

UNDP Saudi Arabia

Terms of Reference

Outcome Evaluation – UNDP Support to Saudi Arabia in the Area of Energy and Environment (2007-2010)

Type of Contract: Special Service Agreement (SSA)

Duration: Six weeks

Duty Station: Riyadh, Kingdom of Saudi Arabia

Availability date: June - July 2010

I) UNDP Mission Statement

UNDP is the UN' s global development agency, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP is on the ground in 166 countries working with national counterparts on their own solutions to local and global development challenges.

II) Background

The growing demand for development effectiveness is largely based on the realization that producing good “deliverables” is simply not enough. Efficient or well-managed development projects and outputs will lose their relevance if they yield no discernible improvements in development conditions and ultimately in people’s lives. Being a key international development agency, the United Nations Development Programme (UNDP) has been increasing its focus on achievement of clearly stated results. Nowadays, results-based management (RBM) has become UNDP’s management philosophy.

As part of its efforts in enhancing RBM, UNDP has shifted from traditional project monitoring and evaluation (M&E) to results-oriented M&E, especially outcome monitoring and evaluation that cover a set of related projects, programmes and strategies intended to bring about a certain outcome. An outcome evaluation assesses how and why an outcome is or is not being achieved in a given country context, and the role that UNDP has played. Outcome evaluations also help to clarify underlying factors affecting the situation, highlight unintended consequences (positive and negative), recommend actions to improve performance in future programming, and generate lessons learned.

III) Outcome to be evaluated

UNDP's Country Programme (CP; 2007-2011) constitutes a flexible partnership between Saudi Arabia and UNDP and is anchored in the overall development priorities of the country, as outlined in the eighth and ninth development plans. The plans recognize challenges that the Country Programme intends to address, including greater diversification of the sustainable base of the economy, enhanced efficiency of the public sector and the full participation of youth and women in socio-economic progress. The plan's overall objectives aim at enhancing the living standards of Saudi citizens by increasing their livelihood opportunities through entrepreneurship, investment and employment, and at maximizing the benefits from the current growth trends and the integration into the global economy. Moreover, the country believes it has a regional and global responsibility and has a substantial official development assistance (ODA) programme that benefits poorer countries.

In the current Country Programme Document (CPD) and the Country Programme Action Plan of UNDP Saudi Arabia (2007-2011), there are five development outcomes to which UNDP would like to contribute. Outcome 1 is on Pro-Poor and Sustainable Development Policies which in turn involves several outputs and projects to achieve results related to energy and environment. Within CP Outcome 1, a separate outcome evaluation has been done for the pro-poor elements of the outcome, while this evaluation will focus on the environment and energy related outputs.

UNDP works with Saudi Arabia to strengthen its capacity to manage the environment through a number of policy options, including the areas of energy conservation, climate change, biodiversity conservation, water resource management, urban environment management, etc.. UNDP also provides technical expertise to assist the country in meeting its global environmental commitments and reporting.

The outcome evaluation will provide important information on (i) the contributions that UNDP has made to the environment-related outputs under Outcome 1 of the CP, (ii) whether the UNDP strategy has been effective, and (iii) whether some adjustments are needed so that UNDP can stay relevant in the field in future. A detailed results framework for the selected outcome is summarized below:

Intended Outcome: Environment and energy sustainability objectives integrated in macroeconomic and sector policies

Outcome Indicator: Water and energy strategies integrated in national plans.

Baseline (2000): Water and energy considerations in national planning are short term. Only one national climate change report produced

III) Brief national context related to the outcome

The Ministry of Water and Electricity (MOWE) of the Government of the Kingdom of Saudi Arabia (KSA) is currently focusing on the following: (a) broad-based water demand management rather than supply management policy; (b) a cross-sectoral program for reducing non-renewable groundwater withdrawal and more sustainable aquifer management; (c) a comprehensive program for reclaimed wastewater reuse in agriculture irrigation; and (d) reorganization of the legal and institutional framework.

In the energy sector, the Kingdom endeavors to meet the rapidly growing power and energy demand through efficient and rational consumption patterns, thereby protecting the local environment while at the same time providing a sustainable alternative to increased energy supply and generation capacity expansion.

Saudi Arabia is also keen to meet its UNFCCC and UNCBD commitments to ensure sound environmental policies are in place and implemented.

At the local level, the municipality of Jeddah is currently dealing with the city's growing environmental challenges and aims towards better sustainable livelihood for its residents and prosperity for its socio-economy.

V) Output background information:

There are six main outputs to this outcome:

I. [Training Center:](#)

The Kingdom of Saudi Arabia has rich natural resource base and wildlife beauty that have been enjoyed for generations. Despite the accelerated development, the Kingdom has witnessed in the last three decades, environmental and wildlife conservation has not been compromised. The NCWCD was established by a Royal Decree in 1986. Among other things, the Decree requires the Commission to "Develop and implement plans to preserve wildlife in its natural ecology and to propose the establishment of proper protected areas and reserves for wildlife in the Kingdom, and to manage such areas.". In accordance with this mandate, the Commission strives to protect, conserve, and develop the wildlife resources in terms of the laws of Saudi Arabia, and the welfare of its people.

Among other tasks, the NCWCD is responsible for the management of three Wildlife Research Centers and 15 territorial and marine protected areas scattered across the Kingdom. Thus the Kingdom of Saudi Arabia has reinforced its efforts in environmental protection and conservation of natural resources in order to ensure a sustainable economic development

II. Second National Communications

The project aims at assisting the Kingdom of Saudi Arabia (KSA) with the enabling activities necessary to undertake the Second national Greenhouse Gas Inventory and to prepare and report the Second National Communication to the Conference of parties in accordance with guidance of the Un Framework Convention on Climate Change (UNFCCC). In addition, this project will help strengthen KSA's capacity to fulfill its commitments to the UNFCCC on a continuing basis. The structure of this project is based on the country's previous experience and studies already identified under a stocktaking exercise. The main components of the project are: 1) An inventory of greenhouse gases for the year 2000 and time series 1990-2000. 2) An assessment of steps taken by the kingdom of Saudi Arabia to address mitigation. 3) An Assessment of potential impacts of climate change in KSA and adaptation measures. 4) Preparation of the Second National Communication of KSA and submission to the COP. In addition to public awareness activities and stakeholders consultations will be cross-cutting along the overall course of this project, therefore, the preparation of the Second national Communication is expected to enhance general awareness and knowledge on climate change related issues in KSA, and to help into highly taking them into account in the process of national planning and policy

III. Jeddah Environmental Master plan

Jeddah is the second largest city in Saudi Arabia with a population of approximately 2.8 million with an average yearly growth rate of 2.6%. The city of Jeddah faces great environmental challenges in the wake of fast and unprecedented socio-economic growth. Currently, the city lacks coordinated mechanisms to deal with existing environmental challenges as stated in the situational analysis above, or plan for a sustainable socio-economic growth without harming the environment. For this, the municipality of Jeddah is launching this comprehensive environmental action planning programme to deal with these challenges by involving all stakeholders concerned and as a city moving forward in the 21st century towards better sustainable livelihood for its residents and prosperity for its socio-economy. This project aims at developing an Environmental Master Plan for the city of Jeddah promoting Environmental Protection while ensuring the Sustainable Development of the City and the sustainable livelihoods of its men and women. The project will achieve this overall goal through the following outputs: 1) Issue-specific environmental profiles prepared and verified in a participatory process; 2) Environmental Master Plan prepared; 3) Capacities of stakeholders developed for planning, implementation and monitoring; 4) A planning decision support system is established and used. Profiles are produced on an annual basis; 5) Environmental awareness strategy developed and implemented; and 6) Environmental security Early Warning System (EWS) established.

Integrated Water Resources

The objective of this Project is to provide direct support to the development of strategic water sector management policies through extensive in-country consultations of the MOWE-WB Cooperative Program. The overall objective are, the development Retrospective groundwater abstraction estimate and mapping across the Kingdom of Saudi Arabia; economic and financial assessment of the use of Water in Irrigated Agriculture; the assessment of the Capacity Building and Institutional Enhancement needs of the MoWE; the assistance to the Ministry in monitoring the progress of the two groundwater evaluation projects and the preparatory work for the development of a wells inventory data base (CADASTRE).

National Energy Efficiency Programme

The aim of this programme is to assist the energy sector in Saudi Arabia to meet the rapidly growing power and energy demand through efficient and rational consumption patterns, thereby protecting the local environment while at the same time providing a sustainable alternative to increased energy supply and generation capacity expansion. The NEEP involves supporting energy auditing in the industrial and commercial sectors, utility load management, setting policies and regulations for residential buildings and energy-consuming appliances efficiency, improving energy efficiency information exchange, promoting energy services and private sector investments and utilization of efficient technologies. It will enhance and encourage outreach and awareness building initiatives on energy efficiency through campaigns, workshops and capacity building

Development water Network Connectivity

The overall objective of this project was to establish a water network connection for the Madhaya villages to ensure the delivery of water from wells. Al-Madhaya Villages is located in the Jazan Region with a population estimated more than 4,000. Al-Madhaya Villages drinking water from a well 10 Kilometers away from the village, hence water network is very much needed to allow people to lead a life that they value and enabling them to realize their potential as human beings.

Future Cooperation to achieve UNDP's outcome by 2011:

- Cooperation with the Presidency of Methodology and Environment on the annual Gulf Environment Forum to promote advocacy and policy dialogue activities

VI) Objectives of the evaluation

The outcome evaluation shall assess the following: (i) *outcome analysis* - what and how much progress has been made towards the achievement of the outcome (including contributing factors and constraints), (ii) *output analysis* - the relevance of and progress made in terms of the UNDP outputs (including an analysis of both project activities and soft-assistance activities), and (iii) *output-outcome link* - what contribution UNDP has made/is making to the progress towards the achievement of the outcome (including an analysis of the partnership strategy). The results of the outcome evaluation will be used for re-focusing the interventions during new Country Programme (CPD) if necessary, and guiding future programming of a similar nature.

VII) Scope of the evaluation

- This outcome evaluation will be looking at the relevance and contributions of UNDP project activities and upstream policy advice efforts with regard to the outcome. Specifically, the outcome evaluation is expected to address the following issues along with providing recommendations to achieve the targets and developing lessons learned.

Outcome analysis

- How did UNDP outputs contribute in terms of policy and regulatory frameworks of Saudi Arabia, and the welfare of its people to protect, conserve, and sustainably develop its environment and natural resources?
- How has UNDP's outputs on energy contributed to sustainable economic development in KSA?
- How has UNDP's outputs on climate change contributed to identifying and managing climate risks in Saudi Arabia and enhancing understanding of greenhouse gas emissions.
- Has UNDP's support led to positive changes in the creation of favorable conditions for sustainable use of biodiversity? Is it likely that biodiversity concerns will become an integral part of economic decision-making?
- Has UNDP's support led to improved integration of sustainability into urban development and water management?
- How has UNDP's support resulted in improvement in the environmental awareness by the general public? How has it resulted in the basic environmental knowledge and capacities been improved among the key stakeholders?

Output analysis

- Are the UNDP outputs still relevant to CP Outcome 1?
- Has sufficient progress been made in relation to the UNDP outputs? What is the likely trajectory of the outputs by end of the CP in 2011?

- What are the factors (positive and negative) that affect the accomplishment of the outputs?
- Assessment of whether and how environment has been mainstreamed into development policy and practice in Saudi Arabia; i.e. whether environmental protection activities address economic growth and livelihood issues and – on the other hand - whether development interventions take into account environmental concerns;
- Assessment of UNDP’s ability to advocate best practices and desired goals; UNDP’s role and participation in national debate and ability to influence national and local policies on sustainable development.

Output-outcome link

- Whether UNDP’s outputs or other interventions can be credibly linked to the achievement of the outcome (including the key outputs, projects and assistance soft and hard that contributed to the outcome);
- What are the key contributions that UNDP has made/is making to the outcome (e.g. piloting new technologies, drafting energy efficiency standards)?
- What has been the role of UNDP soft-assistance activities in helping achieve the outcome? Has UNDP been able to catalyze wider application of new technologies, promote public participation, or support implementation of environmentally-friendly policies?
- With the current planned interventions in partnership with other actors and stakeholders, will UNDP be able to achieve the outcome within the set timeframe and inputs – or whether additional resources are required and new or changed interventions are needed?
- Whether UNDP’s partnership strategy has been appropriate and effective. Has UNDP been able to bring together various partners across sectoral lines to address environmental concerns in a holistic manner? Will environmental concerns be taken into account in national development plans and strategies?
- Assessment of UNDP’s ability to develop national capacity in a sustainable manner (through exposure to best practices in other countries, holistic and participatory approach). Has UNDP been able to respond to changing circumstances and requirements in capacity development?
- What is the prospect of the sustainability of UNDP interventions related to the outcome? Can it be ensured that outcome will be reached and maintained even after the UNDP intervention?

VIII) Products expected from the evaluation

The key product expected from this outcome evaluation is a comprehensive analytical report in English that should, at least, include the following contents:

- Final report which Includes:
 - Executive summary

- Introduction
- Description of the evaluation methodology
- An analysis of the situation with regard to the outcome, the outputs and the partnership strategy;
- Key findings (including best practice and lessons learned)
- Strategies and recommendations for continued UNDP assistance towards the achievement of the outcome
- Conclusions and recommendations
- Annexes: TOR, field visits, people interviewed, documents reviewed, etc.

(See the *UNDP Guidelines for Outcome Evaluators* for a detailed guidance on the preparation of an outcome evaluation report).

IX) Methodology or evaluation approach

An overall guidance on outcome evaluation methodology can be found in the *UNDP Handbook on Monitoring and Evaluating for Results* and the *UNDP Guidelines for Outcome Evaluators*. The evaluators should study those two documents very carefully before they come up with the concrete methodology for the outcome evaluation.

Specifically, during the outcome evaluation, the evaluators are expected to apply the following approaches for data collection and analysis: (i) desk review of existing documents and materials, (ii) interviews with partners and stakeholders (including what the partners have achieved with regard to the outcome and what strategies they have used, and (iii) briefing and debriefing sessions with UNDP and the government, as well as with other partners.

X) Duration of Mission:

Duration: Six weeks

XI) Evaluation Consultant

The evaluation will consist of one National Consultants: The consultant should have an advanced university degree and at least five years of work experience in the field of sustainable environment and energy development, sound knowledge about results-based management (especially results-oriented monitoring and evaluation). The Selected consultant will take the overall responsibility for the quality and timely submission of the evaluation report in English.

Specifically, the consultant will perform the following tasks:

- Evaluation preparation, e.g., design, approach, document review, focus of the Evaluation efforts (past or future orientation etc.);

- Realistic scoping of the Evaluation (e.g., format, contents, and length of the Evaluation report, level of details expected including the amount of quantitative data, roles and participation of key partners), within the available resources (time and financial budget etc.);
- Interviews with partners and stakeholders;
- Implementation of the Evaluation;
- Focusing on the institutional aspects, across the levels of institutions from policy to legislation, regulation, and organizations; assessing institutional capacity and incentives; and assessing complex situations in order to succinctly and clearly distill critical issues and draw forward looking conclusions;
- Final report writing to meet the objectives of the Evaluation TOR. Realistic scoping of the Evaluation (e.g., format, contents, and length of the Evaluation report, level of details expected including the amount of quantitative data, roles and participation of key partners), within the available resources (time and financial budget etc.);

XII) Implementation arrangements

To facilitate the outcome evaluation, UNDP Saudi Arabia will set up a Evaluation Focal Team (EFT), which will provide substantive support to the evaluation consultant and will help identify the key partners for interviews as well as providing the consultant with background materials. The EFT will review and comment on the draft evaluation reports submitted by the consultant. The EFT will consist of members of the Energy & Environment Team (which manages all environment programmes on daily basis) and UNDP Monitoring and Evaluation Associate who will serve as chair of the EFT.

A total of about 39 work days are required for the evaluation, which are broken down as follows:

Activity	Timeframe and responsible party
Briefing with UNDP Saudi Arabia	0.5 day, by UNDP Evaluation Focal Team
Desk review of existing documents, develop Evaluation design (schedule, scope, methodology, forward-looking strategy, information and documents needed, their availability and alternatives, partners and agencies to meet); data collection	6 days, by the Consultant
Interviews with partners	06 days, by the Consultant
Drafting of the evaluation report and submit 1 st draft	14 days, by the Consultant
Review First Draft	2 days, by UNDP Evaluation Focal Team
Submitting Second draft	3 days, by the Consultant
Review Second Draft	2 days, by UNDP Evaluation Focal Team
Finalization of the evaluation report	5 days, by the Consultant
Debriefing with UNDP Saudi Arabia	0.5 day, UNDP and the Consultant

XIII) Selected documents to be studied by the evaluators

The following documents should be studied by the consultant:

- UNDP Handbook on Monitoring and Evaluating for Results
- UNDP Guidelines for Outcome Evaluators.
- UNDP Results-Based Management: Technical Note
- UNDP Country Programme Document
- UNDP Project documents on energy efficiency, climate change, biodiversity, water resource management, urban environment, etc
- UNDP National Human Development Reports for KSA
- 8th and 9th (if published) National Development Plans
- Sample of previous outcome evaluations

Before the mission starts consultant is expected to read relevant documents sent by UNDP and national consultants.

The consultant will prepare a final report to cover the contents required by the Evaluation TOR and agreed to with UNDP during the specific design of the evaluation. The length of the final report is expected to be 20-25 pages, with any additional details needed to be supplied in supporting appendices/annexes.

Based on the response to the above points and timely preparation of the final evaluation report, the performance of the consultant services will be certified by UNDP Saudi Arabia Office.

XIV) Reporting to UNDP Country Office

The evaluation consultant will maintain close contact with all the key and relevant partners and stakeholders and will report to UNDP Saudi Arabia Country Office. Although the consultant should feel free to discuss any relevant matters with the partners/stakeholders in relation to its assignment, it is not authorised to make any commitment on behalf of UNDP or the Government.

XV) Payment Schedule

25% upon certification by UNDP of draft 1 of the report
25% upon certification by UNDP of draft 2 of the report
50% upon certification by UNDP of Final Report

Interested evaluators should send their CVs outlining their background experience and qualifications to:

Abeer Al-Najai, Monitoring and Evaluation Associate, UNDP Saudi Arabia at abeer.alnajai@undp.org

Deadline: **16 June 2010**