**MID-TERM EVALUATION**

June 2019

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| **MID-TERM EVALUATION OF SAUDI ARABIA UNDP COUNTRY PROGRAMME DOCUMENT FOR 2017-2021****UNDP PIMS ID:** **GEF Project ID:**  |

Country : Kingdom of Saudi Arabia

Region : Arab Region

Focal Area : Development

GEF Agency : United Nations Development Program [UNDP]

Executing Partner : Ministry of Economy and Planning

Implementing Partners: Ministry of Foreign Affairs; Saudi Energy Efficiency

Center; Ministry of Municipal and Rural Affairs; Arriyadh Development Authority; Ministry of Environment, Water and Agriculture; Ministry of Social Affairs; Ministry of Labour; Central Department of Statistics and Information; Public Education Evaluation Commission; Saudi Food and Drug Administration; Saudi Commission for Tourism and National Heritage

 Project Time frame : 2017-2021

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# List of Acronyms and Abbreviations

ADAA National Center for Performance Management (Adaa)

CCU Corporate Communication Unit at CEDA

CEDA Central Department of Statistics and Information

CITC Communication and Information Technology Commission

CAFE Corporate Average Fuel Economy

CO Country Office

CPD Country Programme Document

GaStat General Authority for Statistics

GAC General Authority for Culture

GEA General Entertainment Authority

HDI Human Development Indicator

MOEP Ministry of Economy and Economy Planning

MOFA Ministry of Foreign Affairs

MEWA Ministry of Environment, Water and Agriculture

MDGs Millennium Development Goals

NWRSC National Water Research and Studies Center

NGO Non-Governmental Organization

NTP National Transformation Program 2018-2020

NIDLP National Industrial Development and Logistics Program

KACST King Abdul-Aziz City for Science and Technology

KPI Key Performance Indicator

KSA Kingdom of Saudi Arabia

PEEC Public Education Evaluation Commission

RIA Rapid Integrated Assessment

SABIC Saudi Basic Industries Corporation

SEEC Saudi Energy Efficiency Centre

TOC Theory of Change

SMO Strategic Management Committee / Strategic Management Office

SV Saudi Vision 2030

UNCT United Nations Country Team

UNCCSF United Nations Common Country Strategic Framework

UNDP United Nations Development Programme

UNEG United Nations Evaluation Group

WMCC Water Management and Control Center

WCCD World Council on City Data

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# Executive Summary

The United Nations Development Programme UNDP Country Office (CO) in Saudi Arabia, commissioned a Mid-Term Evaluation of its Country Programme Document (CPD) for the period 2017-2021. The purpose of the evaluation, which covered the period 2017-2019, is to assess the progress and performance of implementation of the CPD against its original purpose and objectives.

The Mid-Term CPD Evaluation of UNDP Programme 2017-2021 assessed the Programme in terms of relevance, appropriateness, effectiveness, efficiency, and sustainability. Inspired by the Guidance for Conducting Mid-term reviews of UNDP [[1]](#footnote-1), and based on the ToRs (Annex 1), the Mid-Term evaluation assessed progress towards the achievement of the project objectives and outcomes as specified in the Project Document, outline the current operating environment for the Programme, and assess early signs of project success or adjustments with the goal if identifying the necessary changes to be made in order to set the projects on-track to achieve its intended results.

Based on these building components of any good evaluation, especially useful for mid-term feedback to the Programme[[2]](#footnote-2), the results of the Mid-Term evaluation are as follows:

* **Relevance:** Projects fit strategically within the changing context related to the Kingdom of Saudi Arabia Vision 2030.
* **Effectiveness:** The planning and preparation of the Projects were done in accordance with good practices.
* **Efficiency** – is defined as the resources used to produce the desired output (operational support services). Efficiency is the extent to which the cost of the Project has been justified by the benefits.
* **Impact:** Some impacts are clearly quoted by partners such as gender equality within Saudi institutions and departments (SFDA, MOMRA, EEC, …)
* **Sustainability:** Consideration of different aspects (financial, human capacity, legal frameworks, commitment of the authorities). So far, all the projects are aiming at promoting national ownership, national capacity development, and promoting inclusiveness, gender mainstreaming and women’s empowerment (which is crucial within the national context).

## Main conclusions

* UNDP CP is relevant and has made adequate adjustments to respond to emerging issues at the national development context.
* The National Partners, in general, have expressed their great satisfaction working with UNDP
* This satisfaction is very important in the ongoing context of a country experiencing a rapid transition in the development approach.
* Through this approach, Government Agencies are preparing decisions based on detailed studies and benchmarks, as well as comprehensive analysisof each agency’s programs, plans and relevant performance indicators
* Objectives of the ongoing UNDP projectsare in linewith those of the executing agency/implementing partners.
* Progress is underway with some solid achievements in vital sectors (Economy and Planning, Employment, water management, Urban management, Energy, Statistics, Food and Drug security).
* The CPD outcomes are still valid, with only minor suggestion for an increase focus on the SDGs in Pillar n 1 (Sustainable economic and social development).
* For instance, a new output should be prepared to address UNDPs support to the National agencies in the implementation of the SDGs. Support should take into consideration the MAPS (Mainstreaming Acceleration of Policy Support).
* Regarding gender equality, the MTE did assess the extent to which UNDP initiatives have addressed the issues of social and gender inclusion, equality and empowerment, and found that the CPD gender has not accorded gender great emphasis

## Main recommendations

* UNDP CPD communication can be improved through a series of discussions with key national partners, especially new managers of National Agencies which are implementing the programmes of the Saudi Vision 2030 in order 1) to advocate the normative functions of UNDP and the comparative; 2) identify and address specific capacity requirements of national partners; 3) identify the needs of national partners who are implementing the Saudi Vision 2030 which are not being met; 4) suggest specific initiatives that could address the gaps.
* Regarding Youth component, it is advisable to expand on this promising sector.
* There is a need for gender strategy with specific work plans to engage all relevant stakeholders.
* As the Kingdom of Saudi Arabia is preparing for the population census 2020, coordination with Gastat should be strengthened to ensure that all data are desegregated in terms of gender.
* As it is stated in the CP Document (p. 7), UNDP should explore and extend ways to expand South-South and triangular cooperation through the promotion of best practices in south-south cooperation, in order to upgrade capacities of Saudi civil society to conduct overseas assistance activities for example.

# Introduction

## Key purpose of the Mid-Term Evaluation

UNDP considers evaluation as a vital tool to upholding accountability for development results, assisting the Country Office to take informed, evidence-based decisions and capturing lessons learned for stronger results and wider impact. UNDP Country Programme Evaluations are used to provide a valuable body of evaluative evidence to inform programming and corporate level policies and strategies. They contribute also to the quality standards for programming as it is stated in the UNDP Quality standards for Programming[[3]](#footnote-3).

Based on the overall evaluation guidance and methodology as elaborated in the UNDP Handbook on Monitoring and Evaluation for Results[[4]](#footnote-4) and the UNDP Guidelines for Outcome Evaluators[[5]](#footnote-5), on an array of partners, stakeholders and beneficiaries, as well as several Key Strategies / Documents, interviews, field visits, the Mid-Term Evaluation is conducted to evaluate the ongoing UNDP Saudi Arabia Country Programme 2017-2021. It follows a participatory approach and comprised of two main methods: analysis of existing sources and consultation with key stakeholders. The consultant reviewed all relevant sources of information, such as project documents, project reports, national strategic and legal documents, and other materials considered useful for the assessment (See documents reviewed in the annexes).

It serves two immediate purposes: 1) decision-making; and 2) taking stock of initial lessons from experience. Specifically, a mid-term evaluation provides a programme or project manager with a basis for identifying appropriate actions to: (a) address particular issues or problems in design, implementation and management, and (b) reinforce initiatives that demonstrate the potential for success.

Obviously, UNDP CPD, Saudi Arabia, is aligned with the UN Common Country Strategic Framework (UNCCSF) which was developed by the UN Country Team in 2016, almost simultaneously with the Saudi National Vision 2030 (SV 2030) (launched in June 2016) and with the sectorial National Transformation Programme 2020 (NTP 2020). The CPD focuses on three major Pillars:

* **Knowledge-based, equitable sustainable economic and social development**
* **Equitable, accountable, effective and efficient Public Sector**
* **Sustainable natural and cultural resources management**

The implementation strategy under each pillar is twofold:

1. Provision of technical assistance towards the development on national level policies;
2. Support to National Institutional capacities and on the job-learning.

The Mid-Term Evaluation aims at conducting an assessment, as impartially as possible, of the UNDP Saudi Arabia Country Programme (CP). It took a “Theory of Change’’ (TOC) approach to determine causal links between the interventions that UNDP has supported, and observed progress in sustainable development, public sector reform and non-oil natural resources management initiatives at national level. The evaluator is developing a logic model of how UNDP interventions in these areas are expected to lead to improved national transformation.

It will assess the ongoing impact of UNDP support from variety of sources including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, and if possible, site visits. This report presents also the development context: how the ongoing projects objectives align with the executing agency/implementing partners.

Based on the above, the following report is carried out following preliminary discussions with the UNDP Country Office in Saudi Arabia. It is based on a desk review of main documents among others, such as the Country Programme Document for Saudi Arabia (2017-2021) , the KSA Vision 2030, the UNDP Guidelines for Outcome Evaluators, the UNDP Guidance for Conducting Mid-Term Reviews of UNDP, The UNCT Common Country Analysis: Kingdom of Saudi Arabia, as well as other strategic and monitoring documents.
The desk review accomplished includes also the key strategies and Documents underpinning the work of UNDP in KSA in support of Sustainable Development, Public Sector Reform and Non-Oil Natural Resources Management. This includes reviewing the UNCCSF, CPD and pertinent country programme documents AWPS, progress reports, monitoring and evaluation documents, etc., provided by the UNDP Country Office.

This review allows introducing the context of the Country Programme, for a better understanding of the UNDP interventions. The Mid-Term evaluation was carried out in three phases:

• The inception phase;

• The validation phase comprising interviews with government stakeholders and national partners;

• Presentation of the initial findings to the UNDP Office.

Analysis and report writing phase. This phase was marked by two main points of consultation, the field work de-briefing meeting with the UNDP team and the final presentation of the report.

During the Inception phase and the document review, the Evaluator developed the Evaluation Matrix as a guide for the evaluation (See Annex 1). Evaluation Questions, outlined in the ToR, formed the basis for Evaluation Matrix (See Annex 2).

## Approach Methods and Data Analysis

The Theory of Change (TOC) is used to determine “causal links between the interventions that UNDP is supporting, and the progress in Sustainable Development, Public Sector Reform and Non-Oil Natural Resources Management initiatives at national level in KSA”. By using the Theory of Change Approach, the Mid-Term Evaluation aims at measuring Progress, Prospects and Problems/issues. This Approach suggests to determine the CPD intended outcomes, the Activities/Projects it expects to implement to achieve those outcomes, and the contextual factors that may have an effect on implementation of activities/projects and their potential to bring about desired outcomes of how and why initiative works suggests that are influencing them. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality, using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability [[6]](#footnote-6).

# Context of the Country Programme

The context of the Kingdom of Saudi Arabia is marked by a transition which is enabling very important transformations. This transition is characterized by a mix of influencing variables, that affect the political landscape, including issues such as oil, regional stability, development, and social change among others, all of which have witnessed dramatic changes and transformations. Encompassed within this transition are:

* the dynamics surrounding oil and the impact of oil markets on social mobilization especially with the downturns in oil prices and the decreasing public dependence on revenues from oil resources;
* the ensuing dialogue that has been generated between modernity on the one hand and tradition on the other as an aspect of social change;
* popular forms of organization through social media and engaging multiple domestic constituencies including state and non-state actors in debates about the future of the country;
* a focus on Saudi Arabia’s political economy and an analysis of the state’s economic development, state-sponsored development, and business infrastructure;
* the move toward concerted integration into the world economy and a drive toward regional cohesion; and
* the socio-political dimensions over women’s’ empowerment and the possibilities of changing dynamics within Saudi Arabia[[7]](#footnote-7).

In order to respond to the various immediate and long-term challenges, the KSA has developed several strategies and plans that are bound to promote Human Development. Among these are the Saudi Vision 2030 which serves as the point of reference for all major decisions taken in the Kingdom, in order to ensure that future projects are aligned with Vision themes and to strengthen work towards their implementation.

The KSA Vision 2030 is based on three main pillars[[8]](#footnote-8):

* The status as the heart of the Arab and Islamic worlds (the Kingdom is the Land of the Two Holy Mosques, the most sacred sites on earth, and the direction of the Kaaba (Qibla) to which more than a billion Muslims turn at prayer.
* The second pillar is the determination to become a global investment powerhouse (based on the strong investment capabilities, which the Kingdom will harness to stimulate the economy and diversify its revenues.
* The third pillar is transforming the unique strategic location of the Kingdom into a global hub connecting three continents, Asia, Europe and Africa (geographic position between key global waterways, makes the Kingdom of Saudi Arabia an epicenter of trade and the gateway to the world).

Saudi Arabia is committed to implementing sustainable development goals and attaches the highest priority to this endeavor, as commensurate with the Kingdom’s specific context and national principles….

The KSA Vision comprises 96 strategic objectives, which are governed by several Key Performance Indicators (KPIs), that will be achieved through a number of initiatives codeveloped and executed by different governmental entities alongside private and nonprofit organizations within the respective ecosystems[[9]](#footnote-9).

Therefore, the Kingdom of Saudi Arabia is experiencing a dramatic and comprehensive transformation through Saudi Vision 2030 and the Vision's twelve implementation programs that are geared to build a robust economy based on a diversified production base and increased competitiveness[[10]](#footnote-10). The progress during the last decades is manifest, it has transformed the Kingdom from a less developed state to a confident, wealthy one, largely because of increasing public revenues and balanced budgets as well as by targeted public welfare programmes.

In addition, Saudi Arabia has developed many strategies and plans that are bound to promote the seventeen goals of sustainable development. Among these are the National Environmental Strategy, the National Strategy for Conservation of Biodiversity, the Vegetation Restoration Strategy in Riyadh region, the National Plan for Management of Natural Disasters, the National Marine Disaster Management Plan and the National Chemical and Bacteriological Incidents Management Plan. Saudi Vision 2030 is also supported by an integrated governance system, which consists of several institutional structures that bring together a range of actors from the public, private sectors and charitable societies and associations[[11]](#footnote-11).

As a result of the efforts made by the Government, improvements are noticeable on one hand, regarding human development indicators such as the standard of living, health and education services, environmental conditions as well as potentials of comprehensive development is noticed. On another hand, the Kingdom is strengthening the general finance framework boosting efficiency in government spending in order to reach a balanced budget by 2020. This is in line with the Kingdom’s Vision 2030 and related programs, including the National Transformation Plan, which are designed to enhance government performance, stimulate economic growth and foreign investment inflows, and promote growth of the private sector.

Thus, several challenges remain to ensure the sustainability of those gains in the longer term. These challenges include: diversifying the economy; engaging in global issues of climate change and environment; building Saudi human capacities to lead and participate in the new industrial and service sectors, thereby decreasing reliance on foreign workers; more effectively translating national policies into human development gains through improved governance and public administration; and developing capacities to ensure that growth proceeds with equity, with respect to issues of women, youth and different regions[[12]](#footnote-12).

## Description of the country programme

The UNDP Programme was designed and organized around three specific priority areas organized around three outcomes. Each outcome has three outputs which are focused on upstream engagement with government implementing actors and institutions: Ministries, authorities, agencies, departments, institutions.

**Table 1: CPD outcomes and outputs**

|  |  |
| --- | --- |
| CPD Outcomes | CPD Outputs |
| **Outcome 1** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded | Output 1.1. National policies developed to promote economic diversification with a focus on increased employment of nationals.Output 1.2. National institutions strengthened to enhance the skills of Saudi youth through quality of education making them ‘fit for employment’ in a diversified economy.Output 1.3. Urban policies developed to boost emerging national priorities. |
| **Outcome 2**Public sector strengthened through improved efficiency, effectiveness, equity and accountability | Output 2.1. National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation planOutput 2.2: Public performance measurement systems improvedOutput 2.3. Innovative approaches promoted to enhance the impact of national social welfare initiatives |
| **Outcome 3**Improved management of non-oil natural resources and preservation of culture and heritage | Output 3.1. National capacities developed for better management of non-oil natural resourcesOutput 3.2. Better informed public on natural resources conservation issuesOutput 3.3. Access to low emission technology promoted |

Interventions within Outcome 1 of the UNDP CPD are aligned with main components of the development policies especially with the Kingdom of Saudi Arabia Vision, the National Development Plan and National Transformation Plan, as well as relevant policy and strategic documents of the KSA government, focusing on economic reforms and development.

Interventions within Outcome 2 of the UNDP CP are aiming at enhancing Public sector through improved efficiency, effectiveness, equity and accountability, and constitutes a very important component of the public sector management in Saudi Arabia. The Kingdom public service is entrusted with the task of socio-economic development. To ensure success, a series of administrative reforms or modernization efforts in the public service have been taken. The reforms are a result of environmental factors particularly economic conditions, population expectations or demands and the new development policies and objectives of the Government.

New development agencies are established as the development role of the Government is expanding and high premium is placed on training and upgrading the skills as well as the knowledge of national administrative staff to enhance their development role.

Outcome 2 is closely aligned with the strategic directions of the government and the UN system globally. The projects implemented within the ongoing CPD include both follow up or ongoing projects from previous phases of UNDP work in the country (e.g. Sustainable Road and Transport Management, Advisory Services to Saudi Communication and Information Technology Commission CITC, etc.) or new projects (e.g. Public Education Evaluation, Support SFDA second strategic plan implementation) making them medium to long-term investments in overall development of the country.

Outcome 3 (Improved management of non-oil natural resources and preservation of culture and heritage) constitutes a responsive component to Saudi Arabia goals aiming at transforming the economy to become less dependent on oil and more sustainable. Following the creation of Council of Economic Affairs and Development Affairs (CEDA) by the King, chaired by the Crown Prince and Minister of Defense, an ambitious agenda was released. Among its goals, the introduction of reactive policy changes, in order to build up a model that integrates more globally the Kingdom of Saudi Arabia economy. This includes establishing an ample public investment fund (5% of ARAMCO), creating job opportunities for youth, with equal chances for men and women, promoting small and medium enterprises, privatizing national entities.

The partnership between UNDP CO and the Government is covering vital sectors and areas which contributes to address the needs of Saudi society, including enhancement of the local capacity of different government institutions and support to policy making and reporting. A wide set of under the scope of technical assistance is provided in order to assist the KSA departments in their reform processes. This approach is praised and appreciated as beneficial by the governmental counterparts. There is a clear coherence between the objectives and scope of interventions with the UNDP programme for KSA.

The objectives and scope of interventions were coherent with the main elements of the UNDP programme for KSA and in line with the UNDP’s strategic objectives in-country and globally.

UNDP resources are to a satisfactory extent adequate to develop required deliverables of the implemented activities and to facilitate contribution to set Outcomes in a timely manner. Projects administered a large pool of external experts, with project management located in beneficiary institutions.

Support is provided by bringing experts to strengthen capacities, mechanisms and policies in areas of Human development, public education, urban planning water management, etc. the Projects and programmes implemented within the CPD include both follow up or ongoing projects from the previous programme such as SFDA, EEC, SEEC, High Commission for Development of Arriyadh…

The comparative advantage consists in providing support for national strategy development and policy formulation. Based on the country situation analysis and the sustainable development goals, UNDP has identified three programme priorities for the current programme which are aligned with National priorities articulated in the Vision 2030, the 10th National Development Plan, and the UNDP strategic plan[[13]](#footnote-13).

## Compatibility of Corporate Strategic Plan and the Saudi National Vision 2030

As a result of the implementation approach of the KSA Vision 2030, Government agencies are working to examine their role in implementing the initiatives necessary for delivering the national development priorities. They are preparing decisions based on detailed studies and benchmarks, as well as comprehensive analysis of each agency’s programs, plans and relevant performance indicators.

Objectives of the ongoing projects are in line with those of the executing agency/implementing partners. Therefore, most recurrent needs raised during the interviews and discussion are related to appropriate Capacity building and knowledge transfer in order to empower local capacity.

The Common Country Analysis CCA of development situation in the Kingdom of Saudi Arabia reflects a set of priorities for development cooperation for the period 2017-2021. And the UNDP Country Programme has identified three priorities which are aligned with the national priorities articulated in Vision 2030, and Development Plan Saudi Arabia (2015-2019) as well which aims at increasing the labor force participation and expand the active labour market policies[[14]](#footnote-14).

A quite good number of the projects implemented within the three Outcomes were segments of long-term engagement with the Government, in some areas lasting for more than 20 years (e.g. Ministry of Transport). Some others have been relatively new, such as the cooperation with the Saudi Food and Drugs Authority (SFDA), the Saudi Energy Efficiency Center (SEEC), the Education Evaluation Commission (EEC), the Saudi Commission for Tourism and National Heritage (SCTNH)…

Although the pillars of the Saudi vision 2030 and the CP look sometimes different, the two main sets are quite matching in all aspects (please see Table showing the alignment of UNDP Programme is with the Saudi Arabia Vision 2030 and the national priorities).

Working mainly at strategic level with the Kingdom of Saudi Arabia, the UNDP CP is providing technical assistance on specific issues based on the national demand. Based on the Common Country Analysis, the ‘theory of change” identified two priority themes as a key focus area for the UNDP contribution to long term development which are as follows:

* Education and innovation, in order to support private sector development through the provision of highly qualified Saudi Professionals (including youth and women) as a means of aiding economic diversification, reducing reliance on state-run industries, achieving long-term economic stability
* Leadership and governance, to support government aim of greater efficiency and openness. This second area supports more effective public sector interventions, including sustainable natural resources management (non-oil).

UNDP is also supporting the implementation of Kingdom of Saudi Arabia Strategies and policies in vital sectors such as Energy, Water, Youth, Urban, Tourism, and Food and drug. For that purpose, UNDP is providing technical expertise assisted in formulating strategies and action plans, as well as economic modelling, in order to assist the ministry of Economy and Planning, and the Ministry of Municipal and Rural Affairs, including at provincial levels and institutions such as the Saudi Energy Efficiency Center (SEEC).

# Description of the interventions

The MTR reviewed also the implementation reports, the project’s strategy, to determine any risks to sustainability. It also includes visits to relevant projects field-based activity sites, as appropriate and feasible in order to present both findings and recommendations to build on the successes of the programme and implement key strategies that will strengthen coherence.

AS one of the main objectives of the Mid-Term evaluation is to review progress toward results. It focuses on the specific evolution criteria: relevance, effectiveness, efficiency, sustainability and impact. This allows making as much as possible comments on progress and recommendations for the coming implementing period.

Evidence obtained and used to assess the results of UNDP support is triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, and visits to national partners and coordinators of the projects.

UNDP CO did prepare a detailed workplan of meetings agreed with the evaluation consultant. The evaluation consultant did debrief the UNDP programme and management team with preliminary findings and initial conclusions. The meetings organized gave an opportunity to present and discuss preliminary findings and address any factual errors or misunderstandings, prior to writing the evaluation report.

To ensure independence as well as confidentiality, UNDP staff did not participate in any stakeholder or beneficiary meetings: Interviews and meetings are confidential and final reports did not assign any statements or findings to individuals.

The MTR followed a collaborative and participatory approach with the UNDP CO, Government counterparts, Technical Advisers and other stakeholders (executing agencies, senior officials and key experts and consultants in the subject area, etc. Additionally, the MTR Consultant did conduct interviews with main National Partners such as the Ministry of Foreign Affairs, the Ministry of Municipal and Rural Affairs, Ministry of Economy and Planning, Ministry of Environment, Water and Agriculture, Public Education Evaluation, the Saudi Energy Efficiency Centre (SEEC), Saudi Food and Drug Authority, General Authority for Statistics, the High Commission for the Development of Arriyadh, (Annex 2) …

The UNDP CO helped in scheduling meetings with main National Partners (See Annex 3). The interviews undertaken during the visits to the national partners/stakeholders in their venues. They are based on a set of evaluative questions (translated into Arabic) which helped in filling the Midterm Review Evaluative Matrix Template. All national partners and stakeholders supported the Consultant by supplying all requested information, documents and were open for constructive discussions. In addition, the Consultant was provided with an office at the UNDP building.

# Summary of main achievements

UNDP CO programmatic interventions (2017-2021 CPD) focused mainly on long term policy advice, national capacities development and institutional strengthening. Through these interventions, the government was able to address strategic planning and the economic modeling towards viable scenarios of future oil revenues for planning and budgeting, as well as issues of population policies, regional planning, knowledge and technology. Much-needed technical assistance was provided to the various stages of the NDP’s formulation, implementation, monitoring and following up. Special reference goes to the fact that senior officials at MOEP argued that the macroeconomic models developed, and continuously updated, under the project were the most advanced planning tool worldwide.

UNDP CP did support the formulation and implementation of national strategies and policies in the following sectors: urbanism, energy, water, food and drug security, education providing technical expertise which assist in formulating action plans, and economic modeling, the country begins to garner results especially in vital sectors such as urbanism, water, food and drug security .

Achievements are as follows:

* UNDP contributed towards the development of KSA VNR covering all goals with a focus on Goal 11.
* The 1st Saudi city VNR was established for Buraidah/Qasim region contributing to localization of the SDGs.
* The SDGs are being integrated in the Riyadh City planning.
* Technical advice is provided to the Statistics Authority in preparations for the 2020 national census with the consideration of the SDGs indicators in the design of the census.
* The National Spatial Strategy was finalized in December 2018 (The Strategy formed a platform for both cross-sectoral coordination in urban planning, developing national capacities and establishing linkages to the City Prosperity Index supporting the Saudi Future Cities Programme.
* UNDP CP in partnership with Ministry of Water established the Water Control and Management Center (WMCC) and the National Water Research and Studies Centre (NWRSC). Both will support the ministry in water management by developing GIS maps for the entire Kingdom’s aquifers, provide licensing system for agricultural water use and the technical specs for metering system towards effective control of water abstraction, and operationalization of the National Water Strategy 2030.
* UNDP CP is providing support to Pubic Education Evaluation Commission in order to build an evaluation system to ensure quality of public education and achieve goals of the Vision 2030 education component; three key areas are addressed: development of curricula, advancement of higher education and building of skills that are necessary for the labor market.
* Energy Efficiency Centre continued in raising awareness and advocacy for greater efficiency in household appliances, ACs and vehicles. Energy audit of the Government buildings is launched in 2019.
* Regarding water component, major achievements are on track such as Integrated Water Resources Management System implemented (Integrated Groundwater Model for the Kingdom 100% designed, Integrated Database System (Infrastructure set-up at 60%) ; Water Resources Management Plan.
* Gender issue UNDP CO helped Ministry of Civil Service develop a roadmap towards gender balance in the public sector by 2030 through analysis of women occupations at the Government entities, action plan and 2 workshops on advocating gender balance affirmative action.

# Evaluation Scope and Objectives

For the Inception phase and the document review, the Evaluator has developed the Evaluation Matrix as a guide for the evaluation. Evaluation Questions, outlined in the ToR, formed the basis for Evaluation Matrix.

Qualitative data is collected by using several methods including:

* **A critical desk review** of relevant sources of information, (project documents, project reports, national strategic and legal documents which are useful for the assessment). These documents are provided by UNDP Country Office and/or collected from the websites linked to National Programmes.
* **A desk review of all relevant materials** related to the Outcomes, such as projects’ reports and annual work plans, data on achievement of performance indicators, etc. This review includes historical information related to the Outcomes since their inception provided by the UNDP Office in Saudi Arabia.
* **A large meeting with UNDP** team organized on May 13th at the UNDP briefing just before starting the first meeting scheduled
* **In-depth, semi-structured interviews** with representatives from the government counterparts starting by the MoFA and followed by the Coordinator of one main projects such as National Energy Efficiency Programme based in the SEEC. Both are of high importance since they represent fundamental institution for building broad-based consensus and effective implementation of programmes for sustainability and development in the Kingdom of Saudi Arabia. Semi-structured interviews are appropriate and valuable technique, because they allow partners to present and explain points freely.
* **In-depth interviews with national** partners (e.g. Ministries, Authorities, Councils supported, consultants, etc.)
* During the field phase components assessed are as follows: objectives; results; activities conducted to achieve the results; other key issues critical for the success of the project and way forward. Data and information were collected from documents, reports and other data, as well as from key stakeholders met and interviewed for further assessment and evaluation of the Projects.
* Both interviews and collection of additional documents and information provided the Consultant with valuable information about the Programme and its progress to date. Therefore, accurate data on the implementation of the Programme was made available which allowed an extensive analysis of programme effectiveness.

## Evaluation approach and methods

The MTR assessed the progress towards achievement of the CPD’s outcomes. The assessment is based on data provided in the Annual Project Reviews (APRs), the findings of the MTR mission, and interviews with the project stakeholders.

The MTR provided progress towards outcomes analysis which includes description of the development context in Saudi Arabia, showing the significant socio-economic and environmental changes since the beginning of programme implementation and any other major external contributing factors. It shows especially how the project objectives align with the executing agency/implementing partners’ strategies and priorities and UNDP programming activities.

When possible, the MTR reviewed also the indicator-level progress reported in the most recent PIR, and report and explain any deviations from the results. Objectives are as follow:

* Assessing the progress towards results;
* Monitoring of implementation and adaptive management to improve outcomes;
* Early identification of risks to sustainability;
* Emphasis on supportive recommendations.

Based on the collected information from the field, as well as the desk review and the answers to the questions, the following Progress toward results Matrix summarizes a mid-term achievement of outcomes against End-of-term projects targets.

## Data Analysis

The consultant started work with the review of documents provided by the UNDP CO, project staff and implementing partners. The major documents included are the CPD (2017-2021), the UNCCSF Kingdom of Saudi Arabia (2017-2021), project documents, Quarterly and Annual Progress Reports, etc., the Kingdom of Saudi Arabia Vision 2030, and documents related to development strategies such as National Transformation Plan, National Development plan. The review of documents provided critical background information for MTE in order to understand the implementation of the CPD and how activities are contributing /assisting in the supporting national capacities and institutions and policies in developing improving vital sectors such as energy, water, urban, food and drug sectors… The progress reports provided information on the progress that had been made in implementing the projects as well as some challenges that impacted implementation.

All documents showed, on one hand, a clear integration of components of sustainable development, on another, they testified to the eagerness of Saudi Arabia to maintain a sustainable path to development, and its expressed intention to achieve socio-economic development with focus on diversification, balanced regional development, innovation and competitiveness. For that, the country launched crucial reforms tackling many sectors (labor market, privatization, infrastructure…), and expressed determination to further accelerate the pace of social transformation by building on existing achievements, policies and institutions.

UNDP CPD was highly reactive and offered appropriate support when the Ministry of Economy and Planning in the Kingdom of Saudi Arabia requested adjustment in the planning system in order to adapt with the new role of the MOEP,s role especially to formulate a new generation of Results-Based National Development Plans in the intricate link between strategic planning and strategic thinking in order to achieve competitiveness. It is the case with one of the main projects (**SAU 10-83995** dealing with the formulation of new generation of Results-Based NDPs).

**The Project SAU10-83995: Socio-Economically Effective Human Development Planning** was substantively revised to add three outputs in support of the Government’s efforts to further promote the concepts of human development through mechanisms to mainstream all dimensions of the Human Development Index into sectoral policies. The present data available at national level, would warrant a comprehensive depiction of human development to come up with context-specific composite indices that are complemented by new ways of presenting data such as a dashboard of relevant indicators. These indicators are quantitative and measurable with the aim of raising the level of quantitative monitoring and evaluation and the planning tools used by the Ministry, apply a new computable general equilibrium (CGE) models and strengthen the capacity of staff regarding the use of these models and tools, prepare a media strategy and media campaign to highlight development achievements and their implementation mechanisms as well as developing organizational framework for the establishment of a communication unit within the Ministry. The ongoing work on the Key Performance Indicators (KPIs), including the dashboard to depict instant performance of 75 sectors, is aligned with the recent national directives as spelled out in the Saudi Vision 2030, the National Transformation Plan 2020. The ultimate objective of this project is to advance the progressive achievements of the Kingdom in the HDI with greater emphasis on social inclusiveness and poverty reduction.

The UNDP CP is providing substantive and technical assistance to the Government in mainstreaming social and economic development in the national policies at all sectors. The project intitled **Umbrella Programme for Socio-Economic Development (SAU10/00113712)** is based on the Saudi Vision 2030, with emphasis on the pillar of thriving economy in which the Government expresses eagerness to promote and reinvigorate social development in order to build a strong and productive society. This project is focusing on designing policies along three thematic areas: Social and economic development; Regional development; and Sector based economic development.

UNDP support to the Saudi Government is capitalizing on its substantive and technical competencies to inform the policy- making process, mobilizing best practices from around the world to inform the intended socio-economic strategic intervention in Saudi Arabia. In this context, the UNDP CP is pursuing promoting accordingly South-South cooperation in areas of policy coordination, regional integration, interregional linkages and the development of national productive capacities utilizing technological innovations and exchanges of knowledge, technology transfers, sharing of solutions and experts, as well as other forms of exchanges. The main question raised by national partners is dealing with the time frame between the expressed technical assistance needs and the provided service. Therefore, the MTE suggests organizing an effective communication meeting with the main partners in order to explain:

* UNDP standards time policy for Technical Assistance;
* to pre-determine coming and aggregate needs (especially high-prevalence needs)
* To discuss setting a standard window of time for TA response.

In order to achieve the Kingdom of Saudi Arabia’s increasingly important goals for energy conservation, UNDP is providing capacity development programme for the King Abdul-Aziz City for Science and Technology through the National Energy Efficiency Programme: Phase 2 and the support to Saudi Energy Efficiency Centre (SEEC). As Saudi Arabia continues to diversify its economy beyond oil exports, energy intensity of the economy has grown in key sectors like housing and buildings, consumer appliances like air conditioning, refrigeration, energy intensive industry like steel and aluminum, petrochemicals, energy efficiency in public and private transport, power supply including supply transmission and efficiency of renewable energy options, and water including desalination facilities. This project focuses in four major outcomes with the overall goal of capacity development for the SEEC: Energy Efficiency Policy and Regulations; Energy information managers and Leaders; Capacity Development for Energy Efficiency; Awareness Raising on Energy Conservation System. Also, partnerships are central to this project. In addition to KACST-SEEC, as implementing partner, it includes King Abdullah City for Atomic and Renewable Energy, Ministry of Water, Electricity, Electricity and Co-Generation Regulatory Authority, Ministry of Mineral Resources, Ministry of Municipal and Rural Affairs, Ministry of Housing, Ministry of Commerce and Industry, Ministry of Transportation, Saudi Chambers of Commerce, Saudi Standards and quality organization, Saudi Aramco, Saudi Basic Industries Corporation (SABIC), Saudi Electricity Company, National Water Company.

UNDP CP is providing a substantive support to SEEC and partners which facilitate the access to learn global best practices through the participation to international and regional forums on energy efficient economy, energy efficient technologies.

As a tangible result achieved, the Saudi Energy Efficiency Program (Kafaa) was launched with guiding principles, a clear strategy and strong governance, had mobilized more than 150 professionals from 30 governmental entities and state owned enterprises, and has so far focused on three sectors, representing 90% of the energy consumption in the Kingdom (industry, buildings and transportation).

Industry: SEEC has developed an energy efficiency framework for industrial plants and has been implementing it over three phases.

* Buildings: SEEC developed standards and regulations (including 7 with mandatory labels)
* Transportation: the Saudi Corporate Average Fuel Economy (CAFE) standard for light duty vehicles was introduced in 2016 and led to significant improvements in the new fleet’s fuel economy.

Achievements in the **UNDP Project SAU 10/107888 entitled “Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030”** are clearly progressing with parallel decline of water consumption in the agriculture sector (since 2008, Saudi Arabia started abandoning the programme to grow wheat that achieved self-sufficiency but depleted the desert kingdom’s scarce water supplies. The government started reducing purchases of wheat from local farmers by 12.5% year. Main achievements are:

* Foundations for the Centers which will administrate the entire water sector in the Kingdom of Saudi Arabia: Water Management and Control Center (WMCC) and the National Water Research and Studies Center (NWRSC);
* Preparation of 15 preliminary geological and hydrological studies for Batch 4 of the 1000 dams project;
* Preparation of three geological and hydrological evaluations of dams of various types (concrete, earth ﬁll) already under construction
* Evaluation of dams under construction and some existing dams for their ability to reduce flood risks;
* Major work for the establishment of a coherent GIS environment and integration of different data sets on aspects on groundwater and surface water[[15]](#footnote-15).

The UNDP Project **SAU 10-00102588 Supporting Saudi Future Cities Programme** is designed in partnership with the Ministry of Municipalities and Rural Affairs to provide advisory services and logistical support to the Government in its implementation of Saudi Future Cities Programme in collaboration with UN-Habitat.

Through this project, the UNDP is providing the MOMRA, and the High Commission for the Development of Arriyadh with substantive, technical and logistical assistance in achieving the urban dimension of Saudi Vision 2030 and the National Transformation Programme 2020. A thorough analysis sets the stage by focusing on Sustainable Development Goals and their implications for urban work in Saudi Arabia with emphasis on Goal 2: Make cities and human settlements inclusive, safe, resilient and sustainable.

Supporting this implementation is intertwined with substantive, technical and logistical assistance to the Government's efforts in achieving the urban dimensions within the Saudi Vision 2030 and the National Transformation Programme 2020. The project is utilizing north-south and south-south cooperation modalities in support of the intended outcome. A south-south Cooperation arrangement is reached with at least three countries offering best practices in urban management and profiling of cities for improvement of their ranking along the measurements of prosperity.

A substantive progress is made regarding the achievements as follows:

* improving capacity for robust enabling environment towards effective implementation of the Saudi Future Cities Programme;
* Advisory services for MOMRA in terms of measuring progress towards achievement of relevant SDG targets and their respective indicators; and
* Saudi Arabia is well represented in the international and regional fora relevant to the urban planning and urban policy.
* The ministry was recently assigned the responsibilities for all dams in the Kingdom (~1000). Three experts are available, the perspective is good, and the jobs are done to the satisfaction of the MEWA[[16]](#footnote-16).

MOMRA and UNDP consider this intervention as supplementing other ongoing cooperation with the Government at the macro level. MOMRA's Future Saudi Arabia Cities Programme, presently under implementation of the UN Habitat, will certainly be an integral part of the Urban Planning Implementation Unit, which is established under this project. In addition, UNDP is currently supporting the updating of the National Spatial Strategy with MOMRA. Collaboration between the two programmes is ensuring more coherent and comprehensive capacity development of MOMRA.

Illustrating the progress made, the city of Riyadh has won a gold certificate from the World Council of Cities Data (WCCD) in Canada, after joining the WCCD and adopting the implementation of the International Standard for Urban Performance Indicators ISO 37120. The ISO 37120 is an international standard developed by WCCD in collaboration with the International Organization for Standardization (ISO) to measure and guide cities performance. This standard can measure also the extent to which data are used to build prosperous and intelligent cities contributing to improving services and quality of life for inhabitants. For that objective, the Urban Observatory of Riyadh has been prepared to meet the conditions and specifications stipulated in ISO 37120, and to participate in the global data platform for cities.

Reinforcing the partnership with the Kingdom of Saudi Arabia, the UNDP CP is exploring ways to expand south-south cooperation and triangular cooperation as well as articulation of Saudi overseas development assistance through annual thematic and policy development, as Saudi Arabia is one of the largest aid donors in the world. Saudi Arabia provides bilateral assistance through multiple institutions and continues to be the major humanitarian assistance contributor to Yemen, UNRWA and other countries in the region.

In the context of the Kingdom of Saudi Arabia, the south-south Cooperation architecture of the UNDP has proven effective in areas of policy coordination, regional integration, interregional linkages and the development of national capacities utilizing technological innovations and exchange knowledge, technology transfers, sharing of solutions and experts, as well as other forms of exchanges.

# Findings and conclusions

The UNDP CPD has identified three programme priorities aligned with the National priorities articulated in Vision 2030, the 10th National Development Plan, and the UNDP Strategic Plan is supporting the Kingdom of Saudi Arabia in the implementation of the ambitious Vision for Saudi Arabia 2030.

The approach is more justified as the country is experiencing a rapid and substantial change in the development approach, due to comprehensive reforms that encompasses a wide range of socio-economic reforms. These reforms have already started to address some of the country long-standing issues through the implementation of Saudi Vision 2030 aiming to rebrand the Kingdom of Saudi Arabia as a modernized country. Saudi Arabia is witnessing a wide restructuration shifting from a traditional planning methodology toward the implementation of many transformative programs which will pave the way for the Vision 2030 and will help achieving the goals.

A new Vision ecosystem is settled to drive Vision implementation with newly established entities since 2015. They are as follows:

* CEDA PMO
* Delivery Unit (DU)
* National Center for Performance Management (Adaa)
* Corporate Communication Unit at CEDA (CCU)
* General Authority for Culture (GAC)
* General Entertainment Authority (GEA)
* Strategic Management Committee and Strategic Management Office (SMO)

In a new approach, Government agencies are working to examine their role in implementing the initiatives necessary for delivering on national priorities. They are identifying opportunities for partnering with the private sector, as well as innovative administrative and funding approaches, and detailing specific initiatives that have clear performance indicators[[17]](#footnote-17).

Therefore, Government agencies are restructured continuously and with flexibility, aiming at eliminating redundant roles, unifying efforts, streamlining procedures and defining responsibilities. This is to enable the agencies to deliver on their mandate, to be accountable, to ensure business continuity and to show adaptability in the face of new challenges.

Also, Government Agencies are preparing decisions based on detailed studies and benchmarks, as well as comprehensive analysis of each agency’s programs, plans and relevant performance indicators.

The Vision Realization Programs (VRPs) were developed to deliver against strategic objectives.

Complete programmes include, the following:

* The Fiscal Balance programme;
* The Regulations Review programme;
* The Performance Measurement programme;
* The Saudi Aramco Strategic Transformation programme;
* The Public Investment Fund Restructuring programme;
* The Human Capital programme;
* The National Transformation programme;
* The Strategic Partnerships programme;
* The Privatization programme;
* The program for Strengthening Public Sector Governance.

These reforms are helping to speed strategy development and decision-making, as well as enhance performance. The government, “will continue this careful restructuring, comprehensively and gradually, based on clear priorities.”

Although the pillars of the Saudi vision 2030 and the UNDP CP look sometimes different, an assessment of linkages between the Vision 2030 goals and the CP conducted as part of the analytical work for this mid-term evaluation found a significant degree of alignment between the two frameworks which are quite matching in all aspects.

This significant degree of alignment between the UNDP CP and the KSA Vision 2030 is already in place. Many of the outputs and targets are incorporated into the Vision 2030 agenda. Hence, the UNDP CP amplify key priorities of the national development agenda in the three dimensions of social, economic and environmental sustainability. Further work is undertaken to ensure that sectoral and thematic policies and programs at the national and sub-national levels are further aligned with the CP. UNDP CP is quite responsive to do substantive revision in order to add outputs in support of the Government’s efforts to further promote human development components through mechanisms to mainstream all dimensions of the Human Development Index into sectoral policies.

The reactivity of UNDP programme is clearly shown in one of the main projects (**SAU 10-83995: Socio-Economically Effective Human Development Planning**), due to changes in the international, regional and local environment and economic conditions and to frequent assessment of capacity and resources at the Ministry of Economy and Planning.

**Table2: UNDP Programme alignment with the Saudi Arabia Vision 2030 and the national priorities**

|  |  |
| --- | --- |
| **The Kingdom of Saudi Arabia Vision 2030 is built on 3 pillars as follows** | **The UNDP CP Pillars and projects are** **as follows** |
| **Pillar 1: A vibrant society** | **Pillar 1 Sustainable economic and social development** |
| * "Developing the cities"
* "Achieving environmental sustainability"
* "Promoting culture and entertainment"
* "Empowering the society
* "Caring for our health"
* "Caring for our families"
* "Developing children’s character”
* "Taking pride in our national identity"
* Increase household spending on cultural and entertainment to 6%
* Increase the average life expectancy from 74 years to 80 year.
* Focusing our efforts to serve Umrah visitors"…
 | * Support to Riyadh Urban Observatory.
* Socio-Economically Effective Human

 Development Planning (Cross-cutting outcomes on Health, Education, Training, Transport, Internal trade, and Municipal services) \* * Umbrella Programme for the Saudi Commission for Tourism and National Heritage
* Urban Planning and Management
* Support Saudi Food & Drugs Authority Second strategic plan implementation - SFDA 2
* Sustainable Road and Transport Management
* Support to King Salman Youth Center to Develop National Youth Indicators

\**This project is substantively revised in order to add three outputs in support of the Government’s efforts to further promote the concept of human development through mechanisms to mainstream all dimensions of the Human Development Index into sectoral policies* |
| **Pillar 2: A thriving economy** | **Pillar 2 Public Sector Efficiency** |
| * "Improving the business environment"
* "Boosting small businesses and productive families"
* "Learning for working"
* "Providing equal opportunities"
* "Integrating regionally and internationally"
* "Attracting needed talents"
* "Privatizing our government services"
* "Launching our promising sectors"
* "Maximizing our investment capabilities"
* "Rehabilitating economic cities"
* "Increasing the competitiveness of our energy sector"
* "Establishing special zones"
* "Building a unique regional logistical hub"
* "Supporting our national companies"
 | * Umbrella Programme for Socio-Economic Development\*

\**This Project is based on the Saudi Vision 2030, with emphasis on the pillar of thriving economy in which the Government expresses eagerness to promote and reinvigorate social development in order to build a strong and productive society.*  |
| **Pillar 3: An ambitious nation** | **Pillar 3: Sustainable natural and cultural resources management and preservation** |
| * "Protecting vital resources"
* “Engaging everyone"
* "Committing to efficient spending and balanced finances"
* "Being responsible to society"
* "Being responsible in business"
* "Embracing Transparency"
* "Organizing ourselves with agility"
* "Embracing Transparency"
 | * Umbrella Programme for Advisory Services to the Ministry of Foreign Affairs.
* Capacity Development and related services for an integrated sustainable development and management for the water sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030“.
* National Energy Efficiency Programme (Phase 2) \*

\**Phase of capacity developmemt programme for the King Abdul-Aziz City for Science and Technology supporting the Saudi Energy Efficiency Center to achieve Kingdom’s increasingly important goals for energy conservation.* |

The table shows alignment of the UNDP Programme with the Saudi Arabia Vision 2030 and the national priorities. Saudi Arabia Vision 2030 embraces the concept of development sustainability by anchoring its conceptual firmness on three themes of vibrant society; a thriving economy and an ambitious nation. “A thorough review of the three themes and their underlying issues of national concern would reveal a holistic approach to development that encompasses the three dimensions of sustainable development: the social, the economic and the environmental”[[18]](#footnote-18).

Calling for a thriving economy with rewarding opportunities through diversifying base for greater sustainability, comes also with the Sustainable Development Goals (SDGs) which is endorsed by the Government and represents the core of a global development agenda towards 2030.

In such context, UNDP CO programmatic interventions (2017-2021 CPD) focused mainly on long-term policy advice, national capacities development and institutional strengthening. Capacity development as a three-layer approach involving individual, institutional and societal dimensions in improving present practices and align them to the worldwide excellence are the focus of all efforts in planning policymaking, considering all possible means of delivering sustainable capacities in the government.

UNDP contributed towards the development of KSA VNR covering all goals with a focus on Goal 11. This review has been prepared from a comprehensive perspective covering the 17 SDGs, with emphasis on the goals that have been selected for a more in-depth discussion in the UN High Level Political Forum 2018, the theme of which was be “Transformation towards sustainable and resilient societies.”[[19]](#footnote-19)

This review represents the Kingdom’s first attempt to conduct a systematic review of the status of the SDGs and actions taken by relevant stakeholders to fulfill the 2030 Agenda for Sustainable Development. It provides a broad assessment of the current status of the SDGs, existing institutional arrangements for their operationalization and the enabling policy environment; establish a baseline for tracking progress on implementation of the SDGs. It also identifies priorities for further action in the implementation process, outlines opportunities, challenges and lessons learned and provides an overview of the next steps.

UNDP CP did explore, expand and use wisely the south-south and triangular cooperation in order to develop assistance through annual thematic studies and policy development.

**Table 3. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)**

| Programme Outcomes | National Partners | Data Source/ responsibilities | Outcome indicator (s) | Mid-Term Target (s) | Remarks/Suggestions |
| --- | --- | --- | --- | --- | --- |
| **Outcome 1**Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. | MOEP, Public Education Evaluation Commission (PEEC), King Saud University, Ministry of Education, Ministry of Labour MOMRA CEDA Saudi Commission for Tourism and National Heritage Saudi Chamber of Commerce and Industry | Ministry of Economy and Planning (MOEP) Tenth national development plan Key performance indicators Human Development Report annual | National unemployment rate (disaggregated by gender) Baseline: 2014 unemployment rate Male: 9.9%, Female: 33.3% National diversification strategy formulated and finalized Baseline: No existing national diversification  | Target: 2019 Unemployment rate: male, 3.9%, female, 11.1%  | GDP has progressed from 2,453,512 (2015) to 2,934,313 (2018)Source: G.A. StatOverall unemployment of Saudis has decreased in terms of percentage for both male and female over 15 (female 22,6%, male 2,9%) Source : G.A. Stat, Q4, 2018 |
| National diversification strategy finalized |
| **Outcome 2**Public sector strengthened through improved efficiency, effectiveness, equity and accountability | MOEP, General Authority of Statistics, CEDA Ministry of Social Affairs (MOSA) Ministry of Civil Service Arriyad Development Authority | MOEPSource: A World Bank Flagships Report. Doing Business 2019. Training for Reform. file:///C:/Users/Asus/Downloads/DB2019-report\_web-version.pdf | Ease of Doing Business rank Baseline: ranked 82 (2015) Target: 72Number of new non-oil national initiativesBaseline:0 (2015) | Target: 3 new non-oil interventions | Ease of Doing Business: ranked 92 in 2019 +1,62 EODB Increase of government revenues and consolidation of fiscal sustainability through boosting non-oil revenues, 5% VAT imposed as of 1/1/2018 increasing government revenue by $12.16bn. Additional tax on selected products generating $3.2bn.* “Expat levy” to generate by end 2018 $7.46bn.
* Income from other taxes on imports and commerce and the Zakah.
* The government was able to collect about $13.33bn in 2018 in settlements for corruption charges. Collections are expected to continue in 2019 reaching an overall amount of $100bn.

Technical advice is provided to the Statistics Authority in preparations for the 2020 national census. SDGs indicators will be considered in the design of the census. |
| **Outcome 3**Improved management of non-oil natural resources and preservation of culture and heritage | SEEC King Abdulaziz Centre for Science and Technology Ministry of Petroleum and Minerals Presidency of Meteorology and Environment MOWE | Saudi Energy Efficiency Centre (SEEC), Ministry of Water and Electricity (MOWE) | Per-capita energy consumption Baseline: Per-capita energy consumption 8,654 Kwh 2020 Indicator: Percentage annual decrease in agricultural water consumption Baseline: 0 (irrigation water use in 2012 reached 17.0 billion cubic meters)  | Target: per-capita energy consumption, 10,397 Kwh,  | Consumption of electric energy per year. Per capita this is an average of 8,992.59 KWRef https://www.worlddata.info/asia/saudi-arabia/energy-consumption.phpDemand for water from Saudi’s agriculture has fallen since Kingdom abandoned its policy of wheat self-sufficiency Irrigation water use in 2015 reached 14.0 billion cubic metershttps://worldview.stratfor.com/article/saudi-water-crisis-lurks-beneath-surface |
| Target: annual decrease of 6.8% |

As it is stated in the ToRs (Annex 1), the Mid-term evaluation of the programme reviews the performance against the objectives stated in the strategic and annual plans, based on the Outcomes implementation, and the feedback from a wide array of partners, stakeholders and beneficiaries. Data provided by the UNDP CO, the General Authority for Statistics, the Saudi Food and Drug Authority, the Education Evaluation Commission helped in measuring the progress made so far.

**Table 4: Midterm Review Evaluative Matrix Template**

| **Evaluative Questions** | **Indicators** | **Sources** | **Methodology** |
| --- | --- | --- | --- |
| Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results? |
| **Relevance** |
| To what extent are the objectives of the Project still valid and in line with the strategic goals and objectives of National Vision 2030?  | Evidence and consistency between expressed needs and provided Technical Assistance to support Kingdom of Saudi Arabia (please see the table aligning UNDP Programme with the Saudi Arabia Vision 2030) | Interviews with MoFa, MoEP, SEEC, PEEC, G.A Stat, SFDA, Arriyadh Development AuthorityUNDP DocumentsNational Policy documents Interviews with UNDP staff | Document analysis, data analysis, interviews with National Partners (MoEP)Umbrella programme for Socio-Economic Development (SAU10/00113712) is based on the SV 2030; it has been designed to provide TA to the Government in mainstreaming social and economic development in national policies at all sectors. |
| **Effectiveness** |
| How effective was the planning for the preparation of the Project? The availability of resources and budget allocation over time; proven coherence between the objectives and results defined in the plan and the Project itself. | Examples of achievements in vital sectors such as Energy, Education, Employment, Urban Management | Interviews of national partnersInterviews with UNDP staffUNDP reports and documents.Examples of achievements can be seen through the implementation of the projects such as SEEC Public Education Evaluation Commission (PEEC), The High Commission for the Development of Arriyadh and its executive branch, Arriyadh Development Authority, Ministry of Labour MOMRA, CEDA | Document analysisData provided by the General Authority for StatisticsVisits to national partners locations |
| **Efficiency** |
| To what extent does the allocation of resources allow for an efficient implementation of the Project in terms of: funding mechanisms, and simplification measures? | Results obtained at very acceptable cost, as Saudi Government is adopting austerity measures to curb expenditure, including development projects.(UNDP charges 7% in GMS, compared to other competitors (WB JICA, GIZ) which charge more than 15%) | Document analysis, data analysis, interviews with National Partners(First Voluntary National Review. Towards Saudi Arabia’s Sustainable Tomorrow. 2018-1434Results Oriented Annual Report - SAU – 2018The UNDP Rapid Integrated Assessment (RIA) tool was used in confirming the VNR analysis. The VNR was presented during the 2018 HLPF. | * Resources spent for the achievement of outputs and results are adequate
* Evidence of cost-effective interventions
* Best practices are integrated in planning new interventions
* Adaptation in project implementation
* Highly positive effects of UNDP capabilities on the performance of sustainable development portfolio
 |
| **Impact** |
| Who have been affected by the Project? | Some impacts are clearly quoted by partners such as gender equality (SFDA, MOMRA, EEC, …)Also, The Government launched interventions in to increase support to people needs, especially those who are vulnerable (Source: Gastat) | Interviews with EEC, MOMRA, SFDA, G.A StatUNDP Reports | UNDP reports (annual and monitoring) Interviews with national partners For example, within the EEC, SFDA, female employees are practicing their role at all levels starting from the board of directors. There is one female executive director within EEC and a couple of female general managers and many of female project managers. |
| Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far? |
| **Outcome 1**Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded | GDP has progressed from 2,453,512 (2015) to 2,934,313 (2018)Source GA. StatOverall unemployment of Saudis has decreased in terms of percentage for both male and female over 15 (female 22,6%, male 2,9%) July 2017, Delivery plan for the National Industrial Development and Logistics Program (NIDLP)\* | Source: GaStat, Q4, 2018  | Data from GaStatResearch https://www.vision2030.gov.sa/en/programs/NIDLP |
| **Outcome 2**Public sector strengthened through improved efficiency, effectiveness, equity and accountability | Increased number of non-oil initiativesIncrease of government revenues and consolidation of fiscal sustainability Doing Business rank is regressing from 82 (2015) to 63.50 (2019) | Source: UNDP Documents A World Bank Flagships Report. Doing Business 2019. Training for Reform. [file:///C:/Users/Asus/Downloads/DB2019-report\_web-version.pdf](file:///C%3A/Users/Asus/Downloads/DB2019-report_web-version.pdf) | Documents and data analysis |
| **Outcome 3**Improved management of non-oil natural resources and preservation of culture and heritage | Per-capita energy consumption Baseline: Per-capita energy consumption 8,654 Kwh 2020 Indicator: Percentage annual decrease in agricultural water consumption Baseline: 0 (irrigation water use in 2012 reached 17.0 billion cubic meters) | Interviews with Saudi Energy Efficiency Centre (SEEC)Ministry of Water and Electricity (MOWE) <https://www.worlddata.info/asia/saudi-arabia/energy-consumption.php>https://worldview.stratfor.com/article/saudi-water-crisis-lurks-beneath-surface | Documents and data analysisConsumption of electric energy per year. Per capita an average of 8,992.59 KWUNDP CO in partnership with Ministry of Water established the Water Control and Management Center (WMCC) and the National Water Research and Studies Centre (NWRSC). Both will support the ministry in water management (ROAR- SAU)Demand for water from Saudi’s agriculture has fallen since Kingdom abandoned its policy of wheat self-sufficiency Irrigation water use in 2015 reached 14.0 billion cubic meters |
| Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results? |
| How UNDP is contributing to build and reinforce institutional capacities of partners in order to guarantee sustainability of the interventions? | Satisfaction of national partners and willingness to continue implementation of activities and follow up on results achieved with the support of UNDPOperating policies in placeMain Projects are revised and extended  | Interview with MoFAProject reports (annual, monitoring)Interviews with UNDP staffInterviews with other key national partners  | National Strategic documents Documents analysis, data analysisUNDP Substantive Project Revision Documents |

\* The National Industrial Development and Logistics Program (NIDLP) is one of 13 Realization Programs under Saudi Vision 2030. It is focused on transforming Saudi Arabia into an industrial powerhouse and a global leader in logistical services by leading and guiding growth in four key sectors: Industry, Mining, Energy and Logistics.

# Recommendations

## Partners’ Reflection about UNDP’s programme

* The Mid-Term Evaluation concludes that the UNDP CP is relevant and has made adequate adjustments to respond to emerging issues at the national development context. It has contributed to improve capacities of key national institutions within shifting context of implementation of the Saudi Vision. The CP is on course in all outcome areas, and the achievements made are noticeable and significant.
* The National Partners, in general, have expressed their **great satisfaction working with UNDP**, manifesting their benefits from the ongoing Programme: (using words such as Positive Partnership, high quality of expertise offered by UNDP…)
* This satisfaction is very important in the ongoing context of a **country experiencing a rapid transition in the development approach**, shifting from a traditional planning methodology toward **the implementation of many transformative programmes** which will pave the way for the Saudi Vision 2030 and will help achieving the goals.

## Alignment of Strategic Plan with Saudi Vision 2030

* The Kingdom of Saudi Arabia National Vision 2030 has also an obvious link to the SDGs. As it is attested by the First Voluntary National Review, Saudi Arabia is “committed to implementing sustainable development goals and attaches the highest priority to this endeavor. By dint of a Royal Order, the Minister of Economy and Planning (one of the main partners of UNDP CP) is entrusted with the mandate to follow up and coordinate with relevant entities on Sustainable Development Goals' dossier”[[20]](#footnote-20).
* As part of new approach adopted, Government agencies are working to examine their role in implementing **the initiatives necessary for delivering the national development priorities**.
* The Government Agencies are preparing decisions based on **detailed studies and benchmarks**, as well as **comprehensive analysis** of each agency’s programs, plans and relevant performance indicators.
* Objectives of the ongoing UNDP projects **are in line** with those of the executing agency/implementing partners.
* Progress is underway **with some solid achievements in vital sectors** (Economy and Planning, Employment, water management, Urban management, Energy, Statistics, Food and Drug security). Results can be noticeable through the improvement in the annual ranking of the Human Development Index (HDI) of the Human Development report: the Kingdom of Saudi Arabia has steady moved from the middle-income category in the 1990s to the very high-income category in 2018 at 0.853 value of HDI[[21]](#footnote-21) (This index measures development achievements across a set of dimensions, including education, health and income.)
* Most recurrent needs raised during the interviews and discussions are related to appropriate Capacity building and knowledge transfer that could empower local capacity in order to maintain the ongoing projects objectives aligned with the executing agency/implementing partners.
* Therefore, the CPD outcomes are still valid, with only minor suggestion for an increase focus on the SDGs in Pillar n 1 (Sustainable economic and social development).

For instance, a new output should be prepared to address UNDPs support to the National agencies in the implementation of the SDGs. Support should take into consideration the MAPS (Mainstreaming Acceleration of Policy Support).

* The output n° 2.1 under pillar 2 Public sector efficiency can still be maintained with minor editing to reflect focus between different sector, such as *National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and national transformation plan, as well as effective coordination among national development implementers.*

* As UNDP evaluations are guided by the principles of equity, justice, gender equality and respect for diversity, the MTE did assess the extent to which UNDP initiatives have addressed the issues of the social and gender inclusion, equality and empowerment, and found that the CPD gender has not accorded gender great emphasis.
* However, as Saudi Vision 2030 is advocating for women empowerment, the UNDP CPD could provide assistance in order to enhance women empowerment in the Kingdom. This is a golden opportunity to re-align CDP in this review to reflect great focus on gender.

UNDP CPD, communication can be improved through a series of discussions with key national partners, especially new managers of National Agencies which are implementing the programmes of the Saudi Vision 2030 for the following objectives:

* advocate the normative functions of UNDP and the comparative advantage of UNDP;
* identify and address the specific capacity requirements that the national partners need to access, including capacity building for staff in government agencies/departments; knowledge transfer; training of government officials;
* identify gaps for the implementation of the Saudi Vision 2030 where the needs of national partners are not being met and suggest specific initiatives that could address these gaps;
* sensitize to produce annual National Report on the SDGs.
* request for International Experts from the UNDP, UN-ESCWA, UNFPA, WHO, to assist different Ministries.
* strengthen the coordination and communication mechanism with MoFa in order to discuss and explore the up to date needs in terms of Technical Assistance and knowledge transfer to increase the likelihood and sustainability of results at all levels.
* The partnership through the UNV Programme through the development of National UN Volunteers could be among the suggestions to satisfy the MoFA demand.
* Arriyadh Development Authority expressed a need of International Expertise and Technical Assistance to on some specific areas (environment, urban management, landscaping renewable source of energy, Economic diversification Services for urban use).
* In implementing capacity development programmes, focus more on the third layer of the enabling environment. This is warranted by the prevailing sense of silos. A unified vision (2030) is communicated among the ministries and departments which helps to understand shared goals and objectives. National actors will be likely to collaborate and should not remain in silos since the leaders are adopting collaborative behavior. In order to create a more effective path to growth during this time of significant change in Saudi Arabia, UNDP CP can support greater collaboration by communicating regularly with national partners and sharing documents, knowledge that allow them to collaborate more on project plans, proposals. Something that could help is a forum to debate challenges, tools and processes, in order to align national partners to clarify the path forward to re-adjust and reinforce national ownership of the programmes. And even after the most significant changes will occurred, silos may remain, but they are less likely to be rigid obstacle since the country has approached transformation.
* Regarding the youth component in the CPD, and based on Saudi Vision 2030, more than half of the Saudi population is below the age of 25 years. The assumption is that this rate will absorb roughly an equivalent percentage of 35% of the national budget allocations (The budget expenditure for the year (2017) was estimated at SAR 890 billion, an 8% increase over the projected (2016) expenditure of SAR 825 billion)[[22]](#footnote-22). These allocations are distributed on different sectors: education, health, social protection, sports, culture, entertainment, etc.

On this basis, it is advisable to expand on this promising sector.

Regarding South-South cooperation

Saudi Arabia is one of the main actors in the largest aid donors in the world in terms of figures and as a percentage of gross national income, and one of the main actors in the cooperation and solidarity among peoples and countries that contributes to their well-being, and the attainment of internationally agreed development goals, including the 2030 Agenda for sustainable Development. The kingdom provides bilateral assistance through many institutions (Saudi Fund for Development, the King Salman Center for Relief and Humanitarian action, the Islamic Development Bank, the Arab Fund for Economic and Social Development, the Arab Bank for Development).

In 2018, the Kingdom announced a debt relief for LDCs in a total of USD 6 billion. To increase regional alliances, the Kingdom announced the establishment of the Red Sea coalition to boost economic, security and political cooperation.

Saudi aid has also witnessed a significant increase in its size and geographical coverage, driven by the needs of recipient countries. The volume of Saudi aid provided impartially to different countries is 38,24 USD billions during the period 2012-2017[[23]](#footnote-23).

Through this aid, Saudi Arabia plays an important and active role in shaping the final outcome of the sustainable development goals and responds to rapid changes in the global and regional context and has shown increasing interest in promoting south-north cooperation directly with specific countries and regions and in partnership with other states alike.

UNDP can capitalize on this traditional cooperation to promote, facilitate or increase South-South initiatives for wider access to available knowledge and experiences as well as new knowledge in tackling development problems. As it is stated in the CP Document (p. 7) UNDP CP should explore and extend ways to expand south-south and triangular cooperation. Through the promotion of best practices in south-south cooperation, UNDP CP is in a position to have information provided by government and could provide appropriate tools that enhance policy coherence and norms-setting in international development cooperation to better promote nationally and internationally agreed development goals.

* South-south and triangular cooperation should represent an opportunity in upgrading capacities of Saudi civil society to conduct overseas assistance activities for example. Also, themes such as: urban management, urban governance, urban landscaping, environment, could constitute component for SSC with research centers, municipalities, international NGOs with the assistance of UNDP CP.

## Regarding gender issue

During many years, women were marginalized from many aspects of public life in Saudi Arabia, and even “routinely excluded from formal decision-making positions in both government and the private sector”[[24]](#footnote-24). However, women situation is slowly but increasingly changing making their participation more effective in many sectors.

A number of positive developments have taken place affecting the status of women, particularly in access to education which has increased dramatically and has empowered them to pursue their own potential (women make up around 57% of the total student population at universities). Also, women's participation in the labor market is increasing from 12% in 2009 to 18% in 2017; 20% of *Shura* Council members are women; half of the Family Council made up of 16 members are women; 20% of private sector’s investments in 2017 are made by women; around 127,000 new commercial registrations are issued for women in 2017… These are some concrete steps to more rights equality for women and girls in the country, with larger access to public spaces and life, increased participation in the job market and a life free of violence in all spheres.

Although the UNDP CP activities are contributing to the government priorities, especially those conducted under pillar 1 promoting gender- and-youth-sensitive approaches to all outputs, assessment of the projects for gender inclusion, equality and empowerment, found that reduced emphasis was accorded to gender. However, Vision 2030 is advocating for women empowerment and is dedicating efforts for enablement of women in community and economic development, as well as in raising women's stature as an effective player at all levels. The Vision 2030 sets also a separate strategic objective to increase women's participation in the labor market. The National Strategy for Social Development launched by the Ministry of Labor and Social Development is focusing on several themes, including training of manpower in various categories through programs leading up to employment, insulation against poverty through education and setting up of mechanisms to break the cycle of poverty. Additionally, themes include enabling of female social security recipients, who are able to work, to gain access to qualification measures leading up to employment[[25]](#footnote-25).

* Regarding the extent to which UNDP initiatives have addressed the issues of social and gender inclusion, equality and empowerment; contributed to strengthening the application of these principles to various development efforts in Saudi Arabia, the UNDP CO has advocated constantly for the principles of equality, and has contributed to sensitize national partners to empowering and addressing the needs of women and youth. However, when we assess UNDP projects for gender inclusion, equality and empowerment, the CPD has not accorded gender great emphasis.
* There is a need for **gender strategy with specific work plans** to engage all relevant stakeholders. The UNDP CP could provide assistance to national partners such as the Ministry of Social Affairs or the Ministry of Labour in order to enhance women empowerment in the Kingdom, and this could be a golden opportunity to re-align CDP to reflect great focus on gender.
* Coordination with **Gastat** should be strengthened to ensure that all data are desegregated in terms of gender. This is a good opportunity as the Kingdom of Saudi Arabia is preparing for the **census 2020**.

# Lessons learned and success stories in the region

* The partnership between the UNDP CP and Saudi Arabia National Partners is a success. According to the Partners such as MoFA, SEEC, some of the projects (SEEC, Public Education Evaluation Commission, SFDA, National Authority for Statistics), were able to alleviate challenges, accomplish their mandates becoming well known across the country and even in the Gulf Region.
* The UNDP CP was also able to make necessary revision of the project to maintain a substantive and technical support to the implementation of the National Energy Efficiency Strategy. This was result of the considerable success of the project in its previous phase by mainstreaming energy efficiency and raising it high on development agenda, the specific thrust of this revision is to carry on wide-ranging awareness campaigns targeting households, as well as the education, industrial and commercial sectors.

* The UNDP CP was reactive to the change operated by the National Partners in the Kingdom of Saudi Arabia with the implementation of the Vision 2030: as the planning system has to adapt and to be responsive to shifts in paradigms of strategic thinking, methodologies and techniques of policy analysis, and approaches to management of resources.
* Projects such as **SEEC** and **SFDA** could constitute a success story and deserve to be presented at regional level:

## National Energy Efficiency Programme

Since its establishment in 2012 through a Council of Ministers resolution, the Saudi Energy Efficiency Program has settled Inter-agency with guiding principles, clear strategy and strong governance building up a partnership model involving all stakeholders (government, businesses and the public) , could constitute a success story to be presented in the region.

SEEC has focused on three sectors, representing more than 90% of the energy consumption in the Kingdom (industry 44% of energy consumed in KSA, buildings 29% of energy consumed in KSA, transportation 21% of energy consumed in KSA), and achieved the following:

* An energy efficiency framework for industrial plants and has been implementing it over three phases;
* Development of standards and regulations (including 7 with mandatory labels);
* Assessment of several incentives’ initiatives for implementation (first Highly Efficient AC launched in October 29, 2018);
* Introduction of the Saudi Corporate Average Fuel Economy (CAFE) standard for light duty vehicles and led to significant improvements in the new fleet’s fuel economy;
* Update on an ongoing basis of the fuel economy label for light duty vehicles;
* Multiple levels of control to ensure product compliance to the standards and support a competitive market;
* Development of the Energy Services sector through the launch of *Tarshid* (rationalize) and establishment of the required infrastructure;
* Development of Human Capital Development critical skills in the Kingdom (university courses, certifications, Center of Excellence in Energy Efficiency at King Fahd University Petroleum and Minerals);
* Engagement with Saudi Population through engage with the Saudi population through thematic awareness campaigns (10 awareness campaigns between 2014 and 2018 through variety of channels using traditional media, online advertisements, social media).

## Saudi Food and Drug Authority (SFDA)

The leading regulatory authority for Food, drugs and medical devices with professional and excellent services that contributes to the protection and advancement of the health in Saudi Arabia. A long-term programme agreement has been signed between UNDP CP and SFDA to support both vision of KSA and the authority in order to ensure the safety and quality of food and drugs for the Saudi community.

The Terminal Evaluation of this project[[26]](#footnote-26) concluded that:

* The project has valid and appropriate objectives which are in line with the health policy and strategy in the Kingdom of Saudi Arabia;
* The Project significantly contributes to strengthening the capabilities of SFDA to target needs of the covered areas;
* The Project benefits from the synergy between the project activities and the structure of SFDA, therefore, it supports SFDA implementing its mission. The activities increased the Project’s coherence with the national programmes;
* SFDA is capable to continue the activities in accordance with the Third Strategic Plan and by using the developed capacities of the institution and the employees;
* SFDA continuously hires, employs and trains qualified female staff in increasing number;
* SFDA third Strategic Plan (2018-2022) lays out the vision and strategic priorities for addressing the challenges that SFDA faces as the regulator of the food, drug and medical devices sectors;
* The plan helps SFDA to become a leading international regulator responsible for protecting the community and promoting access to safe products through sound regulations and effective controls.

# ANNEXES

## Documents reviewed:

* Comprehensive Growth Strategy — Kingdom of Saudi Arabia.-2016 <http://g20.org.tr/wp-content/uploads/2014/12/g20_comprehensive_growth_strategy_saudi_arabia.pdf>
* First Voluntary National Review. Towards Saudi Arabia’s Sustainable Tomorrow. 2018-1434
* UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, January 2019. <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>
* National Transformation Program 2020 [file:///C:/Downloads/NTP%20English%20Public%20Document\_2810.pdf](file:///C%3A%5CDownloads%5CNTP%20English%20Public%20Document_2810.pdf)
* Kingdom of Saudi Arabia Vision 2030 [file:///C:/Downloads/Saudi\_Vision2030\_EN.pdf](file:///C%3A%5CDownloads%5CSaudi_Vision2030_EN.pdf)

- UNEG. – Norms and Standards for Evaluation, UN, New York, 2016 [file:///C:/Users/mkharoufi/Downloads/UNEG%20Norms%20&%20Standards%20for%20Evaluation\_English-2017%20(1).pdf](file:///C%3A/Users/mkharoufi/Downloads/UNEG%20Norms%20%26%20Standards%20for%20Evaluation_English-2017%20%281%29.pdf)

* Kingdom of Saudi Arabia. – “ Sustainable Development Goals” UN High-Level Political Forum 2018 “Transformation towards sustainable and resilient societies” July 9-18, 2018 New York, p. 14 <https://sustainabledevelopment.un.org/content/documents/20230SDGs_English_Report972018_FINAL.pdf>
* KACST and UNDP. - Substantive Project and Budget Revision. National Energy Efficiency Programme (Phase 2)
* Lajos Kovacs. – Terminal Evaluation for the Project SAU 10/820003 Saudi Food Drug Authority, Phase II-. – 8/12/2018
* MEWA- UNDP. - Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030 Quarterly Report 01- March – May 2018
* Ministry of Economy and Planning – UNDP. - The Project SAU10-83995: Socio-Economically Effective Human Development Planning

**Projects Documents:**

* National Energy Efficiency Program Phase II 2012-2016
* Umbrella Programme for Economic Development SAU 10/00113712 (End date 30 April 2021
* SAU.- Results Oriented Annual Report - SAU - 2018

UNDP- Handbook on Planning, Monitoring and Evaluation for Development Results, NY 2009

<http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>

UNDP Evaluation Office. – Guidelines for Outcome Evaluators (Monitoring and Evaluation Companion Series #1) 2002

<http://web.undp.org/evaluation/documents/HandBook/OC-guidelines/Guidelines-for-OutcomeEvaluators-2002.pdf>

* UNDP. -Programme and operations policies and Procedures

<https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=135&Menu=BusinessUnit>

UNDP- Guidance for Conducting Mid-Term Reviews of UNDP – Supported, GEF-Financed Projects.- 2014 <http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf>

* United Nations Country Team. – Common Country Analysis: Kingdom of Saudi Arabia. - December 2015
* UNDP **- Umbrella Programme for Socio-Economic Development Project (SAU10/00113712)**
* US Department of State. – 2018 Country Reports on Human Rights practices: Saudi Arabia. - https://www.state.gov/reports/2018-country-reports-on-human-rights-practices/saudi-arabia
* A World Bank Flagships Report. Doing Business 2019. Training for Reform. file:///C:/Users/Asus/Downloads/DB2019-report\_web-version.pdf
* World Economic Forum: - The Kingdom of Saudi Arabia and the World: Scenarios to 2025: World Scenario Series, Geneva, 2015
* <http://www3.weforum.org/docs/WEF_Scenario_SoudiaArabiaWorld2025_Report_2010.pdf>

## Mid-Term Review ToR:

|  |
| --- |
| Background |
| The Kingdom of Saudi Arabia is the second largest state in the Arab world, with a reported population of 33,091,113 as of July 2018. A significant percentage of the nation’s inhabitants are immigrants seeking economic opportunity, making up 37% of the total Saudi population. Saudi Arabia has experienced a population explosion in the last 40 years and continues to grow at a rate of 1.63% per year. The economy of Saudi Arabia is one of the top twenty economies in the world (G20). It is dependent on oil as the country has the second-largest proven petroleum reserves, and it’s the largest exporter of petroleum in the world. It also has the fifth-largest proven natural gas reserves and is considered an "Energy Superpower". With a total worth of US$34.4 trillion, Saudi Arabia has the second most valuable natural resources in the world.In 2016 the Saudi Government launched its Saudi Vision 2030 to reduce the country’s dependency on oil and diversify its economic resources and increase Foreign Direct Investment. Saudi Arabia has the largest economy in the Arab world. The petroleum sector accounts for roughly 87% of Saudi budget revenues, 90% of export earnings, and 42% of GDP Saudi Arabia's oil reserves and production are largely managed by the state-owned corporation Saudi Aramco. Another 40% of GDP comes from the private sector. The government has encouraged private sector growth for many years to lessen the kingdom's dependence on oil, and to increase employment opportunities for the swelling Saudi population. In recent decades the government has begun to permit private sector and foreign investor participation in sectors such as power generation and telecom and acceded to the WTO. During much of the 2000s, high oil prices enabled the government to post budget surpluses, boost spending on job training and education, infrastructure development, and government salaries.As part of the public finance restructuring and in an effort to increase government revenues and consolidate fiscal sustainability through boosting non-oil revenues, VAT was imposed as of January 2018 at 5%. The “expat levy” is expected to generate by end 2018 SAR 28 billion (USD 7.46 billion). In addition to income from other taxes on imports and commerce and the Zakat. In attempt to diversify its economy and attract FDI, Saudi Arabia continued with plans to build mega projects on the Kingdom’s Red Sea coastline such as NEOM for innovation and technology and Amaala for wellness. The entertainment sector received a big boost in 2018. Movie theaters are established in the country and several musical and sports events were held throughout the year. This coincide with efforts to increase non-religious tourism to the country and ease of visa restrictions.Efforts to nationalize “Saudization” of the job market are continuing to tackle the unemployment challenge, reaching 12.9% in 2018 with the aim to decrease it to 12.5% in 2019, especially among new university graduates.  Women were allowed to drive as of mid-2018. Thus, increasing women mobility and access to economic opportunities. Measures were put in motion to increase women participation in the labor market to 30% by 2030, such as easing up the male guardianship as a requirement, legislating an anti-harassment law and provision of cash subsidies for transportation.The overall unemployment rate among Saudi women reached 31.1% (age 15 years old and above) in the 2nd quarter of 2018 compared to 7.6 among Saudi males. Based on the UN Common Country Strategic Framework (UNCCSF) developed by the UN Country Team in 2016, the UNDP CPD 2017-2021 was developed and approved in the same year. The Saudi Vision 2030 (SV 2030) was launched in June 2016 and the NTP 2020 subsequently developed with initiatives for each sector. The CPD is aligned with UNCCSF as per the following pillars:**Pillar 1. Sustainable economic and social development:** the CPD outcome states:“Pillar 1 will contribute to increasing the employment of qualified nationals (with a focus on youth and women) in productive sectors. UNDP will support the development of policies and strategies – as well as needed education reform – to meet the market demand, contributing towards a more diversified, knowledge-based economy. The achievement of UNDP efforts will be measured through the increase in numbers of youth accessing the labour market with appropriately adapted skills”.UNDP projects and programme for the period are aimed at scaling-up its support for strategies and practices into development policies, plans and programmes. Interventions are focused on the promotion of a diversified and knowledge-based economy for the provision of jobs for the youth. At the institutional level, UNDP aims to strengthen the capacity of youth by ensuring they acquire the skills needed for the evolving markets.**Pillar 2. Public sector efficiency:**the CPD outcome states:“Local adaptation of the sustainable development goals should translate into the transparent and accountable provision of public goods and services. This is a crucial aspect of healthy socioeconomic development. Citizens’ access to high-quality basic services such as water and sanitation, health care, schooling, housing and transportation enhances their well-being. Access to sustainable transportation and telecommunications systems lowers transaction costs, leading to improvements in trade and economic activities”UNDP plans to focus on capacity development for the efficiency, effectiveness, and accountability of public institutions and service delivery through outputs addressing various aspects of governance. It will provide assistance in improving public finance and public performance measurement systems and will help in the provision of capacity development to ensure innovative national research data-collection capacities and strengthen systems for evidence-based decision-making in the social sector. UNDP will promote the adherence of all partnerships to human rights principles, such as providing equal opportunities for men and women. UNDP also plans to continue to provide assistance in economic modelling as required, to improve the efficiency of the government subsidies system, and focus on the assistance provided to national partners to ensure sustainable, high-quality public services in an equitable and measurable manner, including key performance indicators and urban indicators.**Pillar 3. Sustainable natural resources management:** the CPD outcome states:“Sustainable development means that development is sensitive to the needs of people and the planet, in particular through environmentally sustainable extraction and use of natural resources. Sustainable economies must be supported by renewable resources and the sustainable management of resources through strong environmental policies, proper enforcement, and increased awareness, as well as the preservation of national heritage”.UNDP will work with local and international partners to expand access to cleaner energy services and promote low-emissions technology. Achievements under this pillar will be measured by the degree to which proper energy-efficient and water conservation policies are being implemented and contribute to decreased energy and water consumption. Surveys used to gauge public and industrial awareness will be efficient tools to measure awareness level attained. |
| Duties and Responsibilities |
| **Methodology**An overall guidance on evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Results and the UNDP Guidelines for Outcome Evaluators.The evaluation will be carried out by an independent evaluator and will engage a wide array of partners, stakeholders and beneficiaries. The evaluation is expected to take a “Theory of Change’’ (TOC) approach to determining causal links between the interventions that UNDP has supported, and observed progress in Sustainable Development, Public Sector Reform and Non-Oil Natural Resources Management initiatives at national in KSA. The evaluators will develop a logic model of how UNDP interventions in these areas are expected to lead to improved national transformation.Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits. The following steps in data collection are anticipated: Desk ReviewA desk review should be carried out of the key strategies and documents underpinning the work of UNDP in KSA in support of Sustainable Development, Public Sector Reform and Non-Oil Natural Resources Management. This includes reviewing the UNCCSF, CPD and pertinent country programme documents AWPS, progress reports, monitoring and evaluation documents etc, to be provided by the UNDP Country Office.  The evaluator is expected to review pertinent strategies, national plans and reports developed by the Kingdom of Saudi Arabia that are relevant to UNDPs support in Sustainable Development, Public Sector Reform and Non-Oil Natural Resources Management. Field Data CollectionFollowing the desk review, the evaluator will build on the documented evidence through an agreed set of field and interview methodologies, including:•             Interviews with key partners and stakeholders•             Field visits to project sites and partner institutions•             Survey questionnaires where appropriate•             Participatory observation, focus groups, and rapid appraisal techniques when neededMethodological approaches may include some or all of the following:Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.* **Document review of all relevant documentation.** This would include a review of inter alia
	+ Project documents (contribution agreement).
	+ Theory of change and results framework.
	+ Programme and project quality assurance reports.
	+ Annual workplans.
	+ Results-oriented monitoring reports.
	+ CO’s integrated work plan - IWP,
* **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
	+ **Development of evaluation questions** around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed. Based on the suggested questions mentioned above.
	+ Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
	+ All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
* **Surveys and questionnaires** including participants in development programmes, UNCT members and/or surveys and questionnaires involving 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.
	+ Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

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 be fully discussed and agreed between UNDP, stakeholders and the evaluators.**Evaluation products (deliverables)**The terms of reference should clearly outline the outputs UNDP expects from the evaluation team as well as a detailed timeline and schedule for completion evaluation products. Where relevant, the TOR should also detail the length of specific products (pages).* **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 an evaluation, UNDP may ask for a preliminary debriefing and findings.
* **Draft evaluation report (within an agreed length).** 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, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
* **Evaluation report audit trail.**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.**

The suggested table of contents of the evaluation report is as follows:I.             TitleII.           Table of ContentsIII.          List of Acronyms and AbbreviationsIV.          Executive SummaryV.           IntroductionVI.          Description of the interventionsVII.         Evaluation Scope and ObjectivesVIII.        Evaluation approach and methodsIX.          Data AnalysisX.            Findings and conclusionsXI.          RecommendationsXII.         Lessons LearnedXIII.        AnnexesFive working days following the contract signing, the evaluator will produce an inception report containing the proposed theory of change for UNDPs of the CDP outcomes.  The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used.   The inception report should detail the specific timing for evaluation activities, deliverables, and propose specific projects visits and stakeholders to be interviewed.  The inception report will be discussed and agreed with the UNDP Country Office before the evaluator proceeds with meetings. The evaluator will also propose a rating scale in order that Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency, impact and sustainabilityThe draft evaluation report will be shared with stakeholders, and presented in a validation workshop, that the UNDP Country Office will organise. Feedback received from these sessions should be taken into account when preparing the final report. A length of 40 to 60 pages including executive summary is suggested. |
| Competencies |
| **Evaluation required competencies**The CPD evaluation will be undertaken by one external evaluator.Required Qualifications of the International Evaluator:* An advanced degree in economics, public administration, regional development/planning or any other social sciences related to economic management and pro-poor development;
* Vast experience in conducting Output/outcome/impact/CPD/UNDAF (UNCCSF) evaluations.
* Strong working knowledge of UNDP and its mandate, the civil society and working with government authorities;
* Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches;
* Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
* Extensive professional experience in the area of development, including gender equality and social policies;
* Strong reporting and communication skills; excellent communication skills with various partners including donors;
* Knowledge on mainstreaming Gender and Human rights in projects and programmes; and,
* Evidence of similar evaluations conducted. Previous experience on UNDP output/outcome/impact/CPD/UNDAF evaluations.
* Work experience in the region is an asset.
* Fluency in English. Knowledge of Arabic language is an advantage.

The Consultant will have overall responsibility for the quality and timely submission of the final evaluation report and will perform the following tasks:* Manage the evaluation mission;
* Design the detailed evaluation scope and methodology and approach;
* Conduct the CPD evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
* Draft and present the Inception Report, the Draft and Final evaluation report;
* Finalize the evaluation report with recommendations and submit it to UNDP Country Office

**Evaluation ethics**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.In particular, the evaluator must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the CPD under evaluation.  The code of conduct and an agreement form to be signed by the consultant are included in Annex 1. **Implementation arrangements**The UNDP KSA country office will select the evaluation consultant and will be responsible for the management of the evaluator. UNDP will designate a Focal Point for the evaluation and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Country Office will take responsibility for the approval of the final evaluation report. The Assistant Resident Representative Programme will arrange introductory meetings within UNDP and Unit Heads to establish initial contacts with government partners and project staff. The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The UNDP country office will develop a management response to the evaluation within two weeks of report finalization.The Focal Point will collect feedback to enhance the quality of the evaluation. The Focal point will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Focal Point will also advise on the conformity of evaluation processes to the UNEG standards. The evaluator is required to address all comments received completely and comprehensively. The Evaluator will provide a detail rationale to the Focal Point for any comment that remain unaddressed. While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluator to logistically and financially arrange their travel to and from relevant project sites. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office. |
| Required Skills and Experience |
| Education:* Advanced degree in related fields.

Experience:* At least 10 years of working experience, and considerable knowledge of material analyses and the ability to communicate results of research findings;
* Experienced in producing corporate publications;
* Previous projects or research.

Language:  * Fluency in speaking and writing English and Arabic.
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## Meetings with National partners:

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| --- | --- | --- | --- | --- | --- |
| Date | Time | National Partner/Entity | Person to Meet | Title | Contact |
| May 13 | 10:00– 11:30  | UNDP Briefing | All Programme team and RR a.i. |  | Mayssam |
| May 13 | 13:00 – 14:00 | Saudi Energy Efficiency Center | Mohammed Alfuraydi | Project Manager | Asim |
| May 14 | 11:00 - 12:00 | Ministry of Economy & Planning | Dr. Faten Sari | National Project Manager | Yassin |
| May, 14 | 14:30 – 15:30 | Ministry of Economy and Planning | Dr. Mohammed Mrayati | Innovation Expert under UNDP-supported project (with good knowledge about history of cooperation involving MOEP, UNDP, UNDESA and ESCWA) | Yassin |
| May, 15 | 12:30 – 13:30 | Ministry of Municipal and Rural Affairs (MOMRA) | Dr. Khalid Motlaq, General Director Studies and Research | Director, Research and Studies, and Advisor to National Project Manager | Yassin |
| May 15 | 11:00 – 12:00 | Arriyadh Development Authority | Mr. Abdulrahman Al-Sultan | Director, Riyadh Urban Observatory, and National Project Manager | Yassin |
| May 21 |  | Central Department of Statistics and Information | Mr Abdulaziz Bin Ibrahim Al Mudaifer,  | Director Living Conditions Data | Yassin |
| May 20 |  | Ministry of Foreign Affairs | HE Abdulrahman al Rissi |  | Sarah |
| May 19 | 11:00 – 12:00 | Ministry of Environment, Water and Agriculture  | Dr. Martin Kelller | CTA (meeting at UNDP Office) | Asim |
| May 19 | 13:00 – 14:00 | Public Education Evaluation Commission | Dr. Mohammad Al Abeedy, Maha Alotaibi, Thoraya Natheer | Supervisor General, Standards & Professional Learning LicensingNational Project DirectorStandards and professional licenses Dep.Educational & Professional licensing Project Management Supervisor of Ladies Sectionpresident office | Asim |
|  |  | Saudi Commission for Tourism and National Heritage |  |  | Yassin |
|  |  | UN-Habitat |  |  | Yassin |
| May 22 |  | SFDA | Mr abdulaziz Abdullah Alhunaki  | Pdt Assistant of Support Services | Asim |
| May 23 | 12:00 – 13:00 | UNDP Debriefing | All Programme team and RR a.i. |  | Mayssam |

## Evaluation questions

The Consultant is following a participatory and consultative approach in order to ensure close engagement with the Partners. He will be collecting and analyzing data on the Project/programme as a whole, focusing on what the Project is doing in terms of both its objectives and its implementation. This is comprised of two main methods: analysis of existing sources and consultation with key National Partners, and stakeholders.

Based on the criteria of relevance, effectiveness, efficiency, sustainability and impact, the questions related to the Mid-term evaluation are based on the Outcomes implementation, and the feedback from an array of National Partners, stakeholders and beneficiaries. They review in general the performance against the objectives stated in the strategic and annual plans.

Given the importance of the gender perspective, the integration and empowerment of women and youth in community development, the consultant, based on the progress made in Saudi Arabia, will address the empowerment of women and youth and discuss them through the programmes and initiatives adopted or policies, ratified legislation that take into account and addresses equality.

**Project Strategy:** 1-To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?

**Progress Towards Results:** 2- To what extent have the expected outcomes and objectives of the project been achieved so far?

**Sustainability:** 3 -Are the beneficiary institutions capable to continue the provision of benefits beyond the Project’s end? Or to what extent are there institutional, socio-economic, and/or environmental risks to sustaining long-term project results?

**Relevance**: 4- To what extent are the objectives of the Project are still valid and in line with the strategic goals and objectives of National Vision 2030? (Validity of objectives)

**Effectiveness:** 5- **How** effective was the planning for the preparation of the Project? (Planning). The availability of resources and budget allocation over time; proven coherence between the objectives and results defined in the plan and the Project itself.

**Efficiency:** 6- To what extent does the allocation of resources allow for an efficient implementation of the Project in terms of: funding mechanisms, and simplification measures?

**Impact:** 7- Who have been affected by the Project?

**Coherence:** 8- To what extent are the objectives and expected results of the Project are in coherence with the national programmes / actions?

**Monitoring:** 9- To what extent are the monitoring processes sufficient and adequate to plan and promote the results of the Project?

**Cross-cutting Issues:** 10- To what extent are the cross-cutting issues addressed in the Project?

**On the empowerment of women and youth** are there any programmes or initiatives adopted or approved policies and legislation that take into account and address equality and the extent to which they are used by the social sectors concerned?

**أسئلة متعلقة بالتقييم**

يتبع الخبير الاستشاري نهجا تشاوريا من أجل ضمان مشاركة كافة الشركاء. وسيقوم بجمع وتحليل البيانات المتعلقة البرنامج ككل، مع التركيز على ما يقوم به كل مشروع من حيث الأهداف المسطرة وتنفيذها على حد سواء. ويتكون هذا النهج من طريقتين رئيسيتين هما: تحليل المصادر المتوفرة والتشاور مع الشركاء الوطنيين الرئيسيين وأصحاب المصلحة.

واستنادا إلى معايير نظرية التغيير المبنية على الملاءمة والفعالية والكفاءة والاستدامة وأثر المشروع، سيتم تقييم منتصف المدة التي ينفذ فيها هذا الأخير مع استعراض بعض النتائج المتوفرة، ويستوحى ذلك من خلال زيارة مجموعة من الشركاء الوطنيين وأصحاب المصلحة المستفيدين. وهي طريقة تستعرض بوجه عام الأداء في ضوء الأهداف الواردة في الخطط الاستراتيجية والسنوية.

ونظرا لأهمية منظور النوع وإدماج وتمكين المرأة والشباب في التنمية المجتمعية، سيتطرق الخبير الاستشاري، بالاستناد إلى التقدم الحاصل في المملكة العربية السعودية، إلى موضوع تمكين المرأة والشباب ومناقشته من خلال البرامج والمبادرات التي تمت اعتمادها أو السياسات والتشريعات المصادق عليها التي تراعي وتعالج المساواة ومدى الاستفادة منها من طرف الشرائح الاجتماعية المعنية.

**استراتيجية المشروع**: - إلى أي مدى تتلاءم استراتيجية المشروع مع الأولويات المسطرة في الخطة الوطنية 2030، وما هي أفضل الطرق نحو تحقيق النتائج المتوقعة؟

**التقدم نحو تحقيق النتائج:** -إلى أي مدى تحققت بعض النتائج والأهداف المتوقعة من المشروع حتى الآن؟

**الاستدامة: -** هل ترون أن المؤسسات المستفيدة قادرة على مواصلة العمل في نفس الاتجاه حتى بعد انتهاء المشروع؟ أو إلى أي مدى توجد مخاطر مؤسسية واجتماعية-اقتصادية وبيئية تحول دون استدامة نتائج المشاريع الطويلة الأجل؟

**الفعالية:** - ما مدى فعالية التخطيط لإعداد المشروع؟ (التخطيط). (ب) توافر الموارد ومخصصات الميزانية على مر الزمن؛ ثبت الاتساق بين الأهداف والنتائج المحددة في الخطة والمشروع نفسه

**الكفاءة: -**إلى أي مدي يسمح تخصيص الموارد بتنفيذ المشروع بكفاءة من حيث: آليات التمويل، وتدابير تبسيط الإجراءات؟

**التأثير: -**من الذي تأثر بالمشروع؟

**الاتساق: -**إلى اي مدى تكون الأهداف والنتائج المتوقعة للمشروع متسقة مع البرامج/الإجراءات الوطنية؟

**الرصد: -**إلى اي مدي تكون عمليات الرصد كافية للتخطيط لنتائج المشروع والترويج لها؟

حول موضوع تمكين المرأة والشباب هل هناك برامج أو مبادرات تم اعتمادها أو سياسات وتشريعات مصادق عليها تراعي وتعالج المساواة ومدى الاستفادة منها من طرف الشرائح الاجتماعية المعنية.

Table 5 - National Accounts Aggregates



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<https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=135&Menu=BusinessUnit> [↑](#footnote-ref-3)
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<http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf> [↑](#footnote-ref-4)
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7. United Nations Country Team. – Common Country Analysis: Kingdom of Saudi Arabia. -, December 2015, p.5 [↑](#footnote-ref-7)
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13. UNDP Strategic Plan 2018-2021 is focusing on key areas including poverty alleviation, democratic governance and peacebuilding, climate change and disaster risk, and economic inequality. It provides support to governments to integrate SDGs into their national development plans and policies.

Executive Board of the UNDP, the UNFPA and the UN Office for Projects and Services, UNDP Strategic Plan 2018-2021 <https://undocs.org/DP/2017/38>

 [↑](#footnote-ref-13)
14. The 10th Development Plan Saudi Arabia, and the National Strategy for the Transition to Knowledge Society aim at increase labor force participation and expand the active labour market policies. Comprehensive Growth Strategy — Kingdom of Saudi Arabia. - p. 9 [↑](#footnote-ref-14)
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17. Kingdom of Saudi Arabia. Vision 2030 (how to achieve our vision). - https://www.vision2030.gov.sa/en/node/125 [↑](#footnote-ref-17)
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19. First Voluntary National Review. - Towards Saudi Arabia’s Sustainable Tomorrow. - 2018 [↑](#footnote-ref-19)
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