# UNDP Saudi Arabia

# Terms of Reference

# Outcome Evaluation

**Type of Contract**: Special Service Agreement (SSA)

**Duration:** Two months

**Duty Station:** Riyadh, Kingdom of Saudi Arabia

**Availability date:** 15 October 2011

**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) Outcomes to be evaluated**

**Outcome Two and Outcome Three :**

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 2 is on Economic framework diversified to encourage tourism, international trade and FDI. Outcome 3 is to improve public sector performance for equitable provision of services on the local level to empower communities which in turn involves several outputs and projects to enhance public sector performance.

UNDP works with Saudi Arabia to strengthen its capacity to response to increasing demands on the quality and quantity of services from a modernizing society with growing expectations, the Government of Saudi Arabia has been developing its administrative and institutional systems and restructuring its public agencies, thus enhancing service delivery and rendering it cost-effective not only at the central level, but in all regions of the country. In this effort the Government intends to make best use of modern management techniques, and information technology such as e-government.

In particular, UNDP will assist the Government by providing recommendations for a more effective alignment of mandates and structures in a few pilot units. It will provide options for enhancement of service delivery at the central, regional and local levels, and will also propose guidelines that would help one pilot government institution in assessing its own performance. Finally, UNDP will help the Government replicate and scale up its highly successful experience in e-government in the Ministry of Foreign Affairs, which was jointly developed with UNDP.

It is expected that these efforts will also have a positive impact on a larger number of citizens through enhanced service delivery at the local level.

The first outcome evaluation will provide important information on (i) the contributions that UNDP has made to the diversification of economy outputs under Outcome 2 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.

The second outcome evaluation will provide important information on (i) the contributions that UNDP has made to the public sector performance related outputs under Outcome 3 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

A detailed results framework for the selected outcomes is summarized below:

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| **Intended Outcome 2:**  Economic framework is diversified to encourage tourism, international trade and FDI  **Outcome Indicators:**   * Increased foreign direct investment in KSA by 10 * Increased number of tourists in KSA by 15%   **Baseline (2007):**   * Economic and Institutional frameworks not fully utilizing global integration opportunities in favor of SME promotion and sustainable employment creation. * Not all tourist areas/sites in KSA fully developed. * National focus solely on WTO commitments rather than benefits. |

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| **Intended Outcome 3**:  An efficient and accountable public sector and institutions in place  **Outcome Indicators:**  - Increased level of public and candidates satisfaction with the municipal elections process.  - The percentage of trained officials elected to municipal posts.  - Increased voter turnout in the next municipal elections by 10%.  - Compliance of SFDA rules and regulations with at least one international standard.  - Number of evidence-based development programmes adopted at the policy making level in Al-Madinah region.  - Number of partnerships between the MUON and CSO and private sector increased.  - Decentralized policies developed at the local level.  **Baseline (2004):** Quality service delivery is challenged by population growth, centralization and regional development. |

**IV) Output background information: *(****the information mentioned bellow refers to the situation analysis at the drafting stage of the project document for each output)*

1. **There are three main outputs to outcome two:**
2. **Umbrella Programme – Saudi Arabian General Investment Authority (SAGIA):**

From the outset of development planning in the Kingdom, the adoption of free market principles ensured that the private sector was intended to be a main focus of economic activity. Although the increases in oil revenues in the first three plans period necessarily accorded to the government the leading role in guiding and stimulating economic development, the investment and the rapid transformation of financial resources into productive physical assets during this period also required the active participation of the private sector in undertaking the necessary construction, operation and maintenance of these assets.

The government has used a wide range of financial and regulatory measures to encourage the private sector to engage in joint ventures with foreign firms and to invest in new capacities using the latest available capital-intensive technology, mainly in agriculture and industry. As a result, the number of private sector companies has risen rapidly, along with the volume of private investments in fixed assets and the range of private manufacturing activity. Moreover, the private sector's dependence on government expenditure has decreased significantly. The growing maturity of the private sector and its resilience to declining government expenditure are evident in the following indicators:

* Private sector production increased by an average annual rate of 5.6 percent over the period 1389/90 - 1419/20 (1969-1999), surpassing the 4.3 percent average annual growth rate of GDP during the same period.
* The private sector’s contribution to GDP and to non-oil GDP amounted to 50.6 percent and 74 percent respectively in 1419/20 (1999), at constant prices of 1414/15 (1994).
* Annual private investment rose from SR 1 billion in 1390/91 (1970) to about SR 78.6 billion in 1419/20 (1999), thus bringing the contribution of the private sector to fixed capital formation to 67.3 percent at current prices.

In light of the trend in government support to the private sector through encouraging its entry into new economic activities and the removal of obstacles that impede its development, the Seventh Plan reaffirms the need for greater coordination between the government and private sector through: improved quality and dissemination of reliable information and analyses about national economic performance, the organization of meetings, conferences and symposia, and the preparation of studies about investment opportunities by the universities, research centers, other government agencies or the Council of Saudi Chambers of Commerce and Industry.

The plan anticipates an increasingly important role for the private sector in the development process in the future, as free market policies and the provision of various incentives and facilities for the private sector make the Saudi economy more attractive for domestic and foreign investments.

1. **Umbrella Programme for SCT**

The Supreme Commission for Tourism (SCT) has approached UNDP for advisory services in line with its institutional priority areas. UNDP responded by formulating an initial advisory services Umbrella Programme (attached as exhibit 1), which states the overall objectives, outputs and activities grouped into four distinct categories: 1) Quality Assurance; 2) Tourism Development Areas and Tourism Sites; 3) delivery of advisory services and conducting of substantive studies and 4) Delivery of advisory services for human resource development.

This Project Document intends to focus on the fourth objective of developing the human resource for tourism development

1. **Advisory Services for WTO**

The trade sector plays a vital role in developing the sources of national income and meeting the needs of citizens for goods and services.

The Seventh Development Plan (1420-1425H) (2000-2004) adopts a set of harmonious policies which aim primarily at realizing balance in the Kingdom’s foreign trade transactions, among which are:

* To develop the institutional framework of foreign trade and improve the performance efficiency of related public and private institutions
* To expand the Kingdom’s international economic and trade relations with other countries on the basis of mutual interest.
* To enhance the competitiveness of national products in the domestic market against similar imported products, through improvement of quality and productivity.

As highlighted in the Plan, the trade sector includes a vast number of individual-owned firms that are recorded in the commercial register and that undertake training activities within the institutional framework and the regulatory rules of the sector. The Ministry of Commerce is the main agency entrusted with the responsibility for this sector and directing and organizing the domestic and foreign non-oil trade activities. It also supervises the process of the Kingdom’s entry into the WTO, the work of the National Committee for Trade and Finance and the Permanent Committee for Trade and Economic Cooperation with Islamic countries, as well as chairing the Saudi site in many joint economic, trade and technical committees with other countries.

One of the key issues that is being seriously considered by the Ministry of Commerce is the dumping on the domestic market. The trade sector suffers from the dumping of inferior quality imported goods on the domestic market. These goods enter the Kingdom in many ways and weaken the competitiveness of national products. As effective mechanism is needed to curb dumping and counter its adverse impacts without violating WTO provision, while continuing to improve the standards and specifications of locally produced goods and intensifying awareness programs

1. **There are nine main outputs to outcome three:**
2. **Advisory Services to the Ministry of Foreign Affairs**

Within the scope of the overall national development in the kingdom of Saudi Arabia, it has become increasingly important for the government to undertake the required administrative and organizational development of tits institutions to manage the expansion and implementation of the development processes. This urgent need is seen as an integral part of the general trend to enhance the performance of public sector through a set of policies that includes: a) developing the internal organizational structures of the government units; b)ensuring better coordination between the specializations and activities of the various government units; c) reviewing and simplifying administrative procedures in order to remove bureaucratic complications; d) providing more flexibility and autonomy to management leaders in making decisions on the use of resources available to them; and e) developing precise and specific criteria to evaluate staff performance.

1. **Urban Planning III**

With the beginning of the new Millennium, Saudi Arabia would have completed three decades of planned development. The resulting growth and structural changes have led to very significant changes in the settlement structure, transport links, industrial location, land use patterns and living standards. Since 1970, the successive Five-Year Development Plans allocated enormous amount of public expenditure for the provision of infrastructure and services nationwide. However, due to the vast size of the country, the geographic distribution of its population and natural resources and to realize high rate of economic growth, the government allocated large percentages of national investment in productive activities toward regions and areas with definite comparative advantages. This spatial investment pattern in productive activities, which favored specific areas, although was justified on efficiency grounds, resulted in inter-regional disparities in terms of availabilities of jobs and specialized services and amenities. As development of growing areas progressed at fast rates, regional disparities became wider and inflow of migrants from lagging regions toward the capitals of the fast growing regions increased at an accelerated rates.

Due to the fast growth in national population, which reached a stage of exerting considerable influence on many aspects of economic and social policy, the problem of regional disparities will be further complicated unless intentional and vigorous efforts by the government are directed toward solving it. Annual growth rate of Saudi population is among the highest in the world. Since 1974, national population has been growing at an annual rate of 3.4%. This rate is not expected to decline much in the near future as the mortality rate is on the decline and life expectancy is on the rise. At present, Saudi Arabia’s total population stands at 19.8 million and expected to reach 38 million by 2020. Continuous out migration towards growing cities will put further pressure on these cities infrastructure and living standards. At present, total population of Riyadh, Jeddah and Dammam, the largest urban centers of the three growing regions reached 7.4 million representing 47.2% of total national urban population. It will also deplete lagging regions from their human capital and reduce their abilities to develop and utilize their untapped natural resources.

1. **Urban Observatory Network**

In less than four decades ago, the Kingdom of Saudi Arabia has undergone an extensive economic and social development and high quality infrastructures have been established. One of the main development objectives evolves around the keen interest of the government in allocating financial resources and undertaking the necessary measures to formulate and implement plans, policies, programmes and projects to further enhance the well being of the Saudi citizens. Life expectancy has increased from 53.9 years in 1975 to 71 years in 2000. During 1970 and 1999, infant mortality has decreased from 118 to 20 per 1,000 live births. Health services have covered the urban and rural areas as well. The expansion of education has decreased drastically the illiteracy rate. The youth literacy rate, of ages 15 to 24 has reached 99 percent. Housing, urban and rural development have expanded the cities and converted villages to small towns and all basic services became available. Generally, according to the Human Development Report (2001) of the United Nations, the human development index of the Kingdom has increased from (0.65) in 1975 to (0.76) in 1999.

The demographic trend of the Saudi Arabia is rapidly escalating. The population size in 1975 was approximately 7 million. The official estimate of 1999 indicates that the total population is 21.4 million among which 15.7 million Saudis and 5.7 million foreign expatriates and semi-skilled labor forces. The current population growth rate is about 2.9 percent with forecasting estimate of 30 million Saudis in the year 2020.

1. **Support to Saudi Food and Drug Authority (SFDA)**

Saudi Arabia has made considerable progress in improving the health status of its population over the last 30 years, which has been evident in the substantial increase in life expectancy at birth over the last three decades (1970-2000). Life expectancy has increased from 53.9 years to 70.9 years. The economic boom of the seventies and early eighties was used to establish necessary socio–economic development infrastructures, including the distribution and availability of basic services such as health facilities and safe drinking water throughout the Kingdom of Saudi Arabia. Moreover the Kingdom has in the past 20 years adopted a group of policies that supported the development of the agriculture, food processing, and manufacturing sectors. This has resulted in making the Kingdom a leading country in the region in regards of agriculture production, dairy products, and food manufacturing that has contributed to the excellent social indicators relating to survival, development, and protection of human-beings.

Nutrition and food security constitute an important target within the framework of the Millennium Development Goals approved in 2000 by the world leaders, including the Kingdom. The target set in this respect stipulates working diligently to halve the proportion of undernourished people and the proportion of underweight children under five years old. In the meantime, the present Five-Year Development Plan of the Kingdom (the 5th DP) aspires to upgrade nutritional standards and specifications.

1. **Support to Municipal Elections**

UNDP provided technical and advisory support to the first municipal elections that were held in 2005. The project then entered into a new phase with the key objective of evaluating the results of the Municipal elections to draw lessons for the next round of elections; and to build consensus around the evaluation recommendations. This process of evaluation will be completed by a compilation and analysis of the best practices in the most relevant municipal elections around the world.

1. **Roads and Transport management**

Equally important and increasingly significant is the evolution of a comprehensive operations and maintenance capability for each of the transport modes, their inter-modal integration, and an adequate regulatory system requiring the active involvement of all concerned organizations and agencies.

Since 2002 the Ministry of Transport (MOT) is pursuing the development of Saudi Arabia’s National Transportation Strategy NTS. The purpose of the NTS is to “provide an overall comprehensive framework for achieving the national development goals by efficiently managing the transport sector.” During Phase I of the NTS, the Ministry of Transport has developed jointly with concerned transport sector agencies the principle strategic framework for the NTS. The agreed vision of the NTS has been formulated as follows: “To develop and maintain a multimodal transportation system, serving the needs of society by ensuring a safe, efficient and technologically advanced transport system that promotes social and economic development and international competitiveness, and ensures a healthy and secure environment for its citizens”;

1. **E-Services & E-Transaction Development**

The e-Government index of Saudi Arabia is 1.86. It is considered as having a medium e-government capacity (1.6-1.99) and above the Middle East average (1.72).

In the direction of adapting e-Government, the Kingdom of Saudi Arabia has launched many ICT initiatives and plans. For example, the 7th national development plan encouraged government institutions to acquire the necessary ICT infrastructure as well as the necessary regulations to enhance their use of information. Accordingly, a National Information Technology Plan is working for national IT strategic objectives:

* To support the national economy by creating and developing an IT industry and reliance on e-Commerce and Teleworking.
* Creating vast job opportunities for young men and women.
* Urbanization through electronic education, electronic government, and remote medical assistance.
* Preserving the Arab and Islamic cultures in the digital world.
* Enhancing productivity and efficiency and minimizing costs.
* Strengthening national security through investment in information technology.
* Enhancing infrastructure to achieve the foregoing objectives.

Recently, the Ministerial Council issued a decree stating that the Ministry of Posts, Telegrams and Telephones will be renamed the Ministry of Telecommunications and Information Technology (MOTIT). Information Technology related activities would be assigned to the Telecommunications Commission, the name of which will be changed to Telecommunications and Information Technology Commission. Currently, the MOTIT is in the process of drafting an E-signature act.

In this regard, the Ministry of Foreign Affairs (MOFA) had already carried out IT project, with the support of UNDP, for capacity building of Information Technology Division at MOFA, to achieve the objective of the national development plan, with the ultimate goal of transforming MOFA into an e-government entity that may used as a model for other Ministerial bodies. The project assisted MOFA in mapping infrastructure, human resources, and capacity needs, implement pilot IT projects at the Information Technology Division (ITD) and other departments and embassies abroad. Moreover, it relatively raised the awareness and use of IT potentials in the whole Ministry and provided professional training to ITD staff as well as staff from other departments.

1. **Advisory Services to SCC**

The telecommunication sector has been very important in the development plans of the Kingdom of Saudi Arabia. Until recently, the public telecommunication services in the Kingdom have been provided by government institutions under the Ministry of P.T.T. The present telecommunication network in the Kingdom provides most of the modem services and is comparable with the developed public telecommunication networks in the world. Radio communication services in the Kingdom for public services as well as for strategic and captive applications have seen tremendous growth over the years.

With the view to further improve the delivery of telecommunication services in the Kingdom, and in keeping with the global trends, the government decided to liberalize the sector to allow private participation in the provision of telecommunication services in the Kingdom.

To achieve the objective, the government has taken certain necessary steps which include the promulgation and publication in the Official Gazette, of the Telecommunications Act which lays down the policy and regulations for the supervision of the telecommunications sector in the Kingdom, and the Ordinance establishing the Saudi Communications Commission (SCC) as the telecommunication regulatory authority.

1. **National Open Source Software**

King Abdul Aziz City for Science and Technology is working towards establishing a national Open Source Software (OSS) center that will act as a single point of reference on OSS focusing on coordinating and facilitating development and implementation of OSS for the public sector in Saudi Arabia

The decision concerning the establishment of such a center came from the concerns regarding propriety software. These include issues of licensing fees, security vulnerabilities and possible vendor lock-in. partially for these reasons, KACST decided to encourage the development and localization of OSS in the Kingdom several years ago.

Since 2000, among other things, KACST has worked on a project for linux Arabization. It has produced an Arabic e-mail client and editor for linux users. Following these projects, KACST has carried out several OSS projects through which it contributed to the Arabization and localization of several international OSS products such as K Desktop Environment (KDE), Open Office and Fedora. KACST has also developed open sources fonts for Linux.

**V) Objectives of the evaluations**

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.

**VI) Scope of the evaluations**

* 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 to economic diversification of the country?
* How did UNDP outputs contribute to the efficiency of the public sector?

Output analysis

* Are the UNDP outputs still relevant to CP Outcomes two and three?
* 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 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 has been the role of UNDP soft-assistance activities in helping achieve the outcome?
* 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 economic diversity and efficiency concerns in a holistic manner?
* 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?

**VII) Products expected from the evaluations**

The key products expected from these outcome evaluations are two comprehensive analytical reports in English that should, at least, include the following contents:

* Final report on each of the outcomes 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).

**VIII) 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.

**IX) Duration of Mission:**

Duration: Two months

**X) Evaluation Consultant**

The evaluation will consist of one **International** Consultant: 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.);

**XI) Implementation arrangements**

To facilitate the outcome evaluation, UNDP Saudi Arabia will set up an 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 Programme Team (which manages all programmes on daily basis) and UNDP Assistant Resident Representative in charge of Monitoring and Evaluation who will serve as chair of the EFT.

A total of about 46 work days are required for the evaluation, which are broken down as follows:

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| **Activity** | **Suggested 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 | 10 days, by the Consultant |
| Interviews with partners | 6 days, by the Consultant |
| Debriefing with UNDP Saudi Arabia | 0.5 day, UNDP and the Consultant |
| Drafting of the evaluation reports and submission of 1st drafts | 15 days, by the Consultant |
| Review First Drafts | 2 days, by UNDP Evaluation Focal Team |
| Submission of Second drafts | 5 days, by the Consultant |
| Review Second Draft | 2 days, by UNDP Evaluation Focal Team |
| Finalization of the evaluation reports | 5 days, by the Consultant |

**XII) 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
* 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.

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.

**XIII) Reporting to UNDP Country Office**

The evaluation consultant will maintain in 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.

**XIV) Payment Schedule**

25% upon certification by UNDP of draft 1 of the reports

25% upon certification by UNDP of draft 2 of the reports

50% upon certification by UNDP of Final Report

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

Mayssam Tamim, Assistant Resident Representative, UNDP Saudi Arabia at [mayssam.tamim@undp.org](mailto:mayssam.tamim@undp.org)

Deadline: **15 September 2011**