**Terms of reference**

Medium-term five year planning outcome evaluation

Outcome : Social Empowerment and Institutional Strengthening with Emphasis on Youth

**UNDP – Saudi Arabia**

**Type of contract :** IC

**Mission Duration :** 15 Working days

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

**Availability date :** April - May 2014

1. **Background**

Social empowerment is a top priority in the National Development Plan. Youth are more than 50% of the population, with 21% between 15-24 years and 30% youth unemployment (2005/06), with need for enhanced education and employment policies. KSA continues to face challenges in implementing its Saudization policy of shifting employment opportunities from foreign migrants, up to 60% of total workforce, to the youth. As per NDP, while the majority of university graduates, 61% are from humanities/literature with 85% of female labor in the education sector, 6.1% in health/social area and 4.4% in public administration. Female employment is low despite rise from 5% in 1990 to 19% in 2010. Illiteracy is also higher for women (28.9%) than for men (11.1%). Other vulnerable groups include rural communities, disabled, elderly, and migrant workers who face challenges in accessing social protections.

An Outcome Evaluation on Development Policy found UNDPs positive role in shifting focus towards sustainability of results and recommended future focus on social, environment and economic pillars of sustainable development. Increased emphasis was advised for results-based management and connecting partners to global partnerships.

The first Outcome for this KSA Country Programme relates to **Social Empowerment and Institutional Strengthening with Emphasis on Youth**. The ability to address education and employment needs for its youth will define the sustainability of development in KSA. Cooperation focuses on capacities to design and implement first-ever National Youth Strategy covering effective labor policies, public-private partnerships, education systems and new universities specialized on domains aligned with global trends. This includes use of global partnerships to share best practices. A need also exists for expansion of access to effective education opportunities for expanding role of the youth in economic life. Support will be explored for capacity development for economic and social development And strengthening the role of private sector in development along with public-private partnerships in the education systems and expanding role of women in employment. Support will also be explored in areas of social protection such as measures to combat abuse against women and related issues, as well as increasing participation in decision-making such as municipal elections.

Capacities of the Charity Societies and Social Institutions concerned with the Issues of the Poor and Persons of Special Needs: There are vulnerable groups in KSA who face issues of exclusion and difficulties in accessing social services and protections including income poor, disabled citizens, resident workers and the elderly. Support will be explored for systemic and institutional capacities to address issues of human security for empowerment of vulnerable communities and to support poverty reduction activities in least developed countries through global partnerships. Support will be explored to develop institutional capacities of public institutions in specific areas of concern such as youth development, support of the charity and social societies and building their capacities within the framework of the Government.

As KSA CO prepares for its first planned outcome evaluation for the Country Programme Document (2012 – 2016), the targeted outcome is, indeed, **Social Empowerment and Institutional Strengthening with Emphasis on Youth** and as such, an evaluation of above mentioned outcome is schduled to be held in 2014.

1. **Mission objective**

The objective of the outcome evaluation is to assess how the outputs of the above mentioned projects have contributed to the change of the outcome: “Social Empowerment and Institutional Strengthening with Emphasis on Youth”. The evaluation of this outcome was strategically placed at this particular time in order to promote needed adjustments, identify lessons learned and draw up a sustainability plan for the continuing projects.

In other words, to evaluate how the outputs (projects) related to this outcome are contributing to its achievement. That is, how UNDP technical and advisory support provided to the partners through these relevant projects will assist in fulfilling the Government’s Vision and Mandates and sustaining their functions and activities primarily through Saudi recruited nationals and personnel and thereby contributing to Saudi determination of its economic and social policies and strategies to the maximum possible extent.

1. **Scope of the Outcome Evaluation Mission:**

The outcome evaluation will include four standard categories of analysis (i.e. an assessment of progress towards the outcome, an assessment of the factors affecting the outcome, an assessment of key UNDP contributions to outcome, and an assessment of the partnership strategy used). The scope of the evaluation will be determined by the following questions:

*Outcome status:* What were the origin of the outcome and its constituent interventions? How were the past experience, findings and recommendations of previous evaluations, dialogue with stakeholders used in design of outputs? What was the adequacy of background work carried out? Has the outcome been achieved and, if not, is there any progress made towards its achievement? What is the balance effort needed and the suitability of pursuing the achievement of the outcome? What innovative approaches were tried and capacities developed through UNDP assistance?

*Underlying factors:* What are the underlying factors beyond UNDP’s control that influenced the outcome. What were the key assumptions made, internal and external factors? What are the substantive design issues from the key implementation and/or management capacities to issues including the timeliness of outputs, the degree of stakeholder and partner involvement in the completion of the outputs, and how processes were managed / carried out?

*UNDP contribution:* What is the relevance of the outcome and the constituent components specifically for UNDP assistance? Can UNDP funded constituent outputs and other interventions—including the outputs, programmes, projects and soft and hard assistance—be credibly linked to achievement of the outcome?

*Partnership strategy*: Was UNDP’s partnership strategy appropriate and effective? What were the partnerships formed? How did partnerships arise? What was the role of UNDP? How did the partnership contribute to the achievement of the outcome? How did they function and sustain? What was the level of the participation of stakeholders? Who were the key beneficiaries and their major perceptions?

1. **Output**
2. Draft report
3. Final Report which includes:
   1. Assessment of progress made towards the intended outcome
   2. Assessment of progress towards outputs
   3. Lessons learned concerning best / or less ideal practices in producing outputs and achieving the outcome
   4. Strategies and recommendations for continued UNDP assistance towards the achievement of the outcome
4. **Duration of Mission:**

Duration: 15 working days. 10 on location in Saudi Arabia, 5 home-based

1. **Methodology of Outcome Evaluation:**

Outcome evaluations are shifted away from the old approach of assessing project results against project objectives towards an assessment of how these results contribute, together with the assistance of partners, to a change in development conditions. Outcomes are influenced by a full range of UNDP activities (projects, programmes, non-project activities and “soft” assistance within and outside of projects) as well as the activities of other development actors. Therefore, a number of variables beyond the projects need to be considered during the evaluation. The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by UNDP partners.

Information on the methodologies is given in Guidelines for Evaluators, issued by Evaluation Office, UNDP. The evaluator is expected to use all relevant methods to obtain data and information for their analysis and drawing up of findings, conclusions, lessons learned and recommendations. An outline of an evaluation approach is provided below; however it should be made clear that the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must be also cleared by UNDP before being applied by the evaluation team.

These include:

* Documentation review: Begin with the CPD for a description of the intended outcome, the baseline for the outcome and the indicators and benchmarks used. Examine contextual information and baselines contained in project documents and all relevant documents and, relevant evaluation reports.
* Use of interviews, field visits, questionnaires and meeting including participatory forums to validate information about the status of the outcome that is culled from contextual sources such as monitoring reports; also use to the extent possible the data collected and analysis undertaken by the country office prior to the outcome evaluation; and examine local sources of knowledge about factors influencing the outcome;
* Identification of the major contributing factors that “drive” change.
* investigate the pre-selected outcome indicators, go beyond these to explore other possible outcome indicators, and determine whether the indicators have actually been continuously tracked;
* Undertake a constructive critique of the outcome formulation itself; determine whether or not individual outputs are effective in contributing to outcomes, drawing the link between UNDP outputs and outcomes.
* Determine whether individual outputs are effective in contributing to outcomes.
* Determine whether or not the UNDP strategy and management of overall country operations appears to be coherently focused on change at the outcome level. Examine whether UNDP’s in-house planning and management of different interventions has been aligned to exploit synergies in contributing to outcomes.
* Determine whether or not there is consensus among UNDP actors, stakeholders and partners that the partnership strategy designed was the best one to achieve the outcome; examine how the partnerships were formed and how they performed; examine how the partnership strategy affected the achievement of or progress towards the outcome.

1. **Evaluation Consultant:**

The consultant must have the following qualifications:

* A senior level development expert with substantive knowledge of development theories and issues.
* Has a strong background in development research methodologies and evaluation with specific focus on the areas of poverty, advocacy and the MDGs
* Has a good knowledge of the country's development issues and significant experience in working on poverty, human development, gender and in evaluating complex multilateral aid programmes.
* Has an advanced degree in the social sciences or related fields
* Familiarity with UNDP or UN operations will be a plus
* English is a must and Arabic an asset

1. **Implementation Arrangements**
2. The UNDP Country Office will appoint an Evaluation Focal Person that will be responsible for the evaluation mission.
3. The modalities of carrying out the evaluation will be agreed among the CO and the Evaluation consultant. It could include:

(i) Briefing of the evaluation consultant;

(ii) Setting up of field work parameters and responsibilities for data and information gathering;

(iii) An analysis segment;

(iv) Plenary meeting with stakeholders and

(v) Report writing.

1. An initial note (inception report) will be prepared and submitted by the Evaluation consultant within commencement of evaluation, reflecting in it all substantive and logistical issues that would have to be addressed in order to complete the evaluation successfully.
2. A draft report comprising especially the findings, outline lessons, conclusions and recommendations will be made available prior to the scheduled completion date of the evaluation mission.
3. A wrap up meeting will be held in UNDP Saudi Arabia office prior to the scheduled completion date of the evaluation mission. The consultant will give a presentation of the evaluation findings and recommendations.
4. The Evaluation consultant will forward a Final Report of the Evaluation to the Resident Representative, UNDP Saudi Arabia within 10 days of completion of the evaluation mission.

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

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

Deadline: **Thursday, 20 February 2014**

1. **Requirements for the evaluation consultant :**
2. **Implentation Arrangements :**