Annex 1. Detailed assessment on Saudi Arabia's CPD/Results and Resources Framework: Progress towards outputs and outcomes

Structure of Annex 1: Each CPD Outcome has a summary that includes a rating (including the colour coding), overall budget-related information and an assessment of UNDP contribution to the Outcome based on the outcome Indicator provided in the CPD results framework.

The assessment of CPD Outputs follows. Each CPD Output assessment contains a summary that contains the rating (including the colour coding) and assessment of the CPD Output based on the Output Indicator provided in the CPD results framework as well as the number of projects that were tagged by the country office.

When appropriate, the evaluation team cross-referenced project results with various CPD Outputs.

Outcome 1	Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure
Outcome indicators	**Indicator 1.1** national unemployment rate (disaggregated by gender) *Baseline: 2014 unemployment rate; Male: 9.9, Female: 33.3%* *Target: 2019 Unemployment rate: male, 3.9%, female, 11.1%* **Outcome resources ($m)** **CPD Estimate:** $40 [$0 (regular), $40 (other)] **Expenditure to date:** $30.8 [$0 (regular), $30.8 (other)]
Outcome assessment	The UNDP Saudi Arabia Country Office tagged 12 projects to CPD Outcome 1, with a 2017-2019 budget of USD 56.5 million. There were 14 partners for this outcome. The unemployment rate of Saudi Arabia fell from 12.7 on the first quarter of 2017 to 12.0 at the last quarter of 2019. However, ICPR assessed that CDP Outcome 1 indicator as very high level and vague to measure UNDP's work. Even if there is a decrease in the unemployment rate, because of the size, complexity, diversity, and contributors to the Saudi economy, assessing and gathering evidence to support the attribution to UNDP is challenging. Based on the outcome indicator, the ICPR assessed this Outcome 1 as **Insufficient evidence.** Notwithstanding the rating, the ICPR unpacked the CPD Outcome 1 to better understand its results. The ICPR consulted with the CO on the history of the outcome and analysed the output statements, which emphasized on policies. In doing so, the ICPR looked at projects where UNDP was involved from the initial policy design until implementation. This also included projects tagged in CPD Outcome 2 and 3. The ICPR found evidence of results related to Outcome 1 from seven projects out of the 12 tagged projects and additional results from six other projects tagged on the other CPD outcomes. The Kingdom of Saudi Arabia's Vision 2030 and National Transformation Plan outlines the country's economic diversification plan. UNDP supported the Vision 2030 and National Transformation plan by contributing to (1) National Spatial Strategy Whitepaper, (2) Water Strategy, (3) Energy Strategy. In cases where UNDP's actions did not lead to a policy, intermediary result, or conducive environment for policies to be developed later (i.e. strengthening of data systems). Also, results related to data collection, data management, and data use were seen by the ICPR as a necessary and positive precursor in developing diversification-related strategies in specific sectors (i.e., transport, food, water, energy, etc.). The target for the Indicator for CPD Output 1.2 was partly achieved. However, the ICPR notes a general weakness in making sure that youth and gender issues were integrated into the UNDP Saudi Arabia portfolio. **Insufficient evidence:** There is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the influence of changes in the outcome needs to be improved.

CPD Output	CPD Output Indicators baseline (BL), target (T)	UNDP progress and contribution to CPD Outputs 1.1.	Key interventions
Output 1.1: National policies developed to promote economic diversification with a focus on increased employment of nationals	**Indicator 1.1.1** National diversification strategy formulated and finalized *Baseline: No existing national diversification strategy* *Target: National diversification strategy finalized* **Indicator 1.1.2** Number of new non-oil national initiatives *Baseline: 0 in 2015 (oil sector accounted for 41.8% of gross domestic product in 2014-16)* *Target: 3 new non-oil interventions*	Indicator 1.1.1. was based on the draft 10th National Development Plan (NDP) in 2015-2016[75] and on a planned project with the Ministry of Economic Planning (MOEP) and the Council for Economic and Development Affairs (CEDA), which did not proceed. The indicator 1.1.1. aimed at producing a National Diversification Strategy Document did not transpire because the Vision 2030 and the National Transformation Plan already outlined the economic diversification goals of the Kingdom. Instead, UNDP supported the implementation of the Vision 2030 the National Transformation Plan. The CPD Output results were those that helped the implementation of the Vision 2030 including policies/strategies such as (1) road-related strategies, (2) roadmap to a gender-balanced public sector, (3) National Urban Spatial Strategy White Paper, (4) National Water Strategy, (5) support to the Energy Efficiency Strategy to the Energy Law. In addition, a number of intermediate results were achieved towards this output such as (1) strengthening of data and government platforms, (2) establishment of the National Water Research and Studies Center, (3) support for various water-related assessments and studies, (4) support to the Saudi Energy Efficiency Center, (5) implementation of new information systems in the energy sector. On indicator 1.1.2. the ICPR identified activities that supported non-oil based economic diversification such as (1) opportunities on tourism and economic activities from strengthening road projects that creates connectivity to tourist sites, (2) capacity development on tourism, (3) new employment opportunities created through the projects with the Saudi Food and Drugs Association and the Saudi Energy Efficiency Center. This led the ICPR to assess this output as **on-track**. Detailed results that contributed to Output 1.1. include: **00062025 - Sustainable road and transport management** 1. **Integrated coordination for urban transport management.** This involved coordination between the Ministry of Transport (MOT) and the Ministry of Municipal and Rural Affairs (MOMRA) to (1) determine the scope of roads that should be managed by MOT and MOMRA; (2) develop transfer of technologies across ministries[76]. 2. **Integrated policy for investment for roads.** This activity included a study on the possible privatization of some roads and applying tolls for road use. The "project provides MOT with advice in appointing the roads that may apply tolls, advertisement, and establishment of distinguished service centres for users	**00062025** - Sustainable Road and Transport Management (2012-2020) $3.6m[$0m(Regular), $3.6m(Other)]; Total budget $9.7m **00096665** - Support to Statistics (2017-2020) $0.7m[$0m(Regular), $0.7m(Other)] Total budget $2.6m **00116709** - Umbrella Program for Socio-Economic Development (2019-2021) $0.7m[$0m(Regular), $0.7m(Other)] Total budget $12m **00069395** - Socio-Economically Effective Human Development Planning (2012-2019) $7.7m[$0m(Regular), $7.7m(Other)] Total budget $11.26m **00037289** - Umbrella Programme for Tourism (2005-2020) $5.5m[$0m(Regular), $5.5m(Other)] Total budget $14.2m **00062337** - Sustainable Development Policy and Planning (2011-2020) $4m[$0m(Regular), $4m(Other)] Total budget $17.4m

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[75] The CPD was designed in 2016 and was based on the 10th National Development Plan that UNDP helped draft with the Ministry of Economy and Planning. However, this National Development Plan was never published. Instead, Vision 2030 supplanted and was published in 2016, following it, the National Transformation Plan 2020, which is the roadmap of the Vison 2030 was published in late 2016. The National Transformation Plan deprioritized some outcomes and outputs which had consequences on the UNDP's CPD -which was mostly reliant on Government fund due to its NCC status.

[76] SAU10/79238: Sustainable Road and Transport Management Project – Annual Progress Report2019 APR

to upgrade the level of road maintenance and provide quality services in coordination with all relevant agencies"[77] The activity offered potential links to the newly established National Centre\ for Privatization & PPP, whose task is to develop a privatization pipeline, promote efficient privatization for the support of Vision 2030, including new financial resources[,78].

3. **Draft strategy for the development of the Aseer road**. This ongoing activity is contributing towards diversification of non-oil national initiatives geared to diversifying employment. This activity has created a new partnership between the Ministry of Transportation with the Saudi Commission for Tourism and National Heritage activities related to Aseer roads[,Error! Bookmark not defined. Error! Bookmark not defined.].

4. **Draft strategy for arterial roads**. This is an ongoing activity that involves plans to develop 136 km of road with 11 tunnels, 55 bridges. This involves two studies on implementing the strategy in (1) Aseer – Jazan Arterial Road (Estimated Budget: SAR 6B) and (2) expanding Jeddah – Jazan Road to be an express road (Estimated Budget: SAR 4B). The strategy also advises in choosing the new Arterial roads that could be implemented in the future[Error! Bookmark not defined.].

5. **Draft Climate Change plans in transport**. **(also contributes to CPD Output 3.3)**. This is an ongoing activity that coordinates between MOT, Saudi Public Transport Company (SAPTCO), and MOMRA. It is geared toward climate-resilient and low emission strategies. The draft plans include (1) transit roads outside the cities, (2) effective parking and traffic management solutions, (3) truck parking at the cities' entrances, (4) bus Rapid Transit, etc[Error! Bookmark not defined.].

6. **Online platforms for the road sector. (also contributes to CPD Output 2.2.)**. Online platforms that contributed to MOT's reporting for the road sector were developed, such as (1) Maintenance Project Platform, (2) Road Safety Platform, (3) Quality Control Platform[Error! Bookmark not defined.].

7. **Support for the development of the transport data and statistics system. (also contributes to CPD Output 2.2.)**. The following results contributed to the decrease in traffic-related accidents: (1) identification black spots[79] sites (81 in 2018 and 42 in 2019) on the national road network, (2) analysis of traffic crashes in 39 of the total identified blackspot sites; (3) selecting the proper countermeasure in those 39 sites to be implemented. These activities resulted in (1) annual reduction in severe crashes (509), 406 injuries, and 87 deaths. It is estimated that if MOT systematically treats black spots on an annual basis, saving from accident prevention will lead to around SR 4.3 billion over the coming 10 years**Error! Bookmark not defined.**.

8. **Support to partnerships.** The project promoted synergies with various ministries. The most prominent partnerships are with the Saudi Commission for Tourism and National Heritage and Ministry of Municipalities and Rural Affairs. The Ministry of Transportation also partnered with the Ministry of Municipalities and Rural Affairs to enhance the efficiency of the road systems, create better arterial roads, and tackle Climate Change.

00096665 - Support to Statistics
9. **Support to drivers for policy development related to creation of non-oil activities through improved data. (also contributed to CPD Output 2.1., 2.2. and 3.2).**
The project contributed to responding to the recommendations made in the Financial Stability Board and International Monetary Fund's Second Phase of the G20 Data Gaps Initiative's Third Progress

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[77] SAU10/79238: Sustainable Road and Transport Management Project – Annual Progress Report2018 APR

[78] Pers. Comm.

[79] accident prone areas

Report[80]. The statistical data of the Kingdom of Saudi Arabia has significantly improved as per the Fourth Progress Report - Countdown to 2021[81]. This included support to foreign investment statistics, agricultural and animal surveys, coordinated direct investment surveys, etc. Through the project's capacity development activities, contributions were made in clarifying and communicating statistical information across various ministries (i.e., tourism statistics, system of environmental-economic accounts for water, international recommendations for water statistics, agricultural statistics, foreign investment statistics)[82] Coordination with Government offices was increased to understand their demand for statistical data. Some partnerships have resulted in some statistical products, that are now being used (i.e., Saudi Commission for Tourism and National Heritage, Saudi Organization for Certified Public Accountants, Saudi General Investment Authority, Saudi Arabian Monetary Authority)**Error! Bookmark not defined.Error! Bookmark not defined.**.

The project, through its experts and capacity building activities with the General Authority for Statistics (GaStat) and contributed to the 1st Voluntary National Review of the Kingdom of Saudi Arabia that was led by the Ministry of Economic Planning[83]. The project also assisted in 'developing a complete metadata proposal for selected Tier III SDGs indicators'[84]

10. **Partnership for improved coordination for data.** 'Coordination was carried out through GaStat between a number of these entities, including (General Commission for Surveying, Saudi Post and the Ministry of Municipal and Rural Affairs) to build and develop a unified geospatial database at the level of Saudi Arabia in accordance with the conditions and standards where the geographical component is the plot of land (National Address). This unified database is used in all works of the 2020 census'**Error! Bookmark not defined.**. Also, an MOU was developed with GaStat, and Saudi General Investment Authority and Saudi Arabian Monetary Authority**Error! Bookmark not defined.**.

00062337 – Umbrella Programme for Sustainable Development Policy and Planning
11. **Support to drivers of policies and strategy through studies and models.** The 2017 ROAR reported key outputs: (1) the implementation of 11 thematic studies that informed long-term strategic planning in Saudi Arabia including the Vision 2030 and NTP 2020 updating process; (2) the establishment of a MOEP strategic support unit; and (3) update of mathematical models to ensure consistency of sectoral strategies and policies. In 2015, UNDP and UNDESA supported MOEP in developing the following models:
- (1) The Century Model which provides long-term projections covering economic resources, such as oil, water, and human resources looking at the implications of resource utilization and demographic trends for 2020 and beyond and providing long-term forecasts of demand for non-Saudi labor.
- (2) The Selection Model is based on the general equilibrium model and used to generate medium-term forecasts that help to identify priorities of development planning and implications of various policy options.
  (3) The Implementation Model is used for short-term forecasts to examine sectoral trends and provide estimates for follow-up of the Plan implementation.

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[80] https://www.imf.org/external/np/g20/pdf/2018/092518.pdf
[81] https://www.imf.org/~/media/Files/News/press-release/2019/g20-dgi-country-notes-2019.ashx
[82] SAU10-100619: Institutional Support to Statistics- Annual Progress Report 2019 APR
[83] https://sustainabledevelopment.un.org/content/documents/20230SDGs_English_Report972018_FINAL.pdf
[84] SAU10-100619: Institutional Support to Statistics- Annual Progress Report 2019 APR

		00037289 - Umbrella Programme for Tourism	
		12. **Tourism curricula. (also contributed to CPD Output 1.2**.**).** The project implemented a diagnostic for the inclusion of tourism dimensions and heritage preservations aspects into school curricula at the national level.[85] The 2017 ROAR indicates that school curricula were under review by the government. There was no evidence indicating that new school curricula were operationalized.	
		13. **Capacity development. (also contributed to CPD Output 1.2**.**)** Results related to capacity development were from the (1) design of training manuals, (2) the compilation of best practices and their relevance to the national tourism context, and (3) the implementation of two of the five planned studies tours to learn on international best practices for the promotion of investment in the tourism sector[86,87].	
CPD Output	**CPD Output Indicators**	**UNDP progress and contribution to CPD Output 1.2.**	**Key interventions**
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	**Indicator 1.2.1** Framework of public education quality assurance systems developed *Baseline: Weak education quality assurance system in place* *Target: Education quality assurance system finalized*	The indicator for this output was designed based on the project "Capacity Development of Public Education Evaluation Indicators – Towards the Preparation of Saudi Youth for the Knowledge-Based Society and Economy", detailed below. The indicator was partly achieved because a draft framework of the public education quality assurance system was produced, but it has not been approved. Because of this reason, the ICPR assessed the Output as **at risk.** Notwithstanding the rating, additional results that can be reported to this output that included support to the youth in various sectors, these include: (1) formulation of the National Urban Spatial Strategy White Paper, (2) support to the Future Saudi Cities Programme, (3) support for the establishment of a national - Energy Service Company (ESCO) – Tarshid that created new work opportunities, (4) capacity Development in National Energy Efficiency Programme. Detailed results that contributed to Output 1.2. include: **00080865 -"Capacity Development of Public Education Evaluation Indicators – Towards the Preparation of Saudi Youth for the Knowledge-Based Society and Economy"** 1. **Draft framework of public education quality assurance system.** This activity included rules, regulations, policies, and procedures for the public education evaluation system.[88] The framework is still at a draft stage but was already tested and updated to address stakeholders' feedback. 2. **Licensing and standards.** The project developed teacher licensing standards for K-12 public and private schools, which is yet to be implemented. The teacher licensing model and portal has already been tested. The teacher licensing framework was supported by international experts, and policies and regulations to support the licensing of professionals in educations were established with a by-law in 2019. The licensing scheme has the potential of affecting 550,000 teachers. 3. **Implementation of the national education tests.** The project developed standards and guidelines for the implementation of national education tests. This framework was approved by a National Assessment Steering Committee and external reviewers. National tests were developed in 2015 in	**00080865 - Capacity Development of Public Education Evaluation Indicators – Towards the Preparation of Saudi Youth for the Knowledge Based Society and Economy"** (2014-2019) $2.7m[$0m(Regular), $2.7m(Other)] Total budget $9.9m **00104967** - **Umbrella Programme for MOFA** (2018-2021) $0.3m[$0m(Regular), $0.3m(Other)] Total budget $6.8m **00096840 - Support to King Salman Youth Center to Develop National** (2016-2019) $0.2m[$0m(Regular), $0.2m(Other)] Total budget $0.21m

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[85] 2017 APR

[86] 2017 APR

[87] Umbrella Programme for Tourism Project

[88] UNDP Saudi Arabia indicator matrix

		Maths, Science, Arabic language. Outreach activities, including media campaigns, were implemented. The country successfully participated in the Programme for International Student Assessment (PISA) in 2018. 4. **Curricula and content development standards:** The project developed documents on standards for the development of curricula and content, based on good international practices, and engagement of professional communities. Training and workshops were organized, reaching about 100 professionals regionally. 5. **Tourism curricula on Umbrella Programme for Tourism Project** 6. **Capacity development on Umbrella Programme for Tourism Project**	
CPD Output	**CPD Output Indicators**	**UNDP progress and contribution to CPD Output 1.3.**	**Key interventions**
Output 1.3: Urban policies developed to boost emerging national priorities	**Indicator 1.3.1** Key performance indicators (KPIs) measuring the performance of the policies of the national spatial strategy directives developed *Baseline: No;* *Target: Yes*	The indicator for this output originated from the unpublished 10th National Development Plan. The National Transformation Plan, which replaced the 10th National Development Plan, also had KPI, and the National Urban Spatial Strategy covered these. The indicator was achieved, and UNDP contributed by providing experts. The indicator was met with the publication of the National Urban Spatial Strategy. ICPR assessed this Output as **on track.** Notwithstanding the rating, the ICPR assessed other results aimed at urban policies and national priorities from other projects tagged to other outputs. The majority of these results were in the sector of roads[89], water, and energy sectors. In the water sector, results that contributed to this output were: (1) formulation of National Water Strategy that which tackles both urban and agricultural water usage and source, (2) the establishment of the National Water Research and Studies Center, (3) conduct of various water-related assessments i.e., groundwater, wastewater, supply-demand models, etc. which provides information in developing policies. In the energy sector, results came from the implementation of the National Energy Efficiency Programme. These were: (1) support to the Saudi Energy Efficiency Center that led to the formulation of policies and strategies relevant to energy-efficient at urban and industrial environments, (2) support to the creation of the Saudi Energy Efficiency Programme that coordinated the formulation and implementation of energy policies across a wide collection of actors, (3) support to the Energy Efficiency Strategy to the Energy Law, (4) implementation of Information Systems that supported the formulation of policies/strategies. Detailed results that contributed to Output 1.3. include: **00083280 - Urban Planning and Management[90] $2m[$0m(Regular), $2m(Other)]** 7. **The National Urban Spatial Strategy White Paper. (also contributes to CPD Outputs 1.1,1.2., 2.1.,2.3.,3.1.,3.3.).** This document published in early 2020 contains 28 policies that intend to harmonize and move forward spatial planning in the KSA. This document outlines the spatial agenda of Saudi Arabia in response to the Vision 2030. It provides the rationale of a national spatial framework,	**00099275 - Supporting Future Saudi Cities Programme** (2016-2021) $3m[$0m(Regular), $3m(Other)] Total budget $25m (UN-Habitat implemented $22m) **00083280 - Urban Planning and Management** (2015-2020) $2m[$0m(Regular), $2m(Other)] Total budget $2.6m **00089398 - Support to Riyadh Urban Observatory** (2015-2020) $0.3m[$0m(Regular), $0.3m(Other)] Total budget $950m

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[89] Refer to Output 1.1.

[90] The ICPR was not able to review the documents pertaining to the extension of the project

identifying focus, and coordination mechanism. The National Urban Spatial Strategy also sets out to integrate the SDGs, human rights, and climate change in its policies. This document is a substantive communication tool to various stakeholders and investors in KSA. UNDP provided technical support and through its project with UN-HABITAT.

8. **Follow up project to Urban Planning and Management project.** A new project entitled 'Support to the National Spatial Strategy 2030 in Saudi Arabia was signed into implementation. It will be implemented by UNDP and UN-Habitat and executed by MOMRA. The new project will run from May 2020 to May 2022, with a USD 3.7 million budget.

00099275 - Supporting Saudi Future Cities Programme $3m[$0m(Regular), $3m(Other)]

9. **Support to the larger Future Saudi Cities Programme. (also contributed to CPD Output 1.1., 1.2., 2.1.,2.2.,2.3.).** The project is part of the larger Future Saudi Cities Programme that is implemented by UN-Habitat with a total budget of USD 25 million. The larger programme began in 2016 and planned to finish by 2018. The programme had Phase 1 from 2013-2016 and Phase 2 from 2017-2018[91]. During Phase 2, UNDP implemented the Output 5 of the project with a USD 3 million budget[92]. The larger Future Saudi Cities Programme was evaluated in November 2019[Error! Bookmark not defined.]. The larger Future Saudi Cities Programme led by UN Habitat has a positive evaluation in 2019. Based on documents reviewed and interviews, this project contributed to the success of this programme.

10. **UNDP's long-standing presence and work on policy as an added value to UN-Habitat. (also contributed to CPD Output 1.1.).** As stated in the Future Saudi Cities Programme evaluation 'The legislative and policy review components have had enjoyed greater purchase, with much of the work done for Outcome 1 feeding into an ongoing revision of the NSS and regional plans, as well as a broader effort to draft a National Planning Law that would rationalize and formalize the Saudi Arabian urban planning process. There is great enthusiasm for this at the executive level of MOMRA, and a sense that this work has coincided with, and even presaged, the Vision 2030 reforms. This has, by all accounts, been a catalyst for collaboration and exchange among Saudi ministries and should be viewed as a success. This success is at least partly owed to the overlap with work that the UNDP has been doing with MOMRA for several decades. UNDP's projects such as the Urban Planning and Management Project and Support to Riyadh Urban Observatory Project contributed to the policy success of the Future Saudi Cities Programme.

11. **Comprehensive capacity development programme.** Two out of four planned activities reported good progress. A comprehensive capacity development programme was formulated covering all sectors with linkages to the city **prosperity index**.[93] There was coaching and mentoring of unit staff on urban planning that supported the implementation of the Future Saudi Cities Programme. Progress was also reported in the logistical support to the implementation of Future Saudi Cities Programme. Initial steps were taken toward the development of functional systems for sub-national governments administration in planning, budgeting and monitoring.

12. **Advisory services.** The target of this activity was reached. All three studies planned were reported completed as of 2018. This included (1) an assessment of existing procurement procedures for urban

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[91] UN-Habitat 2019. Evaluation of the Future Saudi Cities Programme

[92] 5.1 Capacity Development for robust enabling environment towards effective implementation of the FSCP; 5.2 Advisory services for MOMRA in terms of conducting three thematic studies towards SDG targets; 5.3 Representation of Saudi Arabia in international and regional for a relevant to urban planning and policy

[93] 2017 ROAR

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<td>planning tenderers at national, regional and local levels, (2) a study to provide new criteria for screening of both national and international firms to carry out future urban planning works, and (3) a study to propose and recommend an enhanced operations system at the national, regional and local levels.</td>
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UNSDCF/CPD Outcome 2.	Public sector strengthened through improved efficiency, effectiveness, equity and accountability	
Outcome indicators	**Indicator 2.1 Ease of Doing Business rank** *Baseline: ranked 82 (2015)* *Target: 72*	**Outcome resources ($m)** **CPD Estimate:** $80 [$30 (regular), $50 (other)] **Expenditure to date:** $12.8 [$0 (regular), $12.8 (other)]
Outcome assessment	The indicator used for this outcome was the Ease of Doing Business Index. Globally, Saudi Arabia ranked 62nd in the 2020 Ease of Doing Business Index. It did better than the UNSDCF/CPD Outcome 2 target of 72nd place[94]. Saudi Arabia was the most improved country in the 2020 Index with its implementation of eight reforms[95]. The indicator used for this outcome is very high level and results could not be attributed to UNDP, because if the complexity of the index and multiple contributors. With this reason, the ICPR assessed this outcome as **insufficient evidence**. Notwithstanding the rating, UNDP's contribution could be traced to the reforms in the area of improved construction permits. The top reforms were improving the computerized system of land[96], an online platform to check for ownership[97] and digitizing its land records[98,99]; and improvement in the electricity sector. UNDP would have contributed through its projects with the General Commission on Survey related to building capacity and improving the GIS system and the National Energy Efficiency Programme, especially in building capacities and collecting data. Other than what was mentioned above, the ICPR assessed that UNDP Saudi Arabia	

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[94] World bank. 2020. Doing Business. https://openknowledge.worldbank.org/bitstream/handle/10986/32436/9781464814402.pdf?sequence=24&isAllowed=y

[95] The reforms were made in (1) Starting a business, (2) Dealing with construction permits, (3) Getting electricity, (4) Getting credit, (5) Protecting minority investors, (6) Trading across borders, (7) Enforcing contracts, (8) Resolving insolvency. Contribution.

[96] Doing Business 2016

[97] Doing Business 2018

[98] Doing Business 2019

[99] Doing Business 2020. https://www.russellbedford.com/media/5160/doing-business-2020-saudi-arabia.pdf

mostly contributed to the improving efficiency within its partner ministries. How these efficacies translated to improving the Ease of Doing business rank, is beyond the capacity of the ICPR.

The UNDP KSA Country Office tagged 10 projects to Outcome 2, with a 2017-2019 budget of USD 27.6 million. The ICPR was only able to find evidence of results from five projects out of the 10 tagged projects. The ICPR found additional results from eight other projects that were tagged on the other CPD Outcomes. There were 13 implementing partners for this outcome.

The majority of results for this CPD Outcome were contributions to CPD Output 2.1. *National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation plan*. There were numerous capacity-building activities that were conducted across various projects, and the ICPR assess that there are intentional and unintentional linkages to the SDGs. Also, as far as related work on SDGs, most strategies/plans/policies developed within the UNDP KSA portfolio are framed in the context of the SDGs. This was in contrast to a lack of SDG-related language and activities in UNDP project documents. In some cases, the SDGs were only limited in the rationales of project documents and no explicit activities towards SDGs. However, UNDP was able to support key documents such as the 1st Voluntary National Review. Several UNDP projects contributed to the data of the National Review (i.e., projects with the General Authority on Statistics, Ministry of Environment, Water and Agriculture, Saudi Food and Drug Authority).

UNDP Saudi Arabia did not tag any projects to the two other outputs in this outcome. Though the indicator *for Output 2.2: Public performance measurement systems* improved was not achieved, UNDP did contribute to various performance assessments through its projects with various ministries. Especially in improving monitoring and evaluations and online dashboards (i.e., Ministry of Transport, Saudi Food and Drugs Authority, Ministry of Environment, Water and Agriculture, and Saudi Energy Efficiency Center). The indicator for CPD Output 2.3. *Innovative approaches promoted to enhance the impact of national social welfare initiatives* was not achieved, and the general lack of focus on social inclusion affected this output. Only the production of the National Spatial Strategy could be linked to Output 2.3.

CPD Output	CPD Output Indicators baseline (BL), target (T)	UNDP progress and contribution to CPD Output 2.1.	Key interventions.
Output 2.1: National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation plan	**Indicator 2.1.1.** Number of new national policies for key sectors (health, education and training, transport, municipal services, private sector and domestic trade) formulated with SDGs incorporated. *Baseline: 0 new national policies incorporating SDGs.*	The indicators used for this output were based on planned projects with the Ministry of Economic Planning. The ICPR placed more weight on indicator 2.1.1. in reviewing the output. If strategies and policies are counted towards this output, results over exceeded the target of this indicator. Other than what is mentioned below from project tagged to this output, additional results were: (1) the National Urban Spatial Strategy White Paper[100], (2) National Water Strategy[101], (3) Road related strategies[102] (i.e., integrated policy for investment for roads, draft strategy for the development of the Aseer road, draft strategy for arterial roads and draft Climate Change plans in transport). The ICPR also interpreted this output as strengthening public service through building national capacities. Some highlights from project not tagged to this output include (1) institutionalization of the National Water Research and Studies Center[103], (2) projects with strong capacity development objective/results i.e. Statistics project, Future Saudi Cities Programme project[104], Water Integrated	_00079867 – **Capacity Development for Gen. Commission for Survey** (2014-2020) $2m[$0m(Regular), $2m(Other)] Total budget $2m **00111016 – Advisory Service to the General Commission for Survey** (2018-2020) $1.1m[$0m(Regular), $1.1m(Other)] Total budget $3.3m

[100] Discussed in the assessment of the CPD Outcome 1 within this Annex

[101] Discussed in the assessment of the CPD Outcome 3 within this Annex

[102] Discussed in the assessment of the CPD Outcome 1 within this Annex

[103] Discussed in the assessment of the CPD Outcome 3 within this Annex

[104] Discussed in the assessment of the CPD Outcome 1 within this Annex

(SDGs endorsed globally in 2014) *Target: 4* **Indicator 2.1.2.** National census implemented incorporating requirements of system of national accounts (SNA) *Baseline: Latest census conducted in 2009 with minimum requirements of system of national accounts* *Target: National census conducted and fully incorporates the requirements of SNA* **Indicator 2.1.3.** Number of national SDG reports produced and published *Baseline: 0* *Target: 2* **Indicator 2.1.4.** Number of nationals trained on SDGs national implementation and reporting *Baseline: No training on SDGs held in 2015* *Target: 3 workshops held on SDGs*	Sustainable Development, and Management Project[105], MOWE capacity development water resources project. The training above also had elements of SDG, hence meeting indicator 2.1.4. As for indicator 2.1.2. at the time of writing the report, the National Census was still in the preparation stage, with reports that mentioned that the SDGs were being integrated in the census. Indicator 2.1.3. was partially met. The KSA published their Voluntary National Review in 2018 and is in the process of contributing to another Review. In addition, data related projects elaborated in this annex shows that UNDP has contributed to SDG reporting from the ministerial level to the national aggregation. Indicator 2.1.4 was met with various trainings in relation to SDGs such as the production of the VNR, the process of integrating the SDGs in the census, UNDP's water-related project. Given the explanation above and the results presented, the ICPR assessed this output to be **on track.** Detailed results that contributed to Output 2.1. include: **00079867 – Capacity Development for Gen. Commission for Survey (2014-2020) $2m** 1. **Draft of a National Geospatial Data Framework (also contributed to Outcome 1., Output 3.1. and 3.2.)**. The framework will allow for increased governance, sharing of data, geospatial data awareness among various sectors. UNDP assisted in developing this framework through the provision of capacity and organizing consultations. 2. **Support for the establishment of the National Center for Geospatial Data**. The main role of the center is (1) receiving processing and validation of production data before external dissemination (2) dissemination of geospatial data from different sources (including external). UNDP provided support through the provision of experts to develop standards[106]. 3. **Support to Continuously Operating Reference Stations (CORS)**. CORS is a network of reference stations that provide a virtual base station that allows users to access long-range high-accuracy network Real Time Kinematic-corrections to provide accurate global positioning data. UNDP has supported in unifying CORS stations through experts. 4. **Support for capacity development.** Training provided in four technical areas: (1) land survey, (2) geodetic survey, (3) topographic survey and (4) cadastral survey. **00065588 – Support Saudi Food and Drugs Authority (SFDA) second strategic plan implementation (2012-2019) $6.5m** 5. **Support for capacity development at the institutional and individual levels of SFDA. (also contributes to CPD Outcome 1)** • **'In the food sector, through Halal food products**. The project provided training courses to SFDA inspectors. It provided technical requirements for meat processing based on Hazard	**00065588 – Support SFDA second strategic plan implementation** (2012-2019) $6.5m[$0m(Regular), $6.5m(Other)] Total budget $17.7m **00118398 – Support SFDA Third Strategic Plan Implementation** (2019-2022) $2.8m[$0m(Regular), $2.8m(Other)] Total budget $16.9m **00105496 – Support for Gender Balance in the civil Service** (2017-2019) $0.15m[$0m(Regular), $0.15m(Other)] Total budget $0.06 **00105453 – King Abdulaziz Center for National Dialogue** (2018-2020) $0.08m[$0m(Regular), $0.08m(Other)] Total budget $.1m **00078519 – Advisory Service to Saudi CITC** (2014-2017) $0.03m[$0m(Regular), $0.03m(Other)] Total budget $2.8m **00101964 – NCD Investment Case** (2017-2018) $0.01m[$0m(Regular), $0.01m(Other)] Total budget $0.03 **00122410 – Technical and Advisory Support to Electricity sector** (2019-2022) $0m[$0m(Regular), $0m(Other)] Total budget $16m

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[105] Discussed in the assessment of the CPD Outcome 3 within this Annex

[106] This output was confirmed by the government partners. The only evidence to support this is the presence of the geospatial portal as a building block of the data center. http://geoportal.sa/start/index.html

mainstreaming	Analysis Critical Control Point. Sampling requirements for microbiological analysis were updated. • **On the animal feeds,** new technical standards were made, capabilities for monitoring animal feed hazards were strengthened, procedures for animal feed product categorization and evaluation were set, and training was delivered for inspectors. • **In the drug sector,** expertise was ramped for scientists in biologics and emerging novel drug categories. Members of the biologics team joined international committees. Various pharmaceutical guidelines were updated. New files for registration, variation, and renewal were evaluated. Trainings were provided for employees. SFDA speakers participated in international conferences. • **The laboratories implemented ISO 17025 requirements and prepared for accreditation from international bodies**. All tests were carried out according to approved standard operational procedures. All instruments in work were calibrated and labelled with the recalibration date. The storage of reference standard materials and chemicals were improved according to the recommended storage conditions. Safety and biosafety measures were fulfilled in the laboratory premises. Continuous training was provided for the staff, including in house and outside training. Receiving and handling the process of samples sent for analysis were improved. Laboratories were prequalified by the World Health Organization (WHO) and supported for testing and analysis of feed samples. 6. **Support to execute the communication strategy and control frameworks of SFDA.** The Food Sector and Laboratories received support from food control laboratories and toxicology laboratories to ensure the conformity of food products. 7. **All E-systems for imported food were enforced. (also contributes to CPD Outcome 1, Output 2.2.)** • Food importers must register in the SFDA website and use the E-clearance. The Food Sector completed and launched the electronic system on the SFDA website for all local food exporters. Bottled drinking water manufacturers, ice manufacturers, and food manufacturers were inspected according to risks. • SFDA started to apply fees for issuing licenses for bottled drinking water manufacturers and for issuing export certificates for local food manufacturers. The electronic system is 80%completed. • The Drug Sector initiated a strategic project to build an adverse incident reporting system for pesticides. • The Food Sector established the Risk Communication Unit. The Committee of Risk Management was redesigned. Risk assessment operating model was introduced. The International Risk Assessment Advisory Committee was established. • Regarding animal feed, feed business awareness about technical standards for animal feed was raised. Workshops for feed business operators were held to explain feed law requirements. 8. **Technical assistance agreement signed between United States Department of Agriculture (USDA) / Foreign Agricultural Service (FAS) and Saudi Food and Drug Authority. '**On the basis of the Technical Assistance Agreement signed between USDA / FAS and SFDA, FAS supported SFDA building staff capacities in inspection and laboratory services, food defense, surveillance and monitoring, pesticide registration, and control. This partnership also contributed towards the establishment of international relations and raising awareness on SFDA activities in international technical/professional communities'.	

9. **New Organisational Structure of Saudi Food and Drug Authority.** 'The Saudi Food and Drug Authority, according to its mandate, covers the food, drug, and medical devices sectors. SFDA has recently reorganized its structure and established a new sector and center. These are the Operations Sector and the Research Centre. SFDA Laboratories have been further developed to provide tests and other lab services for the food, drug, and medical devices sectors as they did in the past, too'.

10. **A follow-up project.** The success of the projects allowed for a follow-up project 'Support SFDA Third Strategic Plan Implementation (2019-2022)' with a total budget of USD 16 million.

00105496 – Support for Gender Balance in the Civil Service

11. Roadmap to a gender balanced public sector. (also contributes to Output 1.1. and 2.2.) The 2018 ROAR reported that UNDP CO helped the Ministry of Human Resources and Social Development[107] develop a roadmap towards gender balance in the public sector by 2030 through: (1) analysis of women's occupations within government entities, (2) action plans and (3) two workshops on advocating gender balance affirmative action. The 2019 ROAR also indicated that UNDP CO would soon be engaged with the Ministry of Civil Service to implement a roadmap towards gender balance in the public sector by 2030 through a thorough revision of the laws and regulations as well as a communications strategy on what gender balance entails.

00105453 – King Abdulaziz Center for National Dialogue

12. **Support for validation process of the national survey on sports fanatism.** In term of progress in this project, the only evidence available is the statement on the 2018 ROAR that, in collaboration with the King Abdelaziz Center for National Dialogue the CO provided advisory services for the design and the validation process of the national survey on sports fanatism. This document was not available to be reviewed by the ICPR.

00101964 – NCD Investment Case

13. **Formulation of the investment case for Noncommunicable Disease (NCD) prevention and control in the Kingdom of Saudi Arabia: Return on investment & institutional and context analysis**. The 2018 ROAR reported that the UNDP finalized the case study jointly with WHO and the Ministry of Health for increased investment in combatting NCDs. In partnership with SFDA, a food import registration system is established. The study mentioned included three analyses:
    - An economic burden analysis showed the scale of disruption of NCDs to the economy through assessment of their direct and indirect costs. Direct costs include government (public) health care costs for treating NCDs. Indirect costs are based on the costs of absenteeism, presenteeism, employee replacement, and economic losses due to premature death among people of working age.
    - An intervention costing analysis provided an estimate of the funding required to implement a set of NCD interventions.
    - A return-on-investment analysis compared the estimated implementation costs during the costing analysis with the estimated health gains and economic returns of a set of interventions.

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[107] In February 2020, Ministry of Labour and Social Development into a new ministry called Ministry of Civil Service

		14. **Saudi Technical Regulation No. SFDA.FD 2483/2018 Trans Fatty Acids (Trans Fats).** This regulation stipulates the prohibition of the use of 'Partially Hydrogenated Oils' in the food industry[108]. This regulation follows the recommendation of WHO on ways of combatting NCDs following the recommendation from the study 'Scale-up action on eliminating trans-fats in domestic and imported food: the Gulf Cooperation Councils (GCC) policy on food labelling and elimination of trans fats should be fully adopted and implemented.'	
Output 2.2: Public performance measurement systems improved	**Indicator 2.2.1**. KPIs institutionalized in annual reports of key government ministries Baseline: KPIs not yet institutionalized in government reporting. However, KPIs were formulated for the first time for 75 sectors to measure delivery of 10th national development plan (NDP) Target: Annual reports of key government ministries incorporate KPIs.	The indicator for this output was taken from the unpublished 10th National Development Plan. The National Transformation Plan that superseded the 10th National Development Plan included KPIs. At the same time, the Government also was proactive in monitoring and reporting through the KPIs. This meant that indicator 2.2.1. is being led by the government. The ICPR assessed this output as **off track**. In spite of the rating, the ICPR found that UNDP still supported this output by working with ministries to generate data that contributed to the reporting towards these KPIs. These included the creation of data management system, databases, data platforms, work on statistics etc. The ICPR understands the output statement as assistance in improving public reporting. Although there were no projects tagged to this output, the ICPR was able to collect results meeting this definition[109]. These include (1) development of online platforms for the road sector[110], (2) support for the development of the transport data and statistics system[111], (3) support to the General Authority of Statistics to improve international recommendations for water statistics, agricultural statistics and foreign investment statistics[112], (4) development of various E-systems for imported food with the Saudi Food and Drugs Authority[113], (5) support to the establishment of the National Water Research and Studies Center and various water-related studies with the Ministry of Environment, Water and Agriculture[114].	
Output 2.3. Innovative approaches promoted to enhance the impact of national social welfare initiatives	**Indicator 2.3.1.** Number of innovative initiatives developed as a result of social innovation labs Baseline: 0 innovative initiatives, as no social	The indicator for this output was based on the 10th National Development Plan that was not published. In general, the ICPR found that UNDP lacked the needed attention to social welfare initiatives. The indicator was not met. The ICPR assessed this output to be **off track**. The ICPR only found one result that could be associated with this output, which is National Urban Spatial Strategy White Paper[115], which has embedded Human Rights in its approach to spatial planning. As mentioned in the main report under Chapter 4 -Section of Crosscutting: Gender and Social Inclusion, a lot more could have been done.	

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[108] https://extranet.who.int/nutrition/gina/fr/node/36039

[109] The details of results mention below can be found within this annex, with a tag 'also contributed to Output 2.2.'

[110] Discussed in the assessment of the CPD Outcome 1 within this Annex

[111] Discussed in the assessment of the CPD Outcome 1 within this Annex

[112] Discussed in the assessment of the CPD Outcome 1 within this Annex

[113] Discussed in the assessment of the CPD Outcome 2 within this Annex

[114] Discussed in the assessment of the CPD Outcome 3 within this Annex

[115] Discussed in the assessment of the CPD Outcome 1 within this Annex

innovation labs exist in MOSA. Target: 2 initiatives developed as a result of social innovation labs held Data source, frequency: Tenth NDP	

UNSDCF/CPD Outcome 3.	Improved management of non-oil natural resources and preservation of culture and heritage	
Outcome indicators	**Indicator 3.1** Increase per-capita energy consumption *Baseline: Per-capita energy consumption 8,654 Kwh* *Target: per-capita energy consumption, 10,397 Kwh, 2020* **Indicator 3.2** Percentage annual decrease in agricultural water consumption *Baseline: 0 (irrigation water use in 2012 reached 17.0 billion cubic metres)* *Target: annual decrease of 6.8%17*	**Outcome resources ($m)** **CPD Estimate:** $80 [$30 (regular), $50 (other)] **Expenditure to date:** $51.7 [$0 (regular), $51.7 (other)]
Outcome assessment	The indicator for this outcome related to per capita energy consumption is higher than the baseline. The idea of the Government was to increase the connectivity and use of energy for development, especially towards economic diversification, keeping in mind there should be an efficient use of energy and that sources will be coming from both renewable and non-renewable sources. The KWH per capita in Saudi Arabia has decreased from 2016 to 2018. The National Energy Efficiency Programme Phase 1 and 2 were the main contribution of UNDP to this UNSDCF/CPD Outcome level result. UNDP Saudi Arabia two water projects and two energy projects to *Output 3.1. National capacities developed for better management of non-oil natural resources.* The ICPR assessed that the energy projects should not have been tagged to *Output 3.1.* since energy projects were still oil-based resources, it should have been tagged to the *Output 3.3. Access to low emission technology promoted indicator.* The ICPR acknowledges that the results of the National Energy Efficiency Programme alco contributed to *Output 3.2. Better informed public on natural resources conservation issues* and *Output 3.3. Access to low emission technology promoted indicator.* The key result was that UNDP's National Energy Efficiency Programme Phase 1 was instrumental in establishing the Saudi Energy Efficiency Center[116,117]. Phase 2 of the National Energy Efficiency Programme was used in implementing programmes of the center, which include the Saudi Energy Efficiency Programme. The Saudi Energy Efficiency Programme focuses on three central sector – building, transport, and industry. These three sectors account for 90+% of the Kingdom's internal energy usage. The National Energy Efficiency Programme Phase 1 and 2 have supported expertise, strategies, laws, data platforms, outreach, and institution building[118].	

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[116] The center coordinated across numerous government entities regarding energy efficiency
[117] Refer to section 4 of ICPR main report. Also see https://www.seec.gov.sa/en/about/about-saudi-energy-efficiency-center-seec/
[118] SEEC and Energy Service Company (ESCO) – Tarshid

As for the water usage in Saudi Arabia, the total consumption increased. Within this total consumption, the use of non-renewable water use also increased (Figure 3). The total amount of water produced from unconventional means (i.e., desalination, treatment) has also steadily increased (Figure 4). This alternate resource could have helped maintain the percentage dependency on non-renewable groundwater at the range of 81-83% ratio[119] from 2014-2018. UNDP, through its projects, has contributed through the recruitment of diverse expertise and capacity building activities. UNDP was also contributed in some strategic documents in this sector, including the National Water Strategy and the revisions to the Water Law. At the time of writing the report, its current project, Water Integrated Sustainable Development and Management, is very promising but is experiencing challenges in its governance as reported in its evaluation.

Although there are contributions to be seen, the indicators used in this outcome are high level and complex, with many contributors. There is lack of evidence to show attribution to UNDP. With this reason the ICPR assessed this outcome as **insufficient evidence**.

Years	Number of Population	Number of Subscribers	Energy sales (G.W.H)	Energy Indicator Per Capita (K.W.H / per capita)	Energy Indicator Per Subscriber (K.W.H / per subscriber)
2012	28,896,842	6,746,646	246,610	8,534	36,553
2013	29,613,068	7,159,368	262,685	8,871	36,691
2014	30,339,797	7,620,128	281,155	9,267	36,896
2015	31,062,072	8,112,539	294,612	9,485	36,316
2016	31,787,580	8,607,000	296,673	9,333	34,469
2017	32,612,846	9,069,513	298,439	9,151	32,906
2018	33,413,660	9,434,489	299,188	8,954	31,712

Source: The Electricity & Co-Generation Regulatory Authority

Figure 2. Number of population and energy sales per capita/subscriber (Lifted from General Authority for Statistics, 2018a[120])

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[119] Ratio of total usage against was non-renewable water usage

[120] https://www.stats.gov.sa/sites/default/files/indicators_of_renewable_energy_in_saudi_arabia_20182lnskh_lmtmd_0.pdf
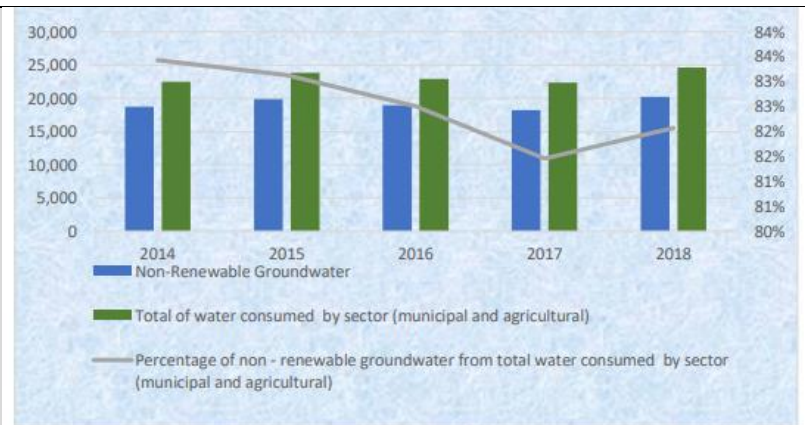
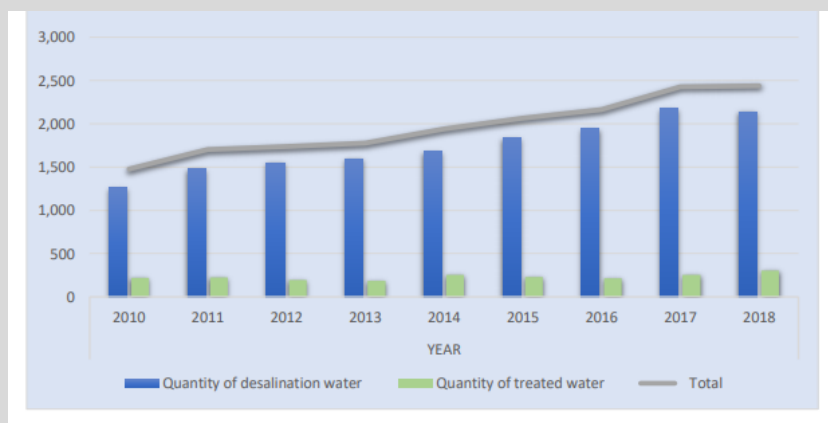**Figure 3.Ratio of non-renewable groundwater consumption by sector. (Lifted from General Authority for Statistics, 2018b[121])**

Figure 4.Quantity of water used and produced from non-conventional sources. (Lifted from General Authority for Statistics, 2018c[122])

		UNDP progress and contribution CPD Output 3.1.	Key interventions.
Output 3.1: National capacities developed for better management of	**Indicator 3.1.1.** Integrated Water Resources Management	The indicator used in this output was based on the design of the (1) Water Integrated Sustainable Development and Management, (2) MOWE capacity development water resources and water. The have been several documents that reviewed the Integrated Water Resources Management (IWRM) principles, these include the National Water Strategy, review of the Water Law, G20 position paper. In addition, the	**00107640 -** Water Integrated Sustainable Development and Management (2018-2021) $7.4m[$0m(Regular), $7.4m(Other)];

[121] https://www.stats.gov.sa/sites/default/files/percentage_of_non-renewable_groundwater_to_fresh_water_consumption_by_sector_municipal_and_agricultural_in_saudi_arabia_during.pdf

[122] https://www.stats.gov.sa/sites/default/files/quantity_of_water_used_and_produced_from_non_-_conventional_sources_in_saudi_arabia_in_2010_-_2018_0.pdf

| non-oil natural resources | (IWRM) principles reviewed and mainstreamed into national policies

Baseline: IWRM principles under review

Target: IWRM principles finalized and incorporated in national policies | National Spatial Strategy with has 20 policy paper has embedded integrated water management principles. The ICPR assessed this output as **on track.**

00107640 Water Integrated Sustainable Development and Management and 00048980 - MOWE capacity development water resources

1. **National Water Strategy[123] completed and approved. (also contributes to CPD Outputs 1.1., 1.3.,2.1.,2.2.,3.2.).** The National Water Strategy aims at achieving sustainable water sector, safeguarding the natural resources and environment of the Kingdom, and providing cost-effective supply and high-quality services. Efficiency contributes to economic and social development[124]. UNDP provided technical expertise.
2. **Water Law draft completed and submitted**. 'Currently, the water sector is still governed by a 1980 water law, no independent regulator exists for the whole value chain of operations, no licensing schemes are implemented for water resource management, other regulations are either missing or not properly enforced. Commercial interfaces and agreements between the main stakeholders of water service provision are either non-existent or inadequate, impacting transparency, accountability, and governance. These structural issues in water service provision have limited private sector participation in the water sector – private sector involvement is mainly limited to water production.'[125] UNDP provided technical expertise to revise the current water law is in the review process within the Ministry.
3. **Establishment of the National Water Research and Studies Center (NCWRS). (also contributes to CPD Outputs 1.1., 1.3.,2.1.,2.2.,3.2.).** The operational and procedural guidelines have been developed for the center. The center also developed the G20 paper ("Fostering Sustainable and Resilient Water System Globally"). However, the center is under-resourced both its human and financial resources[126].
4. **G20 Position Paper draft completed and submitted. (also contributes to CPD Outputs 2.1.,3.2.).** 'A core team of four experts was selected to help in the preparation of a status paper ("Fostering Sustainable and Resilient Water System Globally") on water and sustainability for the G20 Summit, to be held later this year in Saudi Arabia. The draft paper has been highly appreciated by the management of the G20[127]
5. **Water Management and Control Center. (also contributes to CPD Outputs 2.1.,3.2.).** The project brought together raw data and information from across three software used at MEWA (IPS, info-mat, and hydro-manager) into one unified database available at the intranet.
6. **Saudi Water Forum organized and brought to success. (also contributes to CPD Outputs 2.1.,3.2.).** The forum held in March 2019, offered a broad spectrum of political and scientific presentations together with an exhibition.
7. **Support for various water-related assessments and studies. (also contributes to CPD Outputs 1.1., 1.3.,2.1.,2.2.,3.2.).** (1) groundwater resources assessment; (2) Water layers-GIS; (3) Water-Agriculture research; (4) Dams related studies; (5) hydro-meteorological studies; (6) Wastewater studies; (7) Supply-demand model/forecast until 2050; (8) Analysis related to the KPIs of Vision 2030 and National Transformation Plan | Total budget $24.8m

00063524 - National Energy Efficiency Programme - Phase 2 (2012-2020) $43m[$0m(Regular), $43m(Other)];
Total budget $112m

00048980 - MOWE capacity development water resources (2012-2018) $1.3m[$0m(Regular), $1.3m(Other)];
Total budget $6m |

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[123] http://www.fao.org/faolex/results/details/en/c/LEX-FAOC191510/

[124] Water Integrated Sustainable Development and Management project Annual Report and Mid Term Evaluation

[125] http://www.fao.org/faolex/results/details/en/c/LEX-FAOC191510/

[126] Water Integrated Sustainable Development and Management project Annual Report and Mid Term Evaluation

[127] Water Integrated Sustainable Development and Management project Annual Report and Mid Term Evaluation

		8. **Support for various regulations. (also contributes to CPD Outputs 2.1.,3.2.)**.Provides technical support to: '(1) the Water Regulation Initiative, which is funded by National Transformation Plan (SR 280 million, and aims at installing smart meters on groundwater sources, these meters will be automatically connected with a central database. (2) the project is also in the process of automating all data sources and communication protocol for licensing and other databases (SAR 23 million funding from the National Transformation Plan). Nowadays, licensing drinking water industries are processed completely online.'[128] 9. **In process of developing the Water Extensional Education Center.** The overall approach, vision, mission, and goals statement for the center have been developed. 10. **Capacity Development activities.** (1) scholarship were given to two Ministry of Water, Energy, and Agriculture (MEWA) staff; (2) a tender was for the conduct a capacity need assessment of MEWA staff.	
Output 3.2. Better informed public on natural resources conservation issues	**Indicator 3.2.1.** Number of natural resources awareness campaigns conducted Baseline: 0 natural resources awareness campaigns conducted Target: 10 Data source, frequency: Saudi Energy Efficiency Center (SEEC), Ministry of Water and Electricity (MOWE), annual	The indicator for this output was specific to the project 'National Energy Efficiency Programme - Phase 2'. Based on the evaluation of this project, there was a dedicated team for awareness-raising, and there was a large dedicated fund. It was reported in the evaluation that there were 15-16 campaigns developed and launched. Including dedicated campaigns targeting women and households, offices, and buildings. Based on the ROAR 2018, examples of these awareness campaign were: "You can", for air conditioning, "The difference is clear" for thermal insulation, "As you like it" for vehicle fuel consumption, and "My advice to you" on energy efficiency labels. Based on these results, the ICPR assessed this output as **on track.** The ICPR also collected results from other projects not tagged to this output that met the output statement. Some of the results were: (1) UNDP assisted the drafting of a National Geospatial Data Framework[129] with the General Commission for Survey that is in the review process, this framework will allow more geospatial use both by government authorities and the public. This type of data is especially needed to make management decision for natural resource conservation (2) UNDP's project on water with the Ministry of Environment, Water and Agriculture is providing better access to the public regarding water-related issues i.e., the National Water Strategy that is a fundamental tool to communicate water conservation to the public, establishment of the National Water Research and Studies Center and Water Management and Control Center, G20 Position Paper on water resources, (3) support to National Energy Efficiency Programme including the implementation of various information system[130] (refer to results in Output 3.1.)	
Output 3.3. Access to low emission technology promoted	**Indicator 3.3.1.** Energy efficiency labels drafted covering all pertinent sectors	The evaluation of the National Energy Efficiency Programme reported that '26 EE standards and regulations for the building sector have been issued led to an increase in the air conditioners energy efficiency rating for 57%. Standards for Low Voltage Differential have been enforced, resulting in 11.2% fuel economy improvement compared to 2015.' In addition, the project assisted in developing the Saudi Label and Standards - a platform to issue labels and certificates to all energy-related products covered by the Saudi EE Standards.	

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[128] Water Integrated Sustainable Development and Management project Annual Report and Mid Term Evaluation

[129] Discussed in the assessment of the CPD Outcome 2 within this Annex

[130] Refer to results on National Energy Efficiency Programme.

	Baseline: Energy efficiency labels and standards issued in household appliance, building and transportation sector Target: Energy efficiency labels drafted for industrial, commercial and residential sector end-use equipment Data source, frequency: SEEC, annual	Based on the results presented, the ICPR assessed this output as **on track.** **00063524 - National Energy Efficiency Programme - Phase 2** 11. **Support to The Saudi Energy Efficiency Center[131](SEEC). (also contributed to Outputs 1.1., 1.3.,2.1.,3.2.,3.3.).** The center was a direct result of the NEEP Phase 1. 'SEEC is the institution dealing with Energy Efficiency management at the national level. It was established on the 1st of November 2010 and became independent from KACST in 2016, with a well-defined mandate. Not being an original output of the project, SEEC's structure and status as a public institution, has benefitted from the NEEP 2 project. However, it was observed (and it is recognized by SEEC's top management), that, in terms of autonomy, there are still some steps to give.'[132] 12. **Support to the creation of the Saudi Energy Efficiency Programme (SEEP). (also contributed to Outputs 1.1., 1.3.,2.1.,3.2.,3.3.).** 'SEEC has created the Saudi EE Programme (SEEP), which could be seen as the concretization of a national strategy for EE. To make SEEP operative, there are 13 technical teams, all of them having persons from SEEC and from SEEP partnering institutions. The SEEP is based on a multi-year (3-years) action plan in which adaptive management is present. At the end of year 1, the plan is revised, and a new 3-years plan is drafted and approved. The SEEP action plans ends-up by being part of SEEC's action plans.'[133] 13. **Support for the National Energy Efficiency Programme57 (NEEP). (also contributes to Outputs 2.2, 3.1., 3.2.).** The NEEP is composed of national, international, ministerial, and private agencies that are concerned with energy conservation and its facets. Phase I involved activities on energy efficiency for industry, commerce, and government, and in Phase II the transport sector was added. The NEEP encompasses (1) energy audits of governmental, commercial and industrial facilities; (2) an energy-efficient equipment leasing programme; (3) a programme of energy efficiency information and awareness; (4) the promotion of an energy service industry; (5) promoting energy efficiency labels and standards for new equipment; (6) technical and managerial training through workshops and seminars. The NEEP brings together around 20 relevant entities including ministries (i.e., Ministry of Energy, Ministry of Environment, Water and Agriculture, Ministry of Commerce and Industry, ARAMCO, etc.) 14. **Support to The Energy Efficiency Strategy to the Energy Law. (also contributed to Outputs 1.1., 1.3.,2.1.,3.2.,3.3.)**. As a growing sector, the SEEC is implementing an Energy Efficiency Strategy, which is a multi-year plan that is very adaptable and agile. This strategy helped SEEC's adaptive management as it is more flexible to gather the buy-in of the stakeholders before developing a long-term plan. Because of the increased attention to energy efficiency and the increase of partners, the senior management from the SEEC feels that there is now stronger footing to develop the Energy Law. 15. **Implementation of Information Systems (also contributed to Outputs 1.1., 1.3.,2.1.,3.2.,3.3.).** • '**Government Building Energy Efficiency (GBEE) –** a platform for government entities to collect and analyze their buildings energy consumption data. • **Purchased samples system** – a platform to securely store the data contained on the test reports of energy-related products, purchased on the local sales points. It helps in the process of monitoring compliance rates. • **Saudi Label and Standards (SL&S)**– is a platform to issue labels and certificates to all energy-related products covered by the Saudi EE Standards. The information system has several privileges	

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[131] https://ksa-climate.com/wp-content/uploads/2018/12/Raed-Al-Schneiber_SEEC.pdf
[132] National Energy Efficiency Programme - Phase 2 Final Evaluation
[133] National Energy Efficiency Programme - Phase 2 Final Evaluation

of access. Importers or manufacturers can input the required elements of products to be registered (which will be verified and validated by Saudi Standards, Metrology and Quality Organization [SASO]). SASO and SEEC also have the possibility to interact with importers or manufacturers through the platform (e.g., to give authorization for a label to be printed and used).

- **Saudi Corporate Average Fuel Efficiency (CAFE)** – is a platform to assist the process of having the market of road vehicles regulated, from the energy efficiency point of view. Similar to SL&S, this information system allows interaction between importers and competent authorities.
- **Energy Reporting System (ERS)** – a platform to collect data for the energy performance indicators of regulated intensive energy consumptions (i.e., large industries). On an annual basis, all companies in the scope of the regulation must input required data.
- **ESCO portal** – is a platform for ESCOs to apply for licenses. Data related with business activity is uploaded by applicants. Afterward, SEEC and the ESCO committee verify and vote for ultimate validation of each application.' [134]

16. **Energy management framework for industrial plants. (also contributes to Outputs 2.2, 3.1., 3.2.).** This framework addresses three industrial sub-sectors representing 70% of the industrial energy consumption (cement, petrochemicals, and steel). Highlights include (1) ICT-based Energy Reporting System (ERS). The ERS allows the compilation of data associated with energy performance indicators of these industries. (2) There is an agreement with the Saudi Industrial Development Fund (SIDF) to provide soft loans for EE related projects.

17. **Monitoring, Verification & Enforcement (MV&E) mechanisms. (also contributes to Outputs 2.2, 3.1., 3.2.).** This activity helps coordinate among the energy efficiency monitoring authorities (Ministry of Commerce and Investment (MoCI), SASO, SEEC, and Saudi Customs). The SEEP currently has the market regulated for the following types of energy-related products: air-conditioners, refrigerators, washing machines, lighting products, thermal insulation materials, electric motors, road vehicles, and tires. There is the Technical Inspection and Control (TIC) Technical Team of SEEP, which reported: (1)   47000 visits to factories, warehouses, and retail outlets. (2) 6500 infractions detected, (3) 87 non-compliant factories closed, (4) 2.8 million of products re-exported, (5) 2 million products confiscated, (6) 1 900 samples purchased and tested, (7) 367 000 products recycled.

18. **Support for the establishment of a national - Energy Service Company (ESCO) – Tarshid. (also contributes to Outputs 1.2., 2.2, 3.1., 3.2.).** ESCO-Tarshid is a government owned company that would fund and manage retrofit public buildings following national energy efficiency standards. The project contributed by conducting the feasibility study for ESCO -Tarshid, at the time of writing the ICPR report, ESCO-Tarshid has already implemented three government projects.

19. **Capacity Development. (also contributes to Outputs 1.2., 2.2, 3.1., 3.2.).** Since 2016, there are 12 universities offered courses with some components of energy efficiency, and the number of enrolled students is 460. There are ongoing negotiations with more 5 universities and a target to reach 20 universities by 2021. Non-formal or professional education is also being promoted by SEEC with 3 certificate programs (CEA, CMVP, and CEM); CIEP is under preparation. From 29 certification sessions conducted, 335 professionals were certified. The SEEP has also engaged Vocational Training Colleges to ensure certain courses integrate EE on their curricula. Currently, there are 12500 students enrolled in these courses, although more than 99% are Saudis.

Regulation on the Corporate Average Fuel Economy for cars and light trucks has been enacted. It includes the labelling of the vehicles' energy efficiency grade.

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[134] National Energy Efficiency Programme - Phase 2 Final Evaluation
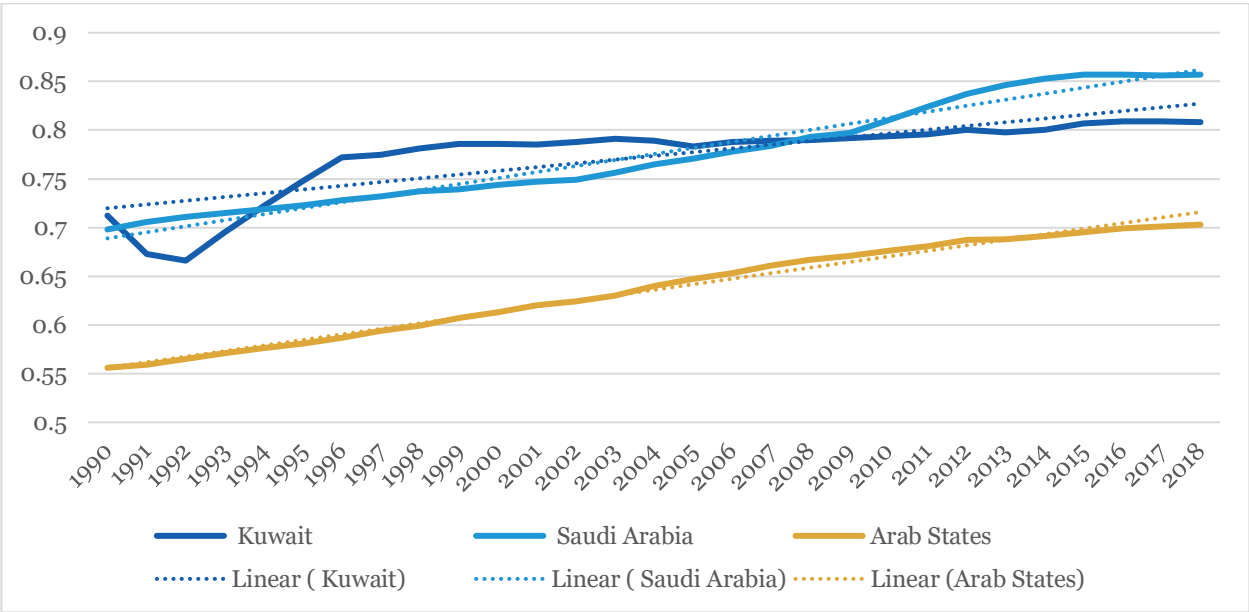
Annex 2. Key country and programme statistics

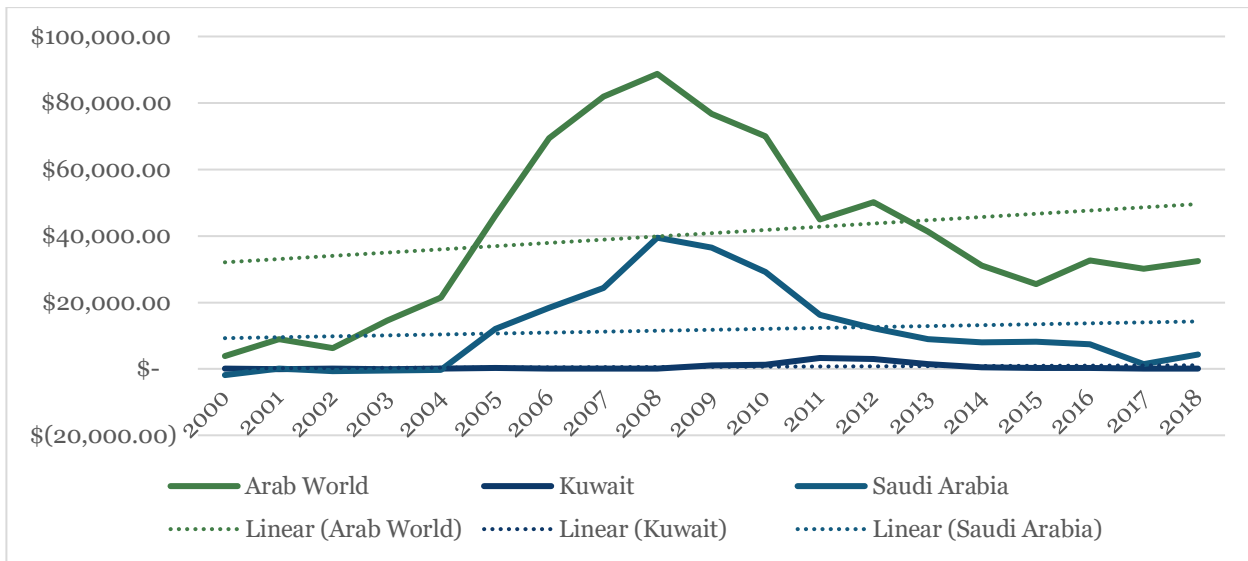Figure 1: GDP per capita (Constant 2010 US$)
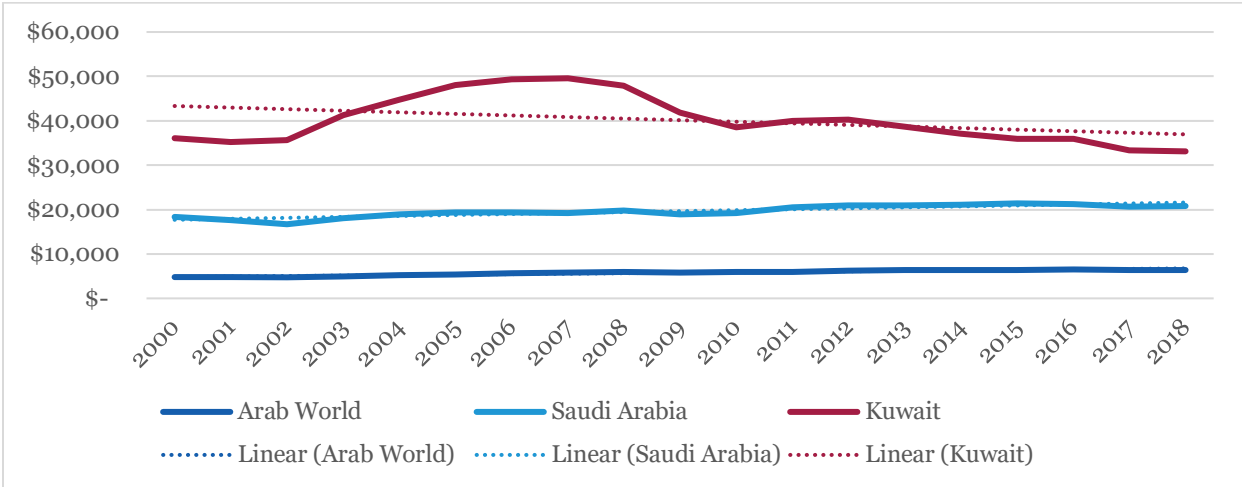
Source: World Bank Data (2020)

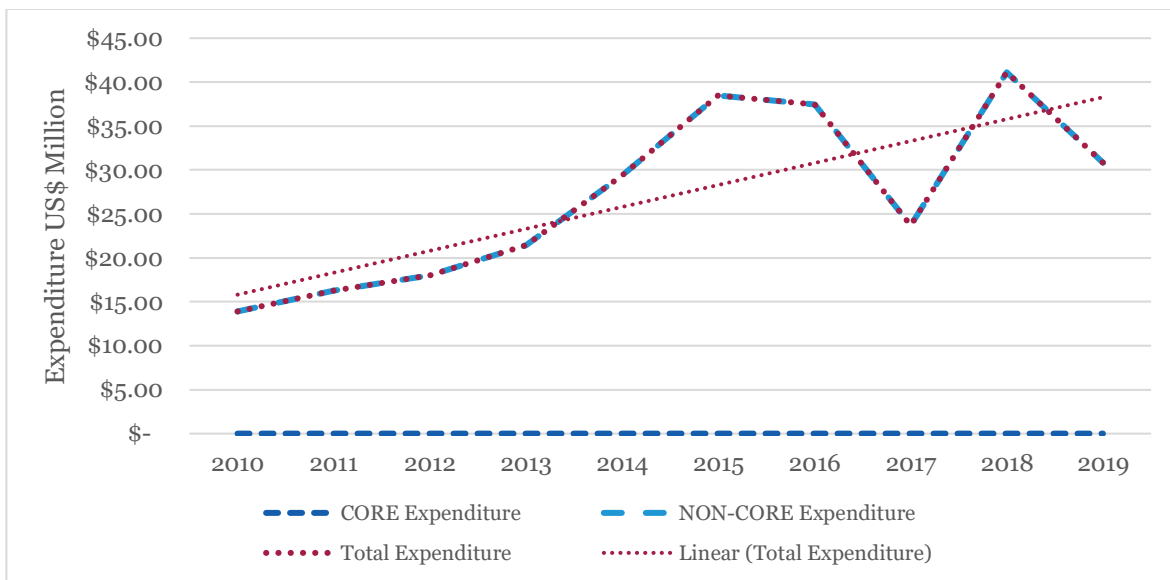Figure 2: Human Development Index trends, 1990-2018

Source: UNDP (2020)

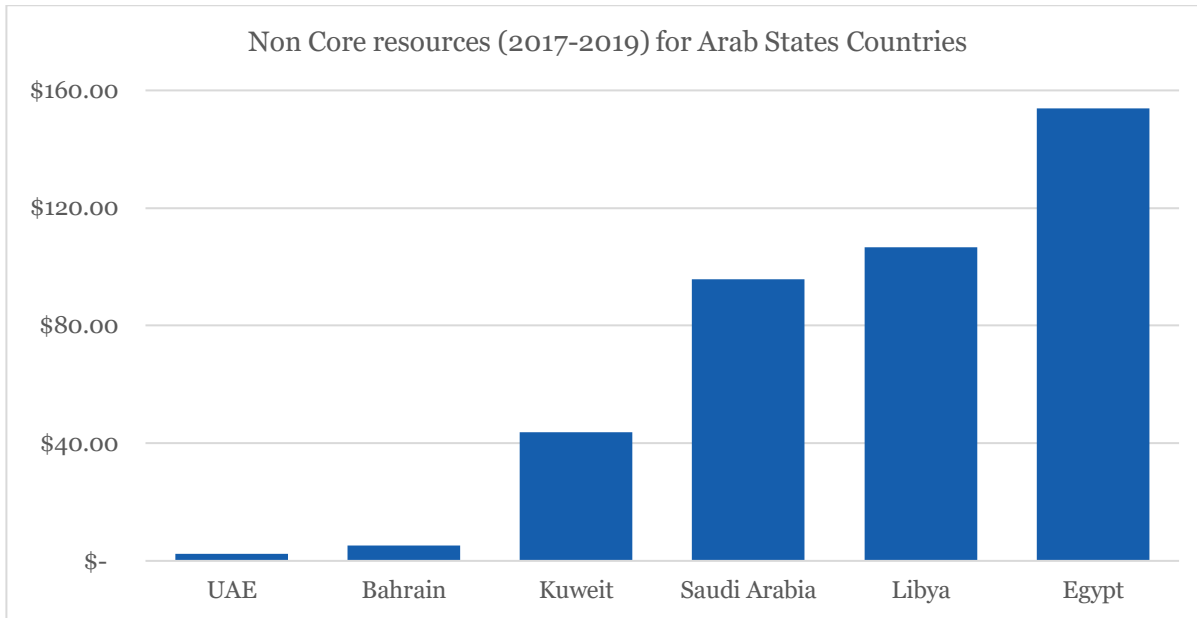Figure 3: Foreign Direct Investment Net inflows, Millions (current US$)

Source: World Bank Data (2020)

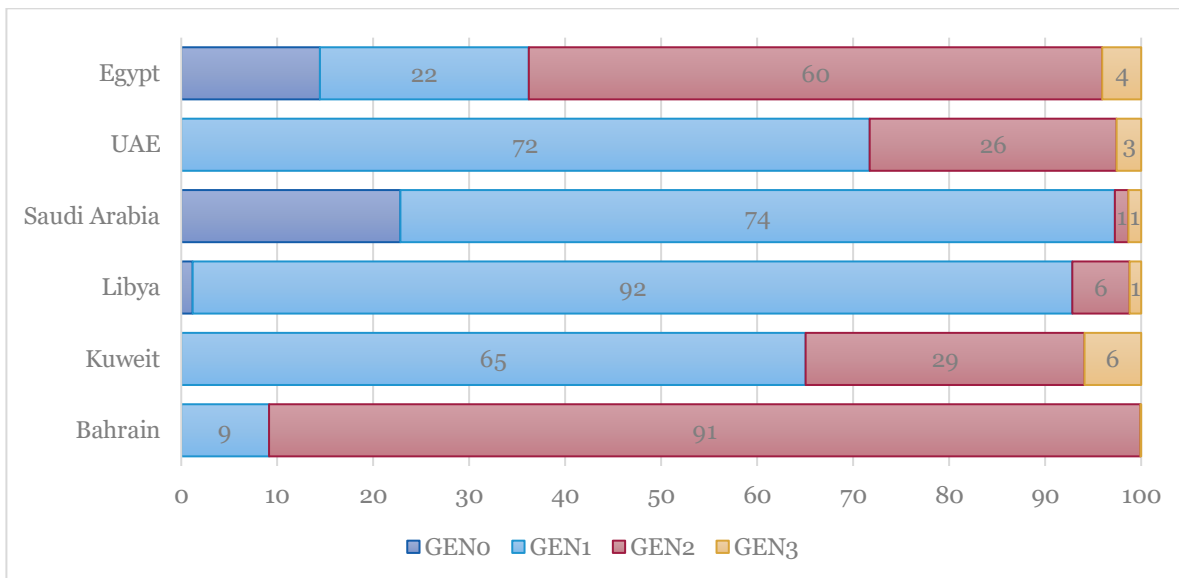Figure 4: Total Expenditure Core Vs Non-Core (2010-2019)

Source: Atlas (2020)

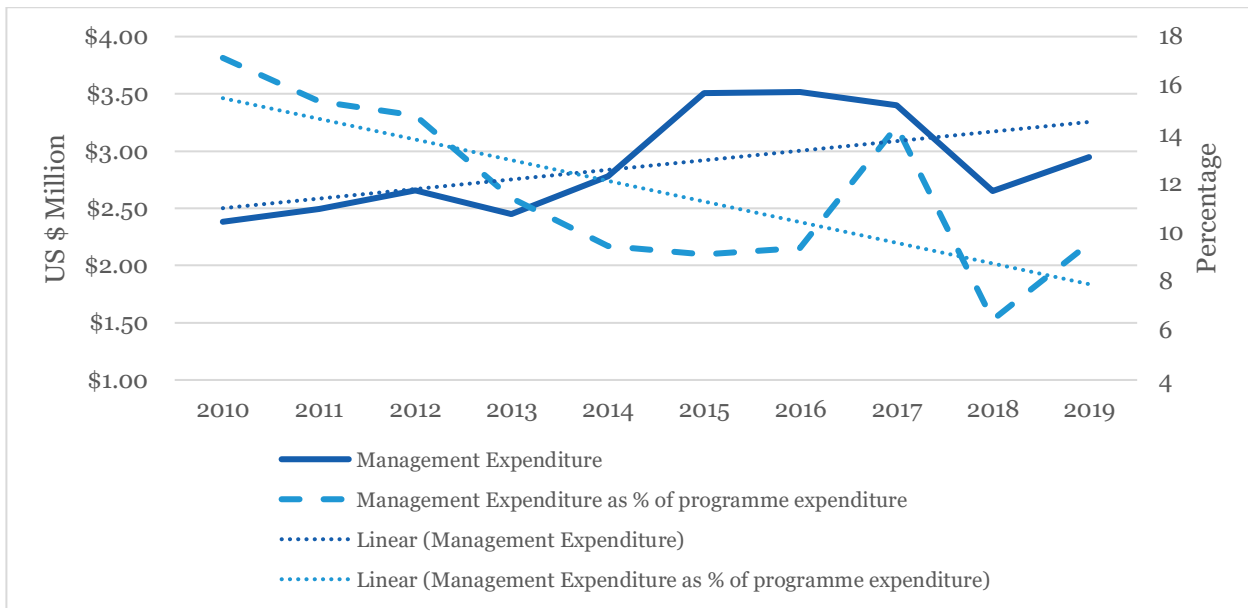Figure 5: Non-Core resources (2017-2019) for Arab States Countries

Non Core resources (2017-2019) for Arab States Countries

Source: Atlas (2020)

Figure 6: Share of expenditure (%) per gender marker per countries (2017-2019)
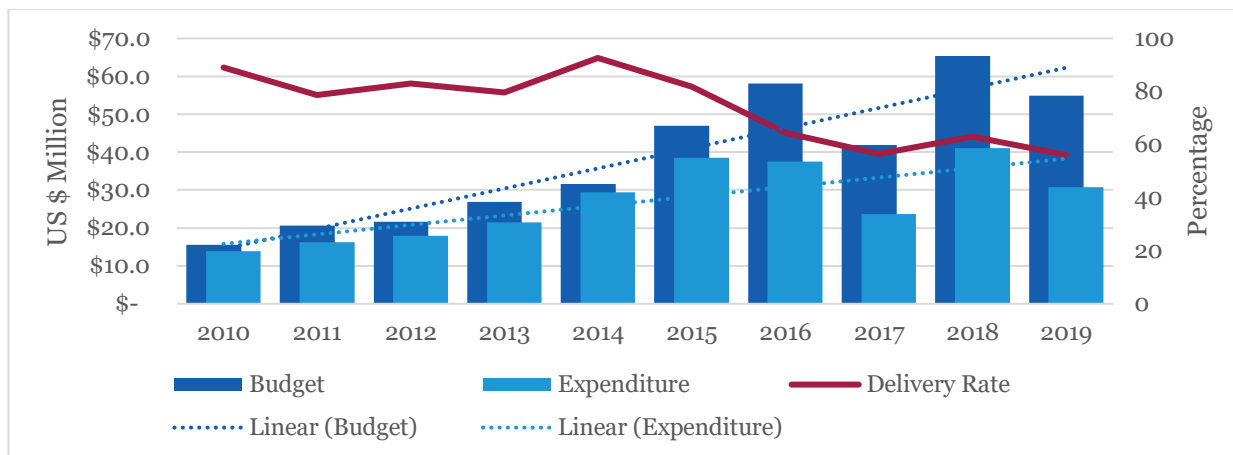

Source: Atlas (2020)

Figure 7: Management Expenditure 2010-2019

Source: Atlas (2020)

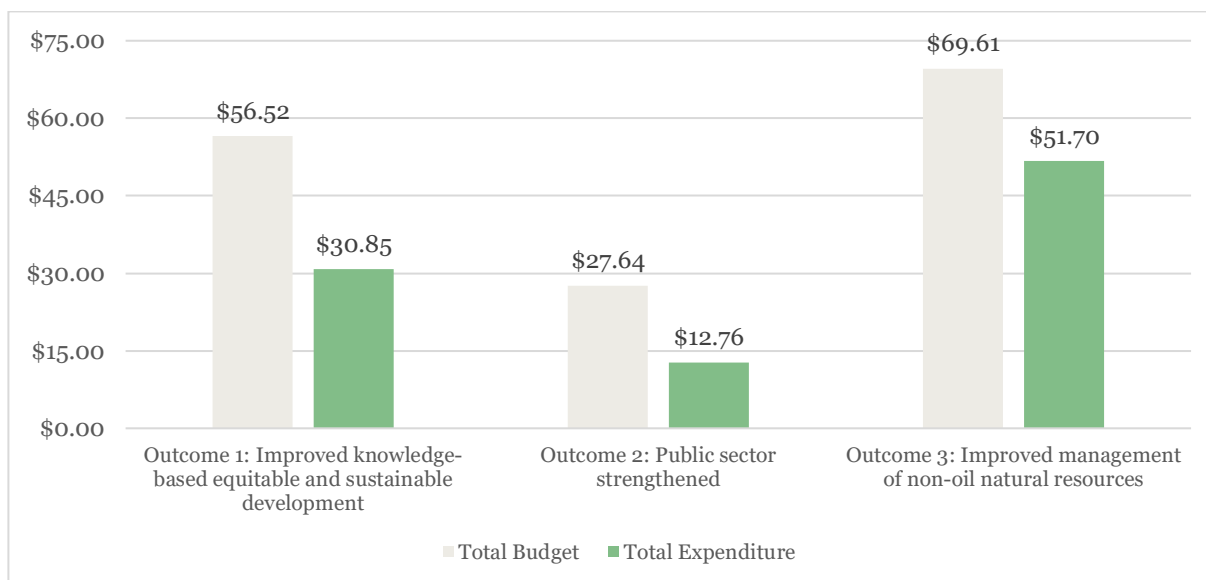Figure 8: Total Expenditure (US$ Million) by donor 2017-2019
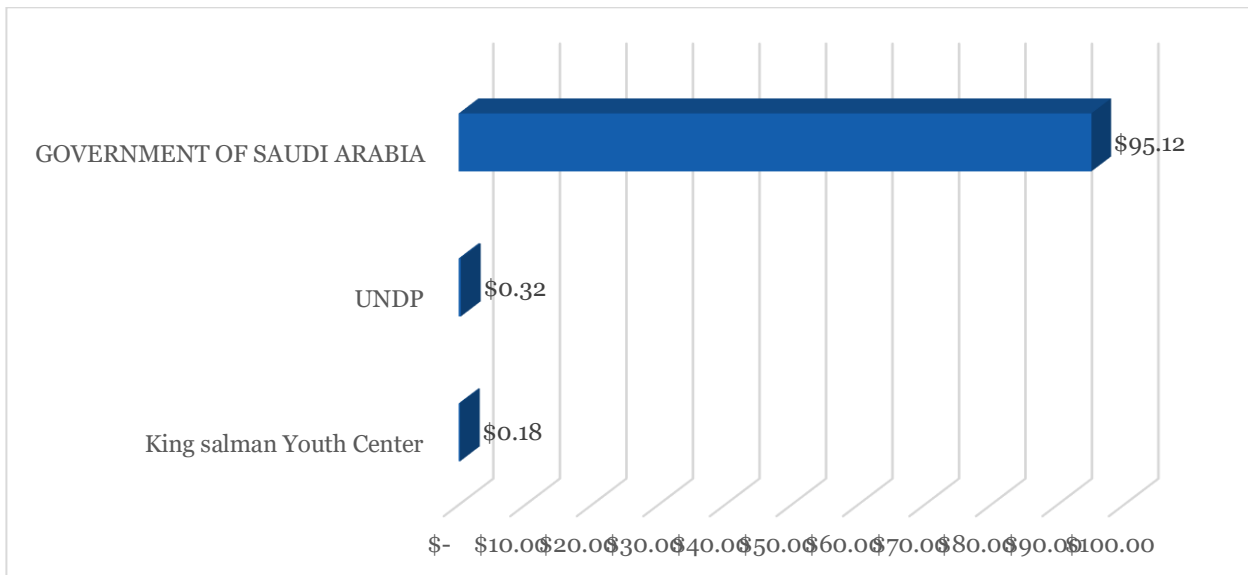
Source: Atlas (2020)

Figure 9: Programme Delivery rate 2010-2019
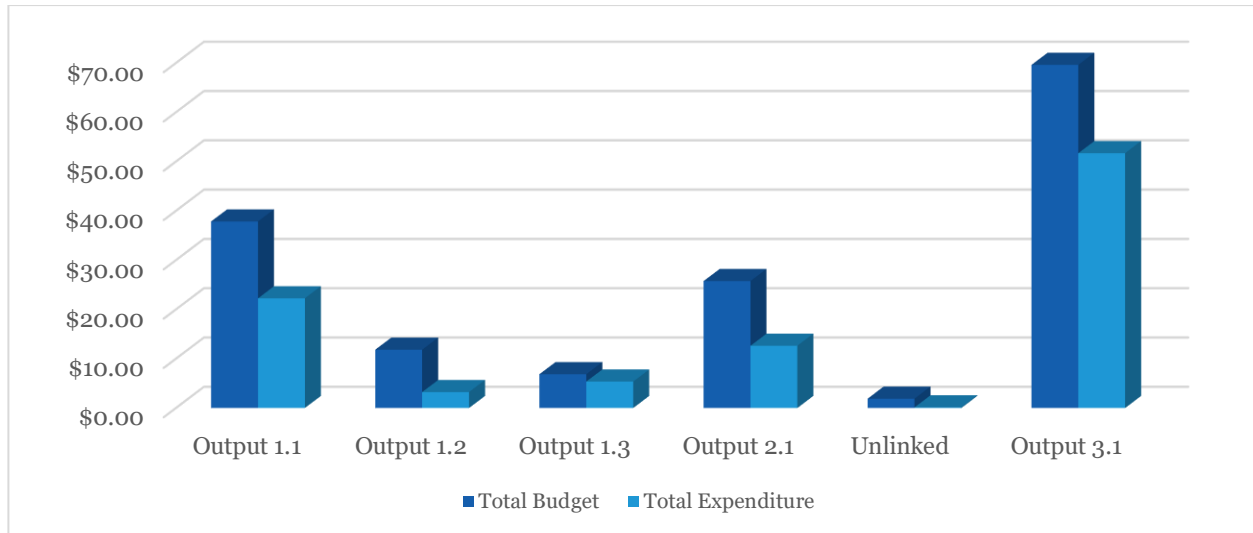

Source: Atlas (2020)

Figure 10: Budget and expenditure by CPD outcome, 2017-2019 (US$ Million)

Source: Atlas (2020)

Figure 11: Expenditure by CPD output, 2017-2019 (US$ Million)
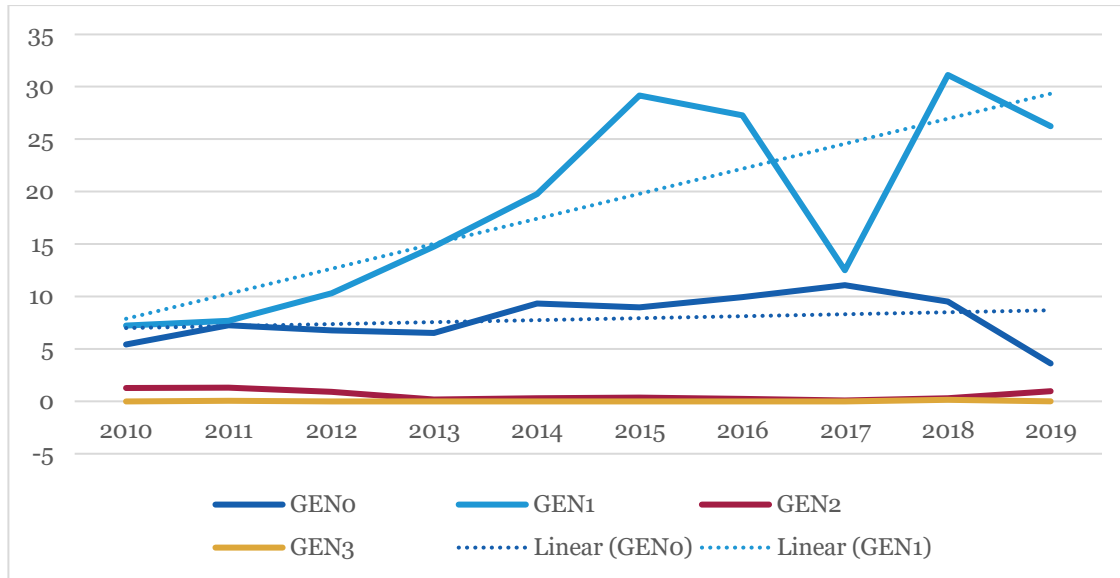

Source: Atlas (2020)

Note:

- 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
- Output 1.3: Urban policies developed to boost emerging national priorities
- Output 2.1: National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation plan
- Output 3.1: National capacities developed for better management of non-oil natural resources

Figure 12: Expenditure by fund source (US$ million) and year
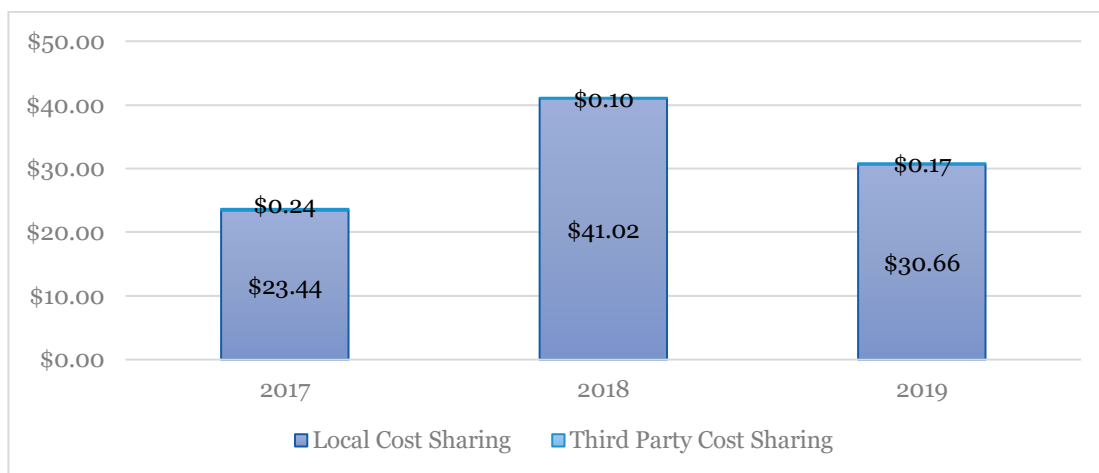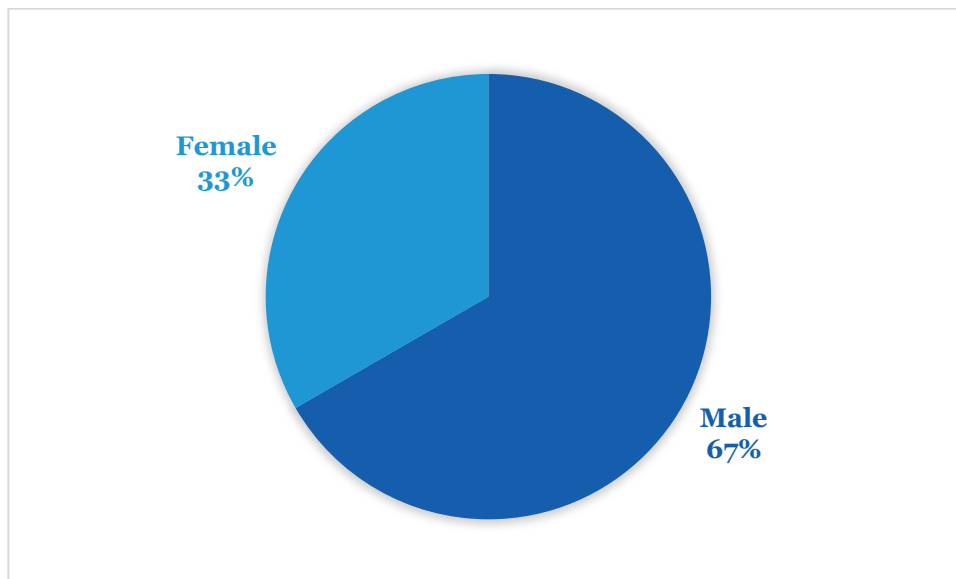

Source: Atlas (2020)

Figure 13: Expenditure (US$ Million) by gender marker, 2010-19

▪ **Gender Marker Score 3** for projects that have gender equality as a principal objective.
▪ **Gender Maker Score 2** for projects that have gender equality as a significant objective.
▪ **Gender Marker Score 1** for projects that will contribute in some way to gender equality, but not significantly.
▪ **Gender Marker Score 0** for projects that are not expected to contribute noticeably to gender equality.

Figure 14: Gender breakdown of staffing

Annex 3. ICPR Methodology

As part of its efforts to expand the country programme evaluation coverage, the IEO has introduced a new model of country level assessment, independent country programme review (ICPR).[135] The ICPR is a rapid, independent validation of the UNDP country office's self-assessed performance of its country programme. Based primarily on the review of available documentation and evidence provided by the country office (CO), the IEO attempts to address the following two questions:

- *What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/ United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes in the current programme period*?

- *How has UNDP performed in planning, implementation, reporting and evaluation of development results?* The questions are elaborated in a design matrix.

The ICPR augments IEO's traditional in-depth evaluation, independent country programme evaluation (ICPE). In a given year, countries due for an independent assessment will be assessed either through ICPEs or ICPRs with selection of approach based on criteria capturing the *complexity of the country programme*, *accountability* and *learning considerations*.[136] Both ICPRs and ICPEs are expected to contribute to UNDP's country-level independent assessments, as learning products, informing the new CPD process by CO at the end of a CP cycle.

Methodology

As with ICPEs, ICPRs adhere to the United Nations Evaluation Group Norms and Standards.[137] The key ICPR questions, data sources and analytical approaches are elaborated in a design matrix (presented in this annex).

The ICPR methodology will consist of an extensive desk review of self-assessed performance against the agreed CO results framework (the Executive Board approved CPD Results and Resources Framework, or any subsequent, officially revised framework), focused on capturing the CO's contribution to UNSCDF outcomes, and progress towards agreed UNDP-specific outputs and output indicators. The ICPR considers whether there is evidence to substantiate performance claims in the form of existing programme and project related documents, including planning, progress and results reports (e.g. CPD, UNSDCF, project documents, project progress reports, AWPs, and ROARs), and available evaluation reports. In addition, the ICPR administers a focused questionnaire to fully capture self-reported performance; and conduct interviews with CO staff and key stakeholders. Stakeholder interviews and meetings are particularly important when the evidence provided in support of self-assessed performance is insufficient. Country missions of no more than one week are optional depending on information needs.

Understanding country context: Upon its launch, the ICPR will conduct a thorough analysis of the country context and development priorities, as associated with UNDP's existing country programme. A standard set of contextual parameters about the country and UNDP programme (e.g. ODA trends, programme delivery rates, budget/expenditures, planned vs actual resources mobilized, projects' Gender Marker, etc.) will be systematically collected and used in the analysis (see Annex 2).

Gender analysis: The ICPR pays particular attention to validating the *evidence on the country programme's focus on promoting gender equality and women's empowerment, as well as associated key results*. Gender-related

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[135] UNDP, IEO 'Independent Country Programme Review (ICPR): Approach Paper.'

[136] E.g. *programme complexity factors* (e.g. size of country programme, diversity of programme portfolios, presence of peacekeeping/ political missions, conflicts and fragility); *accountability factors* (e.g. size of UNDP regular funds, government cost-sharing contributions, and vertical funds contributions); and *learning factors* (e.g. time since last independent country-level evaluation was conducted by the IEO, relevance as potential case study for planned thematic evaluation, and balance of evaluative coverage between different bureaus and contexts).

[137] http://www.uneval.org/document/detail/1914

questions are incorporated in the data collection methods and tools, such as the ICPR questionnaire and interview protocol, and reporting.

Ratings on programme delivery: The ICPR employs a rating system on two items:

(1) The *country programme's progress towards planned CPD outputs* is rated as either the progress is on track, at risk, or off track, defined as follows:

- **On track:** Progress is as expected at this stage of implementation and it is likely that the output will be achieved. Standard program management practices are sufficient.

- **At risk:** Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the output is to be achieved. Close performance monitoring is recommended.

- **Off track:** Progress is significantly less than expected at this stage of implementation and the output is not likely to be met given available resources and priorities. Recasting the output may be required.

To determine the appropriate output progress rating, the results chain stemming from supporting interventions will be carefully examined. The rating reflects to the degree to which the associated indicators have been met, as well as how well those indicators capture the significance of UNDP's support to an agreed output.
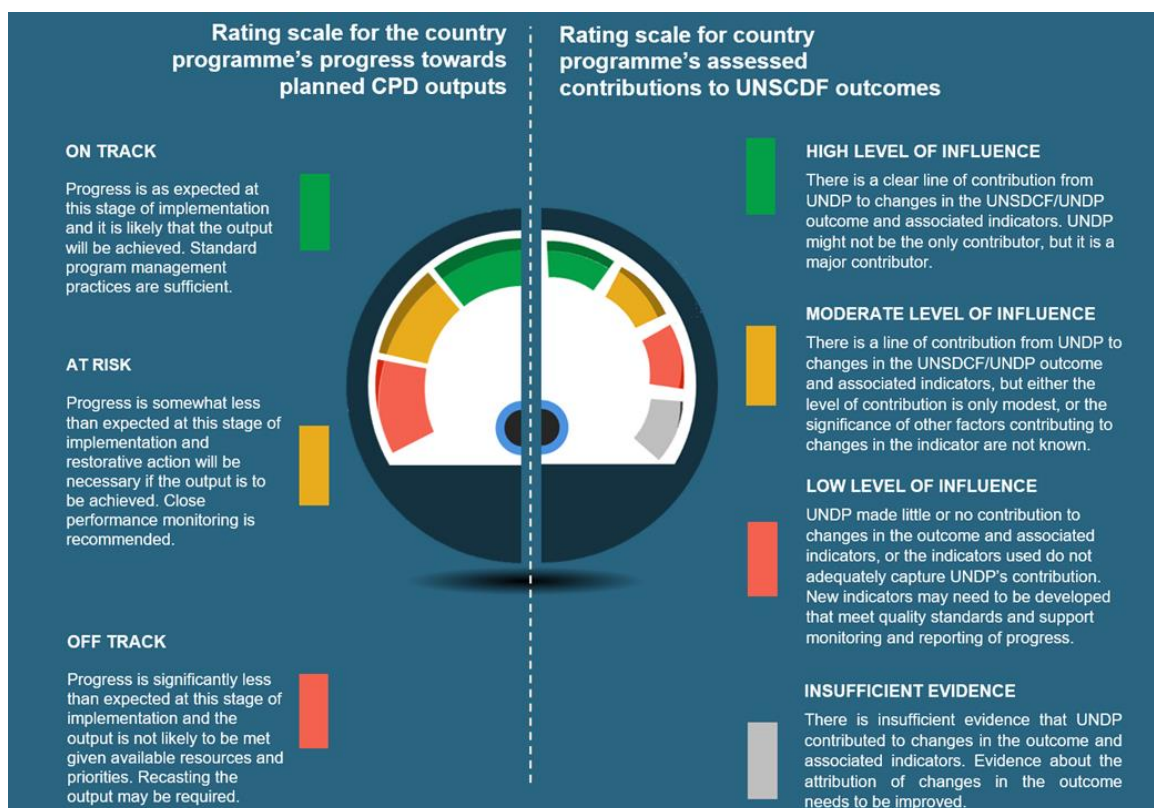
(2) The *country programme's assessed contribution to UNSCDF outcomes* reflects the level of influence UNDP has had on the expected UNDP/ UNSDCF outcome indicators, defined as follows:

- **High level of influence:** There is a clean line of contribution from UNDP to changes in the outcome and associated indicators. UNDP might not be the only contributor, but it is a major contributor.

- **Moderate level of influence:** There is a line of contribution from UNDP to changes in the outcome and associated indicators, but either the level of contribution is only modest, or the significance of other factors contributing to changes in the indicator are not known.

- **Low level of influence:** UNDP made little or no contribution to changes in the outcome and associated indicators or the indicators used do not adequately capture UNDP's contribution. New indicators may need to be developed that meet quality standards and support monitoring and reporting of progress.

- **Insufficient evidence:** there is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved.

As with the assessment on progress towards outputs, the ICPR examines the results chains stemming from UNDP CPD outputs and supporting interventions to agreed outcome indicators. The rating reflects the degree to which the targets associated with indicators have been met, as well as how well those indicators capture the significance of UNDP's contributions.

Ratings, and the basis for them will be set out in a standardised tabular format, shown in Annex 1.

Ratings are based on the CO's approved CPD Results and Resources Framework. The CO should ensure that it takes the opportunity within the scope of UNDP's Programme and Operations Policies and Procedures policy (B5 Manage Change), to review and if necessary update its results framework to ensure outcome indicators, output descriptions, and output indicators are relevant to the current to the current country context.

If CPD outputs and associated output indicators remain in the results framework but the country programme took no actions to help achieve them, they will be rated as *off track*, even if the lack of action was justified for reasons beyond UNDP's control. Similarly, if the CO is using outcome indicators that UNDP has had no significant influence over, or where there is insufficient evidence that UNDP contributed to changes in the indicator, the ICPR will assess UNDP as having a low level of influence on the achievement of the associated UNDP/UNSCDF outcome.

ICPR Design Matrix

Review Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)
RQ 1. What progress has UNDP made towards planned CPD outputs, and how is this contributing to UNSCDF outcomes in the current programming period?	What are the results UNDP expected to contribute towards Cooperation Framework outcomes, and the resources required from UNDP and other financing partners for achieving those results?	• UNSDCF & CPD • Indicative Country Office Results and Resources Framework (from CPD) • Current Country Office Results and resources framework (if different from the one included in the CPD) • Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. • Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred).	• Comparison of estimated resource estimates in UNSCDF/CPD in light to delivery over CPD • Analysis of justification for and implications of any changes (if any) country office results and resources framework since approval of the CPD.
	If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?		
	What is the evidence of progress towards planned country programme outputs and that results will be sustainable?	• Evidence in ICPR questionnaire detailing CO self-assessment of performance and evidence identified. • Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPR project list. • Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence	Triangulate data collected (e.g. cross-check interview data internal and external sources) to validate or refute statement of achievement or contribution. Assessment to consider, validity and reliability of evidence of: • linkages between UNDP's specific interventions and indicators established to monitor contribution to UNSCDF defined outcome level changes and attribution of change in those indicators to UNDP support;
	To what extent did the achieved results contribute to achievement of intended outcomes?		
	What results has UNDP achieved in promoting gender equality?		

		of attribution of related changes to UNDP interventions. • Attribution of expenditure by gender marker • ROAR covering CPD period to date. • Programme level audits, if available. • Interviews with country office staff and/or key stakeholders. • Other, as required.	• linkages between UNDP specific interventions and indicators established to monitor progress towards intended outputs, and attribution of change in those indicators to UNDP support; • reported contributions towards gender equality.
RQ2. How has UNDP performed in planning, implementation, reporting and evaluation of development results?	Was the CPD realistic about the expected size and scope of the results that could be delivered with the available resources and resource mobilization opportunities? Has UNDP actively adapted to changes in the development context since the CPD was approved to maximise the relevance and impact of its work on intended outcomes? Are the programme's outcomes and outputs and associated indicators at an appropriate level and do they reflect a sound theory of change?	• UNSDCF & CPD • Indicative Country Office Results and Resources Framework (from CPD) • Current Country Office Results and resources framework (if different from the one included in the CPD) • Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. • Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred).	In light of assessment of achievement or contribution, assess and summarise evidence about the: • realism of the CPD • adaptation to changes in context • quality of existing results frameworks in light of UNDP programming standards.[138]
	Are there any specific factors that are in the control of UNDP and have constrained achievement of	• ICPR questionnaire • Staff and stakeholder interviews • Staff and partnership survey data	Consideration of evidence collected about internal factors that have constrained achievement of

[138] Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets, and identified data sources. Gender-responsive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework (IRRF) have been adopted in the programme or project results framework.

	expected results that need to be factored in when planning the next CPD?	• Human resource data • Programme and project documentation and audit reports (as above)	expected results and the strength of those factors.
	Has UNDP collected sufficient evidence to account for the work undertaken and results achieved? Has the CO made good use of evaluation to promote accountability and learning?	• CO evaluation plan and updates to it. • Evidence identified above.	• In light of assessment of achievement or contribution, assess and summarise evidence about the quality of evidence collected to account for the work undertaken and results achieved? • Assess progress in implementing evaluation plan, and consistency of approach to evaluations with expectations set out in UNDP's evaluation policy and guidelines.

Annex 4. List of Projects

Project ID	Project Title	Start date	End date	Budget 2017-19	Expenditure 2017-19	Total funds
Outcome 1: Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure						
Output 1.1: National policies developed to promote economic diversification with a focus on increased employment of nationals						
00069395	Socio-Economically Effective Human Development Planning	11/1/2012	12/31/2019	$11,605,498	$7,696,155	$4,000,000
00037289	Umbrella Programme for Tourism	1/1/2005	12/31/2020	$10,075,972	$5,485,246	$14,133,334
62025	Sustainable Road and Transport Management	1/1/2012	12/31/2020	$10,000,191	$3,642,917	$7,046,746
00062337	Sustainable Development Policy and Planning	1/1/2011	12/31/2020	$4,353,034	$3,929,525	$7,307,469
00096665	Support to Statistics	11/1/2017	3/31/2020	$916,495	$746,556	$2,666,667
00116709	Umbrella Program for Socio-Economic Development	1/1/2019	4/30/2021	$890,240	$751,837	$12,000,000
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						
00104967	Umbrella Programme for MOFA	9/1/2018	8/31/2021	$5,860,555	$334,434	$6,860,591
00080865	Public Education Evaluation	5/6/2014	12/31/2019	$5,596,596	$2,716,371	$9,900,000
00096840	Support to King Salman Youth Center to Develop National	6/5/2016	12/31/2019	$364,034	$184,320	$210,000
CPD Output 1.3: Urban policies developed to boost emerging national priorities						
00099275	Supporting Future Saudi Cities Programme	10/1/2016	6/30/2021	$3,041,079	$2,999,915	$3,000,000
00083280	Urban Planning and Management	1/1/2015	12/31/2020	$2,662,556	$2,026,957	$2,666,667
00089398	Support to Riyadh Urban Observatory	7/1/2015	12/31/2020	$1,149,747	$333,884	$950,000
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 plan						
00065588	Support SFDA second strategic plan implementation	4/1/2012	4/30/2019	$15,606,067	$6,503,787	$17,759,492
00118398	Support SFDA Third Strategic Plan Implementation	4/1/2019	12/31/2022	$4,000,000	$2,769,717	$16,930,920
00079867	Capacity Development for Gen. Commission for Survey	3/1/2014	12/31/2020	$3,957,586	$1,966,188	$2,000,000
00031501	Advisory Services to Ministry of Foreign Affairs	1/17/2004	12/31/2019	$1,892,527	$128,912	$1,892,527
00111016	Advisory Services to the General Commission for Survey	5/1/2018	12/31/2020	$1,574,500	$1,125,207	$800,000
00078519	Advisory Services to Saudi CITC	1/1/2014	12/31/2017	$223,469	$26,966	$2,863,823
00105496	Support for Gender Balance in the Civil Service	8/16/2017	12/31/2019	$156,536	$145,404	$60,199
00105453	King Abdulaziz Center for National Dialogue	1/21/2018	12/31/2020	$135,686	$79,739	$101,543
00101964	NCD Investment Case	1/30/2017	12/31/2018	$92,696	$11,606	$33,527
00122410	Technical and Advisory Support to Electricity sector	10/15/2019	12/31/2022	$0	$0	$16,000,000
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 resources						
00063524	National Energy Efficiency Programme - Phase 2	1/1/2012	6/30/2020	$54,693,412	$43,014,889	$54,693,412
00107640	Water Integrated Sustainable Development and Management	1/1/2018	12/31/2021	$11,279,091	$7,390,648	$24,850,429
00048980	MOWE CAPACITY DEVELOPMENT WATER RESOURCES	4/10/2012	12/31/2018	$3,638,223	$1,294,027	$6,636,558

Annex 5. Documents Consulted

In addition to all the Project Documents, Project Revisions, Project Board Meeting Minutes, Annual Progress Reports, Mid Term and Terminal Evaluation reviewed, the following documents were also consulted:

1. General Authority for Statistics, 2018, "Indicators of Renewable Energy in Saudi Arabi 2018"
2. General Authority for Statistics, 2018, "Percentage of Non-Renewable Groundwater to fresh water consumption by sector (Municipal and Agricultural) in Saudi Arabia during the period 2014-2018"
3. General Authority for Statistics, 2018, "Quantity of water used and produced from non-conventional sources in Saudi Arabia in 2010-2018"
4. Human Right Watch, 2018, "Saudi Arabia 2018 Human Rights Report"
5. IMF, 2016, "Saudi Arabia IMF Country report 2016", No 16/327
6. IMF, 2019, "Saudi Arabia IMF Country report 2019", No 19/291
7. IMF and Finance Stability Board, 2019, "The Financial Crisis and Information Gaps: G20 Data Gaps Initiative, The fourth progress report – countdown to 2021"
8. UNDP, 2009, "Capacity Development: A UNDP Primer"
9. Kingdom of Saudi Arabia, 2016, "National Transformation Plan"
10. Kingdom of Saudi Arabia, 2016, "Vision 2030"
11. Kingdom of Saudi Arabia, 2018, "Towards Saudi Arabia's Sustainable Tomorrow: First Voluntary National Review"
12. Krane Jim, 2019, "Energy Conservation in Saudi Arabia: An Assessment of the Kingdom's Resources, Policies, and Climate Approach". Center for Energy Studies, Rice University's Baker.
13. Saudi Energy Efficiency Center, 2015, "Saudi Energy Efficiency Program", Presentation to Green & Efficiency Building Workshop
14. United Nations & IOM, 2018, "2017 Situation Report on International Migration: Migration in the Arab Region and the 2030 Agenda for Sustainable Development"
15. United Nations & Kingdom of Saudi Arabia, 2017, "United Nations Common Country Strategic Framework 2017-2021: A strategic Framework for Cooperation between the Government of the Kingdom of Saudi Arabia and the United Nations Country Team"
16. UNDP, 2008, "Evaluation of the role of UNDP in the Net Contributor Countries of the Arab Region"
17. UNDP, 2016, "Country Programme Document for Saudi Arabia (2017-2021)"
18. UNDP, 2017, "UNDP Strategic Plan 2014-2017"
19. UNDP, 2017, "UNDP Strategic Plan 2018-2021"
20. UNDP Saudi Arabia, 2016, "Country Programme Document 2012-2016, Outcome 3: Sustainable Development Mainstreamed across the Economy". Outcome Evaluation Report
21. UNDP Saudi Arabia, 2017, "Result-Oriented Annual Report (ROAR)"
22. UNDP Saudi Arabia, 2018, "Saudi Food and Drug Authority Phase II". Final Evaluation Report
23. UNDP Saudi Arabia, 2018, "Result-Oriented Annual Report (ROAR)"
24. UNDP Saudi Arabia, 2019, "Result-Oriented Annual Report (ROAR)"
25. UNDP Saudi Arabia, 2019, "Mid Term Review of the Country Programme Document 2017-2021"
26. UNDP Saudi Arabia, 2019, "Sustainable Development and Integrated Water Management Project". Annual Evaluation Report.
27. UNDP Saudi Arabia, 2020, "Capacity Development of public education evaluation indicators towards the preparation of Saudi Youth for the Knowledge Based Society and Economy". Terminal Evaluation Report.
28. World Bank, 2016, "Doing Business 2016: Saudi Arabia"
29. World Bank, 2018, "Doing Business 2018: Saudi Arabia"
30. World Bank, 2019, "Doing Business 2019: Saudi Arabia"
31. World Bank, 2020, "Doing Business 2020: Saudi Arabia"