

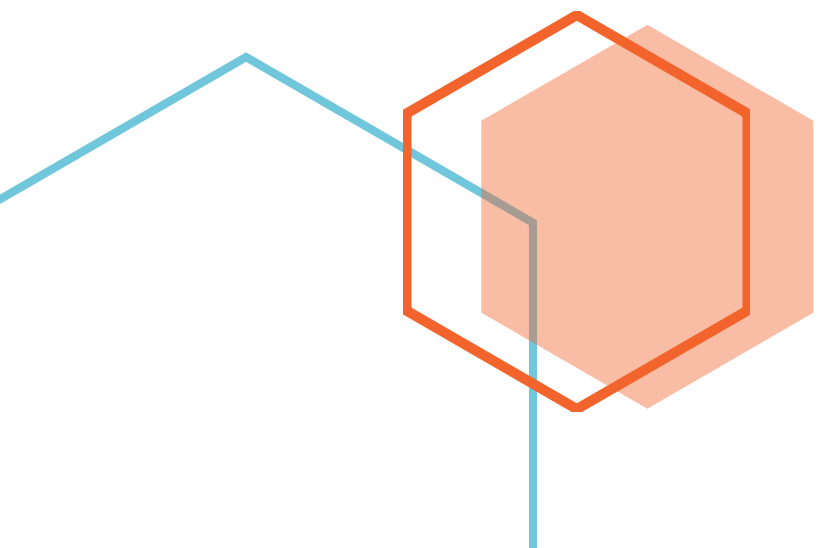


Evaluation Brief: Annual Evaluation of “Sustainable Development and Integrated Water Management” Project

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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.





Evaluation brief

1. **The objective of this program** is to initiate a systematic process of capacity development to help in sustainable development of water resources and management of water-related affairs in the Kingdom to ensure permanent and sufficient supply. In order to make a transition to sound water management mode, it is important to strengthen the technical and organizational capacities of the MEWA to deal with the triple challenge of water exploitation and distribution (operational side), research for additional resources and cutting-edge technologies to satisfy the increasing demand (research side), and rigid control and administration of all water-related aspects (control side). Second, a sound information base covering data on groundwater availability, quality, withdrawal, and usage is about to be put in place
2. **The specific objectives of this evaluation** are to assess progress towards achieving project targets, assess the project appropriateness of the project design and its relevance and effectiveness and effectiveness, efficiency and sustainability in achieving results. This evaluation focuses more on process and results of first 18 months implementation and draw on emerged issues and opportunities to enable adaptive management.
3. **Key achievements** (*among many others*)
 - Significant contribution to enhance water management capacity at MEWA
 - Led the development of policy paper for the upcoming G20 summit in KSA titled "Fostering Sustainable and Resilient Water System Globally".
 - Helped the ministry to report on SDG 6 (sustainable water)
 - Developed water supply-demand model for the first time in Saudi,
 - Established a groundwater model for KSA
4. **Evaluation findings**
 - The project overall objectives and outputs are aligned to the MEWA needs and priorities, vision 2030 and UNDP priorities.
 - Weak design of the project document (results framework, governance structure and risk identification and management).
 - A moderately satisfactory progress in meeting its expected results. The review of the project achievements indicates generally a strong focus on activities as opposed to developmental results (i.e capacity building).
 - The current management arrangements are ineffective. These are largely the result of ambiguities in the original project design (the Project Document).
 - Limited project management capacities in the project.



- The project is largely reliant on external funding sources to implement its activities and no clear resource mobilization plan outlining funding alternatives – should the NTF funding fails.
- Key project outputs are under-resourced, mainly the NCWRS and Water Extensional Education Center.
- There are key concerns over the sustainability of the program results, especially in terms of skills and knowledge transfer from experts to the MEWA staff, and MEWA ability to run the business beyond the project.

5. **Key recommendations**

- Undertake a substantive review of the project document
- Identify capacity needs and develop a capacity building plan
- Re-structure the project management unit with an intent to enhance the project management capacity and streamline decision making process.
- Re-activate the project board and project coordination group (currently called steering committee)
- UNDP to support the project with communication expertise.
- Upgrade the software and hardware assets to meet the modelling technical requirements
- Assess the project financial needs and develop a resource mobilization plan
- Review the project resourcing strategy and ToRs of all experts and address the deficit
- Design fit-for-purpose reporting templates with a greater focus on the M&E framework – including the performance indicators.