews, studies, etc.), contacts/ stakeholder list etc.
- d. Ensure that data and documentation in general, but in particular related to gender equality and women's empowerment and other cross-cutting issues, are made available to the evaluation manager
- e. Provide comments and clarification on the TOR, inception report and draft evaluation reports
- f. Respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP
- g. Ensure dissemination of the evaluation report to all the stakeholders including the project board
- h. Implement relevant key actions on evaluation recommendations

## 9. Time frame for the evaluation process

This section lists and describes all tasks and deliverables for which the evaluator will be responsible and accountable, as well as those involving the commissioning office (e.g. workplan, agreements, briefings, draft report, final report).

- Desk review.
- Briefings of evaluator.
- Finalizing the evaluation design and methods and preparing the detailed inception report.
- In-country data collection and analysis (visits to the field, interviews, questionnaires).
- Preparing the draft report.
- Stakeholder meeting and review of the draft report (for quality assurance).
- Incorporating comments and finalizing the evaluation report.

In addition, the evaluator may be expected to support UNDP efforts in knowledge sharing and dissemination.



### working day allocation and schedule for an evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
<b>Phase One: Desk review and inception report</b>				
Meeting briefing with UNDP (programme managers and project staff - as needed)	-	At the time of contract signing 1 November 2021	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluator	-	At the time of contract signing 1 November 2021	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	3 days	Within two weeks of contract signing 1-15 November 2021	Home- based	Evaluator
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing 15 November 2021		Evaluator
Comments and approval of inception report	-	Within one week of submission of the inception report 22 November 2021	UNDP	Evaluation manager
<b>Phase Two: Data-collection mission</b>				
Consultations and field visits, in-depth interviews, and focus groups	10 days	Within four weeks of contract signing 28 November - 9 December 2021	In country  With field visits	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	1 day	9 December 2021	In country	Evaluator
<b>Phase Three: Evaluation report writing</b>				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)	9 days	Within two weeks of the completion of the field mission 12-24 December 2021	Home- based	Evaluator
Draft report submission	-			Evaluator
Consolidated UNDP and stakeholder comments to the draft report	-	Within one week of submission of the draft evaluation report 30 December 2021	UNDP	Evaluation manager
Debriefing with UNDP	1 day	Within one week of receipt of comments 6 January 2022	Remotely UNDP	UNDP, stakeholder, and evaluator
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	2 days	Within one week of final debriefing 13 January 2022	Home- based	Evaluator
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing 13 January 2022	Home- based	Evaluator
<b>Estimated total days for the evaluation</b>	<b>26</b>			

## 10. Application submission process and criteria for selection

As required by the procurement unit.

## 11. TOR annexes

Annexes can be used to provide additional detail about evaluation background and requirements to facilitate the work of evaluators. Some examples include:

- **Intervention results framework and theory of change.** Provides more detailed information on the intervention being evaluated.
- **Key stakeholders and partners.** A list of key stakeholders and other individuals who should be consulted, together with an indication of their affiliation and relevance for the evaluation and their contact information. This annex can also suggest sites to be visited.
- **Documents to be consulted.** A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
  - Vision 2030
  - National Transformation Plan
  - Project Document and Budget Revisions
  - Partnership arrangements (e.g., agreements of cooperation with Governments or partners).
  - Minutes of all meetings
  - National Water Strategy
- **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table 1. Sample evaluation matrix**

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis

- **Schedule of tasks, milestones and deliverables.** Based on the time frame specified in the TOR, the evaluators present the detailed schedule.
- **Required format for the evaluation report.** The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports (see annex 7).
- **Dispute and wrongdoing resolution process and contact details (annex A)**

- **Pledge of ethical conduct in evaluation.** UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system'.<sup>5</sup>

## **Annex A**

### **UNDP Evaluation dispute resolution process**

#### **Dispute settlement**

Should you or a member of the evaluation team feel unduly pressured to change the findings or conclusions of an evaluation you have been contracted to undertake you are freely able to raise your

concerns with the management within UNDP.

Please send your concerns to the Deputy Director of the Region who will ensure a timely response.

Please also include the Independent Evaluation Office, in your correspondence

([evaluation.office@undp.org](mailto:evaluation.office@undp.org)).

#### **Reporting wrongdoing**

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, the Office of Audit and Investigation is the principal channel to receive allegations\*.

Anyone with information regarding fraud against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact

information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

**ONLINE REFERRAL FORM** (*You will be redirected to an independent third-party site.*)

**PHONE - REVERSED CHARGES** [Click here for worldwide numbers](#) (interpreters available 24 hours/day) Call +1-844-595-5206 in the USA

**EMAIL** directly to OAI at: [reportmisconduct@undp.org](mailto:reportmisconduct@undp.org)

#### **REGULAR MAIL**

Deputy Director (Investigations)  
Office of Audit and Investigations  
United Nations Development Programme  
One UN Plaza, DC1, 4th Floor  
New York, NY 10017 USA

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\* <https://www.undp.org/accountability/audit/investigations>