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Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME REVIEW **SAUDI ARABIA**

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INDEPENDENT COUNTRY PROGRAMME REVIEW: SAUDI ARABIA

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ACRONYMS AND ABBREVIATIONS



APR	Annual Progress Report
COVID-19	Coronavirus 2019
CPD	Country Programme Document
HDI	Human Development Index
ICPR	Independent Country Programme Review
IEO	Independent Evaluation Office
KPI	Key Performance Indicator
NCC	Net Contributing Country
NIM	National implementation modality
NTP	National Transformation Plan
SDGs	Sustainable Development Goals
UN	United Nations
UNDP	United Nations Development Programme
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United Nations Volunteers

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ICPR RATINGS AT A GLANCE

Report structure and components

The Independent Country Programme Review (ICPR) report is composed of three components:

- The **summary of ratings**, based on the indicators in the Country Programme Document (CPD) Results Framework, provides an overview of ratings for two areas: UNDP progress towards expected outputs; and the level of UNDP contribution to these outcomes, as defined in the UNDP Saudi Arabia CPD Results and Resources Framework. Detailed assessments are provided in Annex 1 and the methodology in Annex 3.
- The **narrative section** presents findings from the ICPR, to complement the ratings. Following a brief introduction to the country context and UNDP country programme, this section discusses UNDP performance in relation to programme delivery and programmatic decisions and practices during the review period. It concludes with key recommendations from the ICPR.
- The report includes a series of **annexes**, including a table of the results of the Saudi Arabia ICPR by outcome and output; the ICPR methodology; key country and programme statistics; and the list of projects under review.

Summary of ratings by CPD Results Framework indicators		IEO Rating ¹	CO Rating ²
Outcome 1	Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure	Insufficient evidence	Low level
Output 1.1	National policies developed to promote economic diversification with a focus on increased employment of nationals	On track	On track
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	At risk	At risk
Output 1.3	Urban policies developed to boost emerging national priorities	On track	On track
Outcome 2	Public sector strengthened through improved efficiency, effectiveness, equity and accountability.	Insufficient evidence	Insufficient evidence
Output 2.1.	National capacities enhanced and integrated towards local adaptation and implementation of the Sustainable Development Goals (SDGs) and the National Transformation Plan (NTP)	On track	On track
Output 2.2	Public performance measurement systems improved	Off track	Off track
Output 2.3	Innovative approaches promoted to enhance the impact of national social welfare initiatives	Off track	Off track
Outcome 3	Improved management of non-oil natural resources and preservation of culture and heritage	Insufficient evidence	High level of influence
Output 3.1	National capacities developed for better management of non-oil natural resources	On track	On track
Output 3.2	Better informed public on natural resources conservation issues	On track	On track
Output 3.3	Access to low emission technology promoted	On track	At risk

¹ Evaluative judgement and ratings by the Independent Evaluation Office of UNDP, based on the assessment of progress towards indicators in the CPD results framework.

² Rating proposed by the country office as part of the ICPR questionnaire response.

1. INTRODUCTION

Purpose and scope of the ICPR

The Independent Country Programme Review (ICPR) is an independent validation of the self-assessed performance of the United Nations Development Programme (UNDP) Saudi Arabia country office, for the period 2017-2021.

The Independent Evaluation Office (IEO) of the UNDP conducts an ICPR in the penultimate year of a UNDP country programme, to support the development of the next UNDP CPD and strengthen UNDP accountability to the Executive Board and national stakeholders.

The ICPR is expected to address two questions in relation to the current CPD:

- 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 the planning, implementation, reporting and evaluation of development results?



THE PURPOSE OF THE ICPR IS TO:

1. Support the development of the next UNDP Country Programme Document;
2. Strengthen UNDP accountability to national stakeholders; and
3. Strengthen UNDP accountability to the Executive Board.

Methodology

The Saudi Arabia ICPR adheres to the United Nations Evaluation Group Norms and Standards,³ and is carried out within the overall provisions of the UNDP Evaluation Policy.⁴ Starting with a review of the CPD Results and Resources Framework design, the Saudi Arabia ICPR included an extensive desk review of evidence supporting the self-reported performance, a standard ICPR questionnaire, and interviews with selected stakeholders.

The ICPR reviewed all 25 projects in UNDP Saudi Arabia's portfolio.⁵ A total of 110⁶ documents were included in the ICPR's desk review. The ICPR conducted remote interviews with UN staff, Government, and development actors⁷ which were used to substantiate evidence. The detailed methodology of the ICPR is presented in Annex 3.

The ICPR employs the following rating system:

- Country programme's progress towards planned CPD outputs: To determine the appropriate rating, the IEO examined the results chain between support to interventions and the CPD outputs and associated indicators.

³ <http://www.uneval.org/document/detail/1914>

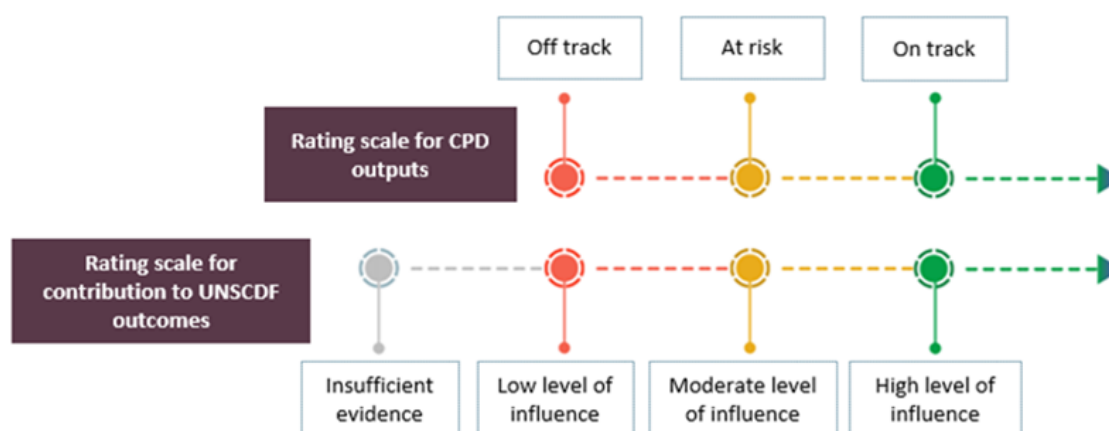
⁴ UNDP Evaluation Policy

⁵ Refer to Annex 4

⁶ 23 project documents, 3 substantive revisions, 20 Annual Progress Report, 6 evaluations, 5 technical reports, 48 other documents (i.e. ROARs, CPD, CPD evaluation, external studies, project board meeting minutes)

⁷ The ICPR conducted 29 interviews from 13 institutions; Deputyship of Energy of Electricity Affairs, General Authority of Statistics, General Commission for Survey, Ministry of Civil Service, Ministry of Economy and Planning, Ministry of Environment, Water and Agriculture, Ministry of Municipal and Rural Affairs, Ministry of Transport, Saudi Energy Efficiency Center, UN Habitat, UN Resident Coordinator, UNDP Regional Bureau for Arab States, UNDP Saudi Arabia

- Country programme's assessed contribution to/level of influence over UNSDCF and UNDP outcomes and outcome indicators: the IEO examined the results chain between UNDP CPD outputs and support to interventions and the agreed outcome indicators.



Country context

The Kingdom of Saudi Arabia is a high-income country and is one of the most industrialized Gulf Countries. Its economy is mainly based on oil, which accounts for more than 40% of the GDP, nearly 70% of revenues, and close to 80% of exports.⁸ It is the biggest exporter of oil in the world and possesses 16% of global proven petroleum reserves.

Saudi Arabia is the biggest country by land area in the Arabian Peninsula and had a population of approximately 34.1 million in 2018.⁹ In 2016, there were an estimated 20 million Saudis and 11.7 million migrants living in the Kingdom. Migrants increased to 13.1 million in 2019¹⁰ due to the labour needs of the country and tied to ambitious country development strategies, mostly in infrastructure.¹¹

Saudi Arabia is in the 'Very High Development' category of the Human Development Index (HDI), ranked 36th out of the 189 countries. This 2018 HDI value of 0.857 is below the average of 0.892 for countries in the 'very high human development' group and above the average of 0.703 for countries in the Arab States. Saudi Arabia's HDI value increased by 22.8% between 1990 and 2018.¹² This increase can be traced to its continuous economic growth, which increased jobs and incomes, enabled an expansion of health care, and increased public spending on infrastructure.

Saudi Arabia still faces some significant development challenges. Before 2016, the Government's drive for economic diversification delivered modest results. The share of the private sector in the country's economy only increased by 10% from 2000 to 2015 with that mostly coming from the non-oil sector.¹³ The oil price crash in 2016 exposed the volatility of an economy that is dependent on oil prompting the Government to put in place austerity measures.

⁸ IMF (2019) Country report, September 2019

⁹ Refer to <https://www.unfpa.org/data/world-population/SA>

¹⁰ <https://www.un.org/en/development/desa/population/migration/data/estimates2/estimates19.asp>

¹¹ Refer to 2016 Demographic Statistics Database, United Nations Statistics Division

¹² Refer to <http://www.hdr.undp.org/en/countries>

¹³ Refer to <https://www.imf.org/external/pubs/ft/scr/2016/cr16327.pdf>

Unemployment is a significant challenge in Saudi Arabia especially for Saudi youth (15-34 years old), who account for the largest age group at 37% of the population.¹⁴ The unemployment rate of young graduates with Bachelor-level degrees stands at 33.9% in males and 66.1% in females.¹⁵

The public service sector has also faced challenges in recent years. In 2016 a crackdown on corruption saw the Government place some high-ranking officials under house arrest and fine with large sums.

Non-oil natural resources are a potential source of new growth in the Kingdom. These include resources such as gold, phosphate, and uranium. Another important resource is fresh water, which is limited in the peninsula and remains a priority, especially with regard to agriculture. Renewable energy in the form of solar and wind power is a promising sector for the Kingdom. The management of both water and energy still needs improvement and is crucial to move Saudi Arabia forward.

Saudi Arabia has made significant progress in gender equality and women's empowerment, but a lot remains to be achieved. Since December 2015, women have been allowed to vote and stand as candidates in the municipal elections. In 2017, the gender inequality index for Saudi Arabia was 0.234 and it was ranked 50th among 160 countries¹⁶ (an improvement from 0.241 in 2015). In 2018 the ban on allowing women to drive was lifted, increasing their mobility and ability to participate in the job market.¹⁷ Women in leadership positions are on the rise in the public sector, with many now serving as Deputy Ministers and three women are currently serving as Ambassadors. In the private sector more women are taking leadership positions as well.

Saudi's development is guided by its Vision 2030 policy which was adopted in 2016. This has three pillars (1) Vibrant Society, (2) Thriving Economy, and (3) Ambitious Nation. The first pillar aims at improving the lives of Saudis, centred on the role of Islam in its culture and heritage. It aims to take advantage of the holy sites and natural wonders in Saudi Arabia to diversify its economy through religious pilgrimage and tourism. It hopes to promote well educated Saudis with healthy lifestyles, who are thriving in cities with a high level of public services, and an environmentally friendly infrastructure.

The second pillar targets a diversified economy, with a vibrant private sector, small and medium sized enterprises, and the increased involvement of women and youth. It hopes to make Saudi Arabia a regional hub that connects Africa, Asia, and Europe by air, roads, and water. It also aims to be globally competitive by improving its business environment, such as its digital infrastructure and licensing.

The third pillar aims for an effective, transparent, accountable, and high performing government. It aims to improve the civil service, support non-profits, and reach the most vulnerable of its population.

UNDP in Saudi Arabia

The CPD results framework is aligned with the UNSDCF 2017-2021 and is organized around three pillars aligned with Vision 2030:

- Pillar 1. Sustainable economic and social development
- Pillar 2. Public sector efficiency
- Pillar 3. Sustainable natural resources management

Implementation of the CPD within each pillar is through technical assistance (a) for the development of national-level policies and strategies and (b) to develop national institutional capacities and on-the-job learning. Most of the projects in UNDP Saudi Arabia are implemented under umbrella programmes,¹⁸ or multi-phased projects. The

¹⁴ Saudis 0-14 years of age account for 30.3% and Saudis above 35 years old account for 33%. Refer to https://www.stats.gov.sa/sites/default/files/saudi_youth_in_numbers_report_2020en.pdf

¹⁵ <https://www.stats.gov.sa/en/814>

¹⁶ Refer to <http://hdr.undp.org/en/composite/GII>

¹⁷ <https://www.bakerinstitute.org/media/files/files/564007c9/bi-brief-061318-ces-chb-saudiwomendriving.pdf>

¹⁸ In the context of UNDP in Saudi Arabia, umbrella programmes are large with nested child projects, usually with the same ministries

country programme has mobilized US\$154.19 million in project funding, exceeding its CPD estimate of \$130 million. As of January 2020, the programme delivered \$81.8 million.

Saudi Arabia is a Net Contributing Country (NCC), which means that 100% of the UNDP programme is financed by the host government.¹⁹ UNDP in Saudi Arabia has 21 personnel (14 male and 7 female). Only the post of the Resident Representative is paid through the UNDP core budget. The business model is that the government ministries, in collaboration with UNDP, identify, formulate, and fund projects. UNDP's role largely involves recruiting qualified consultants to work on these projects, as is the case with other UNDP country offices in NCCs.²⁰

Having a fully government-funded programme presents both advantages and challenges for a country office. Based on the IEO's evaluation of the role of UNDP in NCCs in the Arab region,²¹ the advantages are that: (1) UNDP becomes a conduit of the country and the UN and its principles, (2) UNDP is seen as an impartial and transparent agent of change, (3) NCCs see UNDP as a repository of global experiences, (4) UNDP provides access to other specialized UN agencies and international experts, (5) UNDP enhances credibility and acceptability of products of joint initiatives.

Known challenges include: (1) the business model in NCCs are demand-driven, which can limit the scope of the country programme, (2) there are challenges in measuring results (3) country office resources can be consumed by process delivery to meet the need of funding ministries.

Limitations of this review

The COVID-19 pandemic was a challenge for the conduct of the ICPR. The planned mission to Saudi Arabia by the ICPR team was cancelled with interviews conducted remotely. To mitigate this, the ICPR conducted additional interviews and had a rigorous desk review using other forms of documentation (i.e. board meeting notes, evaluation reports, government papers, related studies). However, the ICPR also confronted limitations in accessing project documentation. The overall adequacy of supporting documents is discussed in section 3 under monitoring and evaluation. The pandemic also affected the availability of interviewees which lengthened the review process.

2. PROGRESS TOWARDS OUTPUTS AND CONTRIBUTIONS TO OUTCOMES

This section contains an overview of progress and ratings for outputs, and contribution to outcomes. Detailed results against the CPD outcomes and outputs can be found in Annex 1.

CPD Outcome 1. Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure

The Kingdom of Saudi Arabia hopes to diversify its economy and labour opportunities to reduce its dependence on oil. In support of this goal, UNDP planned to achieve its CPD Outcome 1 mainly through: (1) support to national and urban policies, (2) creation of new non-oil initiatives, and (3) enhancing the skills of youth.

The UNDP Saudi Arabia Country Office tagged 12²² projects to CPD Outcome 1, with a 2017-2019 budget of \$56.5 million.²³ The ICPR was only able to find evidence of results contributing to this outcome from seven of the 12

¹⁹ NCC definition: Annex 2 to DP/2013/41

https://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2013/Second-regular-session/English/dp2013-41_Annex%202.doc

²⁰ 2008. UNDP. The role of UNDP in the Net Contributor Countries of the Arab Region

²¹ Bahrain, Kuwait, Libyan Arab Jamahiriya, Saudi Arabia and the United Arab Emirates

²² The ICPR was only able to adequately assess four projects which had enough documentation. This lack of documentation from projects was found to be common across all outcome, a detailed analysis can be found in section 5

²³ Until February 2020, \$30.8 million were spent showing an implementation ratio of 54%

tagged projects. The ICPR found additional results from six other projects that were tagged on the other CPD outcomes. There were 14 partners for this outcome.²⁴

Overview of Outcome 1 progress and ratings – The ICPR assessed that the indicator for CDP Outcome 1 'national unemployment rate' is not a good measure for assessing UNDP's contributions. 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 contribution of UNDP is challenging. Based on the outcome indicator, the ICPR assessed this Outcome 1 as '**insufficient evidence**'.

Notwithstanding the rating, UNDP is at the forefront of developing strategies and policies that are demanded and needed by the government. UNDP is likely to achieve Output 1.1. 'supporting national economic diversification strategies' and Output 1.3. 'helping develop urban policies aimed at sustainable development'. 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' is at risk because the quality assurance system that was produced by UNDP's project is still pending approval.

Finding 1. UNDP contributed to the development of strategies and policies geared towards economic diversification and improved employment outcomes. However, the impact of these strategies and policies cannot be ascertained by the ICPR. In situations where UNDP's efforts did not lead to strategies and policies, 'drivers' such as improving data were achieved.

In Vision 2030, tourism was identified as a key sector for economic diversification. UNDP has assisted in developing a tourism curricula for schools and conducted several capacity development activities such as (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 study tours to learn from international best practices for the promotion of investment in the tourism sector.²⁵ UNDP made a number of substantive contributions to road and transport infrastructure. UNDP assisted in developing multiple strategies and policies to benefit the transport system, such as (1) draft strategy for the integrated coordination for urban transport management, (2) integrated policy for investment in roads, (3) draft strategy for the development of roads in Aseer, (4) draft strategy for arterial roads, and (5) draft Climate Change plans in the transport sector. Also, UNDP projects facilitated partnerships and synergies²⁶ that were essential in attaining these results.

In support of the Vision 2030 focus on improving cities, UNDP contributed to the development of the National Spatial Strategy White Paper (2020) by providing experts to the Ministry of Municipalities and Rural Affairs. The white paper elaborated 28 policies²⁷ that outlined contributions to Vision 2030, and the integration of the SDGs, Human Rights, and Climate Change into spatial planning. In support of a healthier society, UNDP helped formulate and implement the 2nd and 3rd strategic plan of the Saudi Food and Drug Authority, including setting up new E-Systems, working towards international certification, and building national capacities.

²⁴ Arriyadh Development Authority, Education and Training Evaluation Commission, General Authority for Statistics, General Commission for Survey, King Abdulaziz City for Science & Technology—Saudi Energy Efficiency Center, King Salman Youth Center, Ministry of Civil Service, Ministry of Economy and Planning, Ministry of Environment, Water and Agriculture (initially Ministry of Water and Electricity was separate), Ministry of Municipal and Rural Affairs, Ministry of Transport, Ministry of Foreign Affairs, Saudi Commission for Tourism and National Heritage, Saudi Food and Drug Authority

²⁵ 2017 APR, Umbrella Programme for Tourism Project

²⁶ Important synergies: (1) The Ministry of Transport with the Saudi Commission for Tourism and National Heritage to develop the roads in Aseer which is an important tourist destination, (2) The Ministry of Transport with the Ministry of Municipalities and Rural Affairs to enhance the efficiency of the road systems, create better arterial roads and tackle Climate Change

²⁷ (1) 'position Saudi Arabia in the global context' (i.e., developing religious infrastructures, mega projects, etc.), (2) pave the way 'towards a Smart Urban Structure,' (3) foster 'competitive regions for KSA Leadership, unity and diversity,' (4) increase 'liveability and Quality of life for the population,' and (5) meet the challenges of 'Climate Change Adaptation and Mitigation,' and lastly (6) guide the implementation of the National Spatial Strategy

Additionally, UNDP's contribution to energy efficiency helped establish a new economic niche and employment opportunities. UNDP assisted Saudi Arabia in establishing the Saudi Energy Efficiency Center and supporting the implementation of the Saudi Energy Efficiency Programme.²⁸

Some studies conducted by UNDP and partners improved government reporting and became 'drivers' that influenced the development of strategies and policies. These data improvements have contributed to reporting²⁹ and decisions for future strategies and policies. For example, the UNDP project with the General Authority for Statistics responded to the recommendations made in the Second Phase of the G20 Data Gaps Initiative's Third Progress Report.³⁰ As a result of the project, statistics on foreign investment and agricultural activities have improved.³¹ Also, the project helped coordinate other statistical data collections.

CPD Outcome 2. The public sector is strengthened through improved efficiency, effectiveness, equity, and accountability.

In support of this outcome, UNDP hoped to (1) increase national capacities in localizing the SDGs, (2) improve public performance measurement, and (3) enhance social welfare initiatives.

The UNDP Saudi Arabia Country Office tagged 10 projects to CPD Outcome 2, with a 2017-2019 budget of \$27.6 million.³² The ICPR was only able to find evidence of results from five of these projects. The ICPR found additional results from eight projects tagged to other CPD outcomes. There were 13 partners for this outcome.³³

Overview of Outcome 2 progress and ratings – Although Saudi Arabia has exceeded the target of 72nd place in the 'Ease of Doing Business Survey' ranking 62nd, UNDP's contribution cannot be established. Hence, the outcome was assessed as '**insufficient evidence**'.

In spite of the rating, UNDP's has achieved its Output 2.1. 'To enhance capacities in adapting the SDGs', especially with its support in publishing the Voluntary National Review in 2018. Output 2.2. 'Public performance measurement systems improved' was achieved by the Government but UNDP's contribution was rated as off track because UNDP's support for this output was minimal. However, UNDP has supported the various government ministries in reporting to current Key Performance Indicators (KPIs). Output 2.3. 'Innovative approaches promoted to enhance the impact of national social welfare initiatives' is off track because there were no projects that were designed for this output, nor current projects that are linked to this output.

Finding 2. UNDP has contributed to strengthening the public sector capacity through (1) provision of expertise to the Government, (2) knowledge generation, and (3) capacity development. This was made possible through UNDP's long-term engagements through umbrella programmes and multi-phase projects. Most activities that contributed to capacity development were focused on individual and institutional dimensions and, to a lesser degree, at the enabling environment dimension. Attempts to improve public performance systems were limited to developing reporting systems and information platforms.

In general, projects designed to improve public sector performance require significant time to mature and show results. For instance, projects on data use³⁴ often need ample time to aggregate existing information, design, and

²⁸ UNDP's contribution to the energy sector is discussed in detail in assessment CPD Outcome 3 in section 4

²⁹ SDG reporting and government reporting toward the Vision 2030 Key Performance Indicators

³⁰ Develop by Financial Stability Board and International Monetary Fund

³¹ As per Gaps Initiative's Fourth Progress Report - Countdown to 2021. <https://www.fsb.org/wp-content/uploads/P111019-1.pdf>

³² Until February 2020, US\$12.8 million were spent showing an implementation ratio of 46%.

³³ General Authority for Statistics, General Commission for Survey, King Abdulaziz Center for National Dialogue, King Abdulaziz City for Science & Technology (KACST) —Saudi Energy Efficiency Center (SEEC), Ministry of Civil Service, Ministry of Communication and Information Technology (MICT)- (EA), Ministry of Economy and Planning (MOEP), Ministry of Energy, Industry and Mineral Resources, Ministry of Environment, Water and Agriculture, Ministry of Health, Ministry of Municipal and Rural Affairs (MOMRA), Ministry of Foreign Affairs (MOFA), Saudi Food and Drug Authority

³⁴ Includes improving data quality, data management and use of data for decision-making to improve public service

implement a new data system and build capacities to feed into the newly designed data environment. Some notable data-related results from long-term umbrella programmes and multi-phased projects include (1) an online platform for the road sector with the Ministry of Transport, (2) clarifying and standardizing statistical definitions across various sectors with the General Authority on Statistics,³⁵ (3) establishment of the National Centre for Geospatial Data with General Commission for Survey, (4) support to Food E-Systems and ISO 17025³⁶ accreditation with the Saudi Food and Drug Authority, (5) various information systems³⁷ with the Saudi Energy Efficiency Centre, (6) the Water Management and Control Center with the Ministry of Environment, Water and Agriculture. These results have contributed to government reporting on their KPIs.

Finding 3. UNDP has contributed to the localization of the SDGs. It has built capacities to enable reporting towards SDG indicators. However, UNDP has not been systematic in highlighting the SDGs in its strategic documents (i.e. project documents, substantive revisions, and evaluations). In situations where UNDP made full use of SDG language throughout the project cycle (i.e. project design, implementation, evaluation), the Government's buy-in to the SDGs increased.

Through the provision of experts and capacity-building, UNDP assisted the Ministry of Economic Planning to develop the Kingdom of Saudi Arabia's³⁸ first Voluntary National Review in 2018. UNDP helped to develop a complete metadata proposal for selected Tier III SDGs indicators. Projects with the Ministry of Municipal and Rural Affairs and the Ministry of Environment, Water, and Agriculture helped in building capacities to localize and measure SDG indicators³⁹. In some projects, SDG language was embedded in draft strategies.⁴⁰

In the evaluation of the Saudi Food and Drug Authority Phase 1 Project, an analysis of SDG indicators was made against results from Phase 1 and future targets of the planned Phase 2. This type of analytical exercise was innovative. It was a useful reflection on capturing results toward SDGs.

UNDP was not able to fully integrate the SDGs in project documents and activities. Out of 16 projects reviewed by the ICPR that were designed and/or had substantive revisions and/or were evaluated within/after 2016, 10 projects mentioned the SDGs. Of these, only five mentioned the SDGs in their rationale, while only five projects had concrete activities towards supporting various SDGs.

CPD Outcome 3. Improved management of non-oil natural resources and preservation of culture and heritage.

To achieve the CPD Outcome 3, UNDP planned to (1) enhance national capacities in managing non-oil resources, (2) work with the Government in informing the public on natural resources conservation issues, and (3) facilitate access to low emission technologies.

The UNDP Saudi Arabia Country Office tagged three projects to CPD Outcome 3, with a 2017-2019 budget of \$69.61 million.⁴¹ The ICPR was only able to find evidence of results from two projects out of the three that were tagged in this outcome. The ICPR found additional results from four projects tagged on the other CPD outcomes. There were five partners for this outcome.⁴²

³⁵ Such as those related to tourism, agriculture, environmental and water

³⁶ International standard for testing and calibration laboratories

³⁷ Government Building Energy Efficiency, Purchased samples system, SL&S, SAUDI CAFE, and Energy Reporting System

³⁸ For further details, refer to

https://sustainabledevelopment.un.org/content/documents/20230SDGs_English_Report972018_FINAL.pdf

³⁹ Ministry of Municipal and Rural Affairs - SDG 11, Ministry of Environment, Water and Agriculture - SDG 6

⁴⁰ National Urban Spatial Strategy White Paper

⁴¹ Until February 2020, US\$51.7 million were spent showing an implementation ratio of 74%

⁴² Ministry of Economy and Planning, General Authority for Statistics, General Commission for Survey, King Abdulaziz City for Science & Technology —Saudi Energy Efficiency Center, Ministry of Environment, Water and Agriculture

Overview of Outcome 3 progress and ratings – The two indicators for this outcome (1) increase in per-capita energy consumption from 8,654 Kwh to 10,397 and (2) Percentage annual decrease in agricultural water consumption, were seen as high level with multiples actors contributing. Even though both indicators were achieved, the contribution by UNDP cannot be established. This outcome was rated as **‘insufficient evidence’**.

Notwithstanding the rating, all outputs in this outcome are on track. UNDP made a large contribution to Output 3.1. ‘National capacities developed for better management of non-oil natural resources’, specifically on integrated water management. On Output 3.2. ‘Better informed public on natural resources conservation issues’, various campaigns were conducted by UNDP in the energy sector. On Output 3.3. ‘Access to low emission technology promoted’, UNDP projects produced several energy standards and labels that are being implemented.

Finding 4. UNDP has contributed significantly to positive development results in Saudi Arabia's energy sector. This was achieved through long-term collaboration with the Saudi Energy Efficiency Center

Implementing partners appreciated UNDP's ability to find and recruit experts. UNDP's capacity to recruit appropriate experts and long-term engagement with its partner ministries has contributed to institution building. For instance, UNDP worked with King Abdulaziz City for Science & Technology to implement the National Energy Efficiency Programme Phase 1 and 2. The first phase of the project ran from 2003-2008⁴³ and was crucial in establishing the Saudi Energy Efficiency Center⁴⁴ in 2010. This centre then became the custodian of demand-side energy efficiency in the Kingdom. The centre coordinates energy-related activities among eight ministries,⁴⁵ nine government entities,⁴⁶ and five private sector representatives.⁴⁷ The second phase of the National Energy Efficiency Programme, which started in 2012, served as the operational backbone of the centre, and helped design and implement the Saudi Energy Efficiency Programme.⁴⁸

This programme leads the energy conservation efforts in the industry, construction, and transport sectors, which account for 90% of Saudi Arabia's domestic energy consumption.⁴⁹ The Saudi Energy Efficiency Programme has implemented 35 initiatives and mobilized 150 specialists from 24 institutions.⁵⁰ Also, through the support of UNDP, the Saudi Energy Efficiency Center has been implementing its multi-year Energy Efficiency Strategy. The strategy was very flexible and adaptive to the changing context of the energy sector; the strategy enabled the Saudi Energy Efficiency Center to shift its focus to emerging issues making it adaptive and agile. Also, the strategy has helped garner traction from its stakeholders, which could pave the way to evolve the energy strategy into an energy law.⁵¹ The National Energy Efficiency Programme evaluation and several papers gave the programme positive reviews, including regarding its relevance to the energy demand of Saudi Arabia, and its activities such as the awareness campaign.⁵²

⁴³ Terminal Evaluation Period

⁴⁴ For full description of the Saudi Energy Efficiency Center <https://www.seec.gov.sa/en>

⁴⁵ Petroleum & Minerals, Ministry of Environment, Water and Agriculture (Water and Electricity), Municipality and Rural Affairs, Commerce and Industry, Transportation, Culture and Information, Housing, Finance

⁴⁶ King Abdulaziz City for Science and Technology, Presidency of Meteorology and Environment, King Abdullah City for Atomic and Renewable Energy, Saudi Standards, Metrology and Quality Organization, Electricity & Co-Generation Regularity Authority, Saline Water Conversion Corporation, Designated National Authority, Saudi Customs, Royal Commission for Jubail and Yanbu Companies

⁴⁷ Saudi Aramco, Saudi Electricity Company, SABIC, two representatives from the private sector

⁴⁸ Refer to section 4 for details of Saudi Energy Efficiency Programme and/or <https://www.seec.gov.sa/en/about/saudi-energy-efficiency-program/>

⁴⁹ Krane. 2019. Energy governance in Saudi Arabia: an assessment of the kingdom's resources, policies, and climate approach <https://www.bakerinstitute.org/media/files/research-document/09666564/ces-pub-saudienergy-011819.pdf>

⁵⁰ <https://www.seec.gov.sa/en/about/saudi-energy-efficiency-program/>;

https://cdn.ymaws.com/www.linkme.qa/resource/resmgr/Presentations/Saudi_Energy_Efficiency_Prog.pdf

⁵¹ Pers. Comm.

⁵² NEEP Evaluation, 2008; NEEP Evaluation 2016; NEEP evaluation 2019; Yousef Alyousef, Abdulhadi Varnham, Saudi Arabia's National Energy Efficiency Programme: description, achievements and way forward, International Journal of Low-

Finding 5. UNDP has the potential to create substantive development results in the water sector. However, UNDP needs to assert its management role within its current water project, to deliver timely and effective results.

UNDP's work in the water sector was an example of coordinated and synergistic projects within a ministry. The Water Integrated Sustainable Development and Management project (2018-2021) was able to capitalize on the results of the Capacity Development for Water Resources (2012-2018). For example, the support for the 2017 National Water Strategy carried over to the next project.

UNDP technical expertise has achieved several strategic targets, such as (1) updating the Water Law that is now submitted for review, (2) the establishment of the Water Management Control Centre, (3) the implementation of need assessments and studies⁵³ to support science-based decision-making. Additionally, UNDP supported the G20 position paper 'Fostering Sustainable and Resilient Water Systems Globally',⁵⁴ on an issue that is globally relevant, and especially so for the Arab States.

The mid-term evaluation and interviews with stakeholders of the Water Integrated Sustainable Development and Management project cite that the project has a weak governance structure. There was some confusion on the reporting lines. At the time of writing the report, based on the project's annual evaluation recommendation, a new governance structure was approved. New management of the Water Integrated Sustainable Development and Management project was put in place and the new CTA started in October 2020.

Cross-cutting: Gender, Social Inclusion

Finding 6. UNDP has been successful in hiring more female staff and United Nations Volunteers (UNVs) in the country office. Also, UNDP has been advocating for more female consultants to be hired in UNDP projects but has not been successful so far. In terms of UNDP project design, deeper and systematic engagement on gender issues is lacking.

Social reforms related to women's rights in Saudi Arabia have increased since 2017,⁵⁵ and promising new improvements are underway. Recently, the United Nations Economic and Social Council elected Saudi Arabia to the UN Commission on the Status of Women for 2018–2022. UNDP has not yet capitalized on the current momentum for reform, although new gender-related projects and activities with promising results have been developed in the last year.⁵⁶ Moving forward, UNDP could be more proactive and use the momentum built in the country to increase its engagement in this area. As of March 2020, UNDP hired three gender advisors, working with three different partners on gender-related matters: The Ministry of Human Resources and Social Development (MHRSD) on Gender Balance legislations as well as Public Sector gender audit and Training, The National Family Safety Program (NFSP) on Gender Based Violence and the Family Affairs Council (FAC) to review various documents 'concerning the roadmap to greater social reforms for Saudi women.

In most projects and as confirmed by interviews, UNDP was conscious of including gender aspects. However, these efforts were limited to gender inclusion such as making sure that the list of consultants to be hired by ministries implementing UNDP projects included women candidates. The ICPR found that there was a lack of more in-depth gender analysis and a systematic approach. Increasingly, UNDP has been improving its understanding and treatment of gender issues. For example, it is practising affirmative action in recruiting female UNVs in the Country

Carbon Technologies, Volume 5, Issue 4, December 2010, Pages 291–297, <https://doi.org/10.1093/ijlct/ctq017>; Yousef Alyousef, Abdulhadi Varnham, Energy Efficiency Initiatives for Saudi Arabia on Supply and Demand Sides https://cdn.intechopen.com/pdfs/31602/InTech_Energy_efficiency_initiatives_for_saudi_arabia_on_supply_and_demand_sides.pdf

⁵³ (1) groundwater resources assessment; (2) Water layers-GIS; (3) Water-Agriculture research; (4) Dams related studies; (5) hydro-meteorological studies; (6) Waste water studies; (7) Supply-demand model/forecast until 2050; (8) Analysis related to the KPIs of Vision 2030 and the National Transformation Plan

⁵⁴ <https://g20.org/en/g20/Pages/Safeguarding-the-Planet.aspx>

⁵⁵ i.e. Women over 21 can now travel independently without guardians, lifting the ban on women drivers <https://news.un.org/en/story/2019/08/1043941>

⁵⁶ Gender Balance in the Civil Service Kingdom of Saudi Arabia. 2018

Office and creating a gender-centred project.⁵⁷ The Country Office has reported that it has supported the Ministry of Human Resources and Social Development to develop a roadmap to a gender-balanced public sector.⁵⁸ This document charts the ways to a gender-balanced public sector by 2030, through an analysis of women's occupations in the Government.⁵⁹

Finding 7. UNDP has done very little to address social inclusion issues such as working with youth, migrants, marginalized communities, and people with disabilities. This was due to the absence of technical expertise and a lack of focus on social inclusion in project design and implementation.

UNDP implemented a project in the education curriculum and youth sector which was appreciated by the Government.⁶⁰ Other than this result, social inclusion issues were not evident in the UNDP Saudi Arabia's portfolio. This could be explained by the nature of the projects that UNDP was mostly engaged in, which tended to focus on highly technical inputs.

The COVID-19 pandemic exposed the migrant population's vulnerability with their limited access to health care and job security, and the broader consequences of this for public health and economic productivity in the Kingdom.⁶¹ Migrants are an essential part of the backbone of the Saudi economy. The Kingdom hosts the 2nd largest stock of migrants in the world at about 13 million people.⁶² Also, the Arab region has one of the highest values of remittance outflow at \$105 billion, and Saudi Arabia is the most significant contributor. In 2014 alone, \$37 billion were remitted from Saudi Arabia to countries such as India, Egypt, Pakistan, Philippines, Bangladesh, Nepal, Sri Lanka, and increasingly countries from sub-Saharan Africa.⁶³ These factors place the work with migrants as both a national and international issue.

3. PROGRAMME STRATEGY AND MANAGEMENT



Finding 8. The Country Office's results framework is weak. The outcomes statements were too vague to be easily measured with precision, and outcome indicators were too high level. These factors made UNDP's contribution to the outcome hard to establish given the nature of its work.

The CPD was designed in 2016 and was based on the 10th National Development Plan (10th NDP) that UNDP helped draft with the Ministry of Economy and Planning. However, this plan was never published. Instead, Vision 2030 and the NTP⁶⁴ superseded the 10th NDP. The NTP deprioritized some workstreams, which had consequences for UNDP's ability to implement the CPD, given it relies almost entirely on Government financing.

UNDP was still able to implement projects aligned to the NTP because the CPD outcomes and outputs had a broad scope. However, some indicators in the CPD were restrictive (too narrow and specific), and it did not allow reporting of achievements of some UNDP results. The CPD outputs and indicators could have been adjusted in response to the changing development context in the Kingdom.

Output indicators were weak and were often not strongly aligned with UNDP's work. This partly reflects the fact the Country Office did not adjust the CPD results framework in response to the evolving context in Saudi Arabia.

⁵⁷ The Support for Gender Balance in the Civil Service project intends to increase women's participation and representation in all government agencies and committees

⁵⁸ Through a gender balance and civil service project

⁵⁹ Gender Balance in the Civil Service Kingdom of Saudi Arabia 2018

⁶⁰ Capacity Development of Public Education Evaluation Indicators – Towards the Preparation of Saudi Youth for the Knowledge-Based Society and Economy Project

⁶¹ At the time of writing of the report, a Mini-ROAR was being prepared to assess the COVID response of UNDP Saudi Arabia

⁶² <https://www.un.org/development/desa/en/news/population/international-migrant-stock-2019.html>

⁶³ 2017 Situation Report on International Migration: Migration in the Arab Region and the 2030 Agenda for Sustainable Development <https://www.unescwa.org/publications/2017-situation-report-international-migration>

⁶⁴ developed in 2016 and revised in 2018

The lack of adaptive management of the CPD results framework has constrained the reporting of the Country Office's achievements.⁶⁵

The CO would have benefited if the CPD's Theory of Change was used in ensuring that the CPD indicators were Simple-Measurable-Achievable-Realistic-Timebound (SMART Indicators). The Theory of Change should have been used to map the contribution of projects across outcomes.

Often, the reporting of the projects was restricted to one outcome/output that they were initially tagged to at the design phase. This affected the communication of results by the Country Office. Annex 1 shows the ICPR's tagging of project results across multiple outcomes/outputs.

Finding 9. By implementing projects through umbrella programmes or a multi-phased project modality, UNDP achieved long-term, constant, and productive engagements with partner ministries. This resulted in a large and diverse portfolio.

Umbrella projects in the context of UNDP Saudi Arabia often start with small project funds. As the project matures, and upon successful preliminary results, new outputs and funds are added through substantive budget revisions. This modality assisted in making some results such as capacity developed in institution more sustainable because of constant engagement. As a testament to UNDP's operational competence, UNDP was able to secure several umbrella programmes and multi-phased projects totalling \$173.6 million.⁶⁶ This includes (1) Umbrella Programme for Sustainable Development Policy and Planning, (2) Umbrella Programme for Tourism (3) Umbrella Programme for Socio-Economic Development, (4) Umbrella Programme for Ministry of Foreign Affairs, (5) three linked projects with the Ministry of Municipal and Rural Affairs, (6) Support to Saudi Food and Drug Authority Strategic Plan (SP) Implementation – 2nd SP and 3rd SP, (7) National Energy Efficiency Programme - Phase 1 and 2, (8) and two linked projects on water with the Ministry of Environment, Water and Agriculture.⁶⁷

This modality helped in maintaining continuous collaboration, even if there were changes in staffing (i.e. change in higher management and focal points in ministries) and governance structure (i.e. the merger of two or more ministries). Projects under this modality were seen by implementing partners as successful, flexible, and demand-driven. This approach of creating synergies among projects worked within a ministry, not across ministries (i.e. multiple water projects within the Ministry of Environment, Water and Agriculture were synergistic, but not with projects of other ministries). In theory, the CPD was supposed to bind umbrella programmes/multiphase projects together at a higher level (and across ministries). However, in practice, this did not happen. Projects were siloed within each host ministry.

Finding 10. There is a systemic weakness in UNDP's monitoring of, and reporting on, projects in UNDP Saudi Arabia. This hindered adaptive management and limited communication of achievements.

There was a significant under-reporting of Annual Progress Reports (APRs). The ICPR sampled eight projects and it showed that it takes an average of two to four years for the Country Office to receive the first APR from a project. Half of the projects reviewed did not have APRs. Also, ICPR found that the quality of the APRs varied widely. Only a few APRs were found to be good reporting pieces that can be used for management purposes. In most cases, the APRs were too summarized and were pitched at a high level and management issues were difficult to identify.

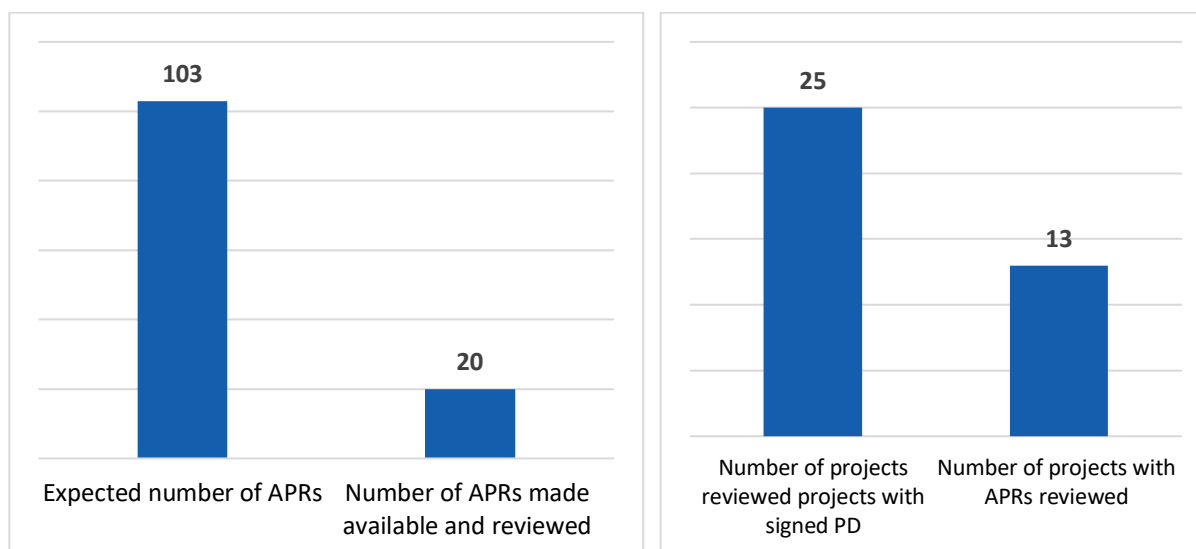
The CO's evaluation plan covers the scope of the CPD. The target of conducting more mid-term evaluations is seen by the ICPR as a right step in gathering much needed information and for creating a platform for oversight, especially due to the lack and poor quality of APRs. Evaluations have contributed to project corrective actions as seen in the Annual Evaluation of Water Integrated Sustainable Development and Management project which led to a reform in the project's governance structure.

⁶⁵ Example, the results achieved in the Saudi Food and Drug Project do not fit in most indicators in the CPD and hence are not highlighted as important results

⁶⁶ Projects included date as far back as 2004

⁶⁷ Formerly Ministry of Water and Electricity

Figure 1. Comparison of number of expected⁶⁸ and reviewed Annual Progress Reports (APRs)



Finding 11. There was confusion on the governance of some UNDP projects, especially regarding the reporting lines of UNDP experts. This has hindered the project manager/CTA to consolidate results and use it for reporting of its achievements and create synergies within large projects and across different projects.

Each project has a standard governance structure headed up by a National Project Coordinator, often at the Deputy Minister level in implementing ministries. The advantage of this set-up was that the projects were highly featured in each ministry, garnering senior management support. The main reporting lines of consultants should be the Project Coordinator and UNDP. In most cases, the Project Coordinator is too high level to manage the daily and technical functions of consultants.⁶⁹ To address this, especially in large projects, a Project Manager or Chief Technical Adviser is established to manage the day-to-day running of the project. The problem arises when the experts get assigned to Divisions outside of those managed by her/his Project Coordinator or Project Manager/CTA. This adds another layer of management (i.e. Divisional Supervisor).

In several projects, Project Managers/CTAs have encountered challenges in exercising effective oversight of consultants working outside of their Divisional Structures, which hinders a cohesive and synergetic delivery of results guided by the signed project document. UNDP has not been agile in asserting its oversight function to help manage these experts. This confusion in governance and lack of oversight resulted in weak reporting of project activities and results. In some extreme cases, projects were renewed or extended without an extensive reporting of results from previous phases. This is changing slowly, but UNDP needs to improve its oversight function further.

The Country Office's business model is that UNDP hires consultants for the Government. To ensure efficient and accountable administration, project structures must be established with clear lines of accountability. In some multi-million projects, there are large numbers of consultants taken on board by the implementing ministry that need to be monitored very closely.

Comparative Strength, strategic positioning and partnership

Finding 12. UNDP's partnership with Saudi Arabia as an NCC was effective and has proved advantageous for both parties. However, the NCC business model limits the Country Office's agility in responding to newly emerging issues due to limited access to un-earmarked funds.

UNDP is also seen as a credible and impartial partner bringing with it the seal of quality of the UN. Implementing partners recognized UNDP's operational competence and flexibility. UNDP's ability to find and recruit quality

⁶⁸ To estimate the number of expected APR, it was calculated that one APR is expected each year after the PD was signed until 2019

⁶⁹ Usually, Project Coordinator is at the Deputy Minister level

expertise is seen as its strongest comparative advantage. The size and diversity of UNDP Saudi Arabia's portfolio highlight the relevance of UNDP's services to Saudi Arabia. The UNDP portfolio in Saudi Arabia has grown from \$16.98 million in 2010 to \$33.53 million in 2019. Currently, it is collaborating with 18 government partners across a variety of sectors. It has numerous long-term programmes and multi-phase projects that demonstrate its trusted position with the Saudi Government.

UNDP's programming in NCCs such as Saudi Arabia is almost entirely reliant on Government cost-sharing to fund its projects. The UNDP Country Office has limited access to core funds, and non-Saudi Arabia funding has not been the Country Office's priority, noting that outside funding sources are also limited. The modus operandi of UNDP Saudi Arabia is providing technical capacity through the provision of consultants. This context has conditioned the Country Office to be demand-driven and responsive to the request of its partner ministries (which is both the funding and implementing ministry). This business model has also proven to be sustainable at least for the medium-term. However, reliance on government funding means the scope of UNDP's engagements can be limited to the partners' interests, which constrains UNDP's ability to provide support in key areas of its human development mandate.⁷⁰ At the time of writing this report, UNDP Saudi Arabia has requested funding for an innovation lab which would help the Country Office to explore the potential for programming around the edges of the Government's direct or immediate interests.

Finding 13. The presence of seasoned programme staff has greatly influenced the ability of the Country Office to attract new projects and deliver results.

The ICPR recognizes the vital contribution of the Country Offices' human resources. As in most countries, especially in the Arab States, professional relationships are built through close collaboration over time. UNDP Saudi Arabia's programme staff significantly contributed to the growth of the programme. However, at the time of writing this report, three programme staff will be retiring in the next three years. A Human Resources Plan has been submitted but needs to be fast-tracked to allow for a smooth transition. Further, there is a need for systematic lesson-learning to capitalize on the institutional memories of the outgoing programme officers.

Finding 14. UNDP Saudi Arabia is a robust operational backbone to other UN agencies and its implementing partner ministries. However, UNDP has not fully taken advantage of its role as an integrator. Instead, its results as an integrator were reliant on the Government's proactiveness with other UN agencies. UNDP has limited partnerships with academia, civil society organizations, and the private sector. UNDP should be cognizant of the value of partnerships outside its traditional networks. UNDP has been slow to capitalize on the reforms taking place in the Kingdom to facilitate discussion around topics that were deemed sensitive in the past, but which could lead to new partnerships.

Collaborations between UNDP and other UN agencies in the Kingdom were limited, in part due to the fact that only a few UN agencies are resident in the country.⁷¹ Partnerships with other UN agencies have largely been initiated by Government partners such as (1) activities by the Ministry of Economic Planning with the United Nations Department of Economic and Social Affairs, (2) activities by the General Commission on Survey and United Nations Global Geospatial Information Management (UN-GGIM), the International Maritime Organization (IMO), and the International Hydrographic Organization (IHO). The same thing could be said of joint UN collaborations such as with UN-Habitat⁷² and the World Health Organization.⁷³ There is scope for UNDP to more proactively identify areas where other UN actors may be able to make influential contributions.

In the context of the UN reform and the de-linking of the UN Resident Coordinator (UNRC) from UNDP, there are new opportunities available such as the momentum being built in the UNRC in terms of capacities and joint

⁷⁰ Refer to Section 4: Gender and Social inclusion

⁷¹ UNDP, UNICEF, WHO, FAO, UNHCR, ICAO and OHCHR (https://saudi-arabia.un.org/sites/default/files/2019-12/UNCCSF%202017-2021%29%20Agreement%20revised%2BFinal%2BSigned%20Feb%2014_0.PDF)

⁷² Future Saudi Cities Programme

⁷³ NCD Investment Case

projects. The COVID-19 pandemic also presents an opportunity for the Country Office to evaluate its current and potential collaborations with other UN Agencies.⁷⁴

4. RECOMMENDATIONS AND MANAGEMENT RESPONSE

<p>Recommendation 1 [Linked to findings 1-4]- UNDP should continue to work in areas where it has established long-term partnerships through umbrella programmes and multi-phased projects, especially in building institutional capacity.</p> <p>UNDP should ensure that the core of its business model in Saudi Arabia is being met by providing its implementing partners with high calibre technical experts. UNDP should continuously build on its results in the areas of economic diversification, transport, tourism, food and drugs, energy, and water. UNDP should document lessons it has learned in implementing long-term programmes/projects and use these as a model for the design of future projects.</p>				
<p>Management response: Accepted fully</p> <p>The CO UNDP will continue to work in areas where it has established long-term partnerships through umbrella programmes and multi-phased projects,</p>				
Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
1.1 Continue to engage partners but ensure provision of high calibre experts	Ongoing	Programme		No due date
1.2 Propose umbrella projects whenever possible to help national partners cover as many institutional and enabling capacities as possible		Programme and management		No due date
<p>Recommendation 2 [Linked to finding 6-7, 12 and 14] - In designing and implementing the new CPD, UNDP should strengthen the integration of SDGs in the programme.</p> <p>UNDP should use its comparative advantage as a trusted partner and integrator to respond to emerging political and social developments in sensitive areas of its mandate. UNDP has a long history of positive collaboration with the Kingdom of Saudi Arabia. It has gained enough gravitas to be able to have an honest discussion on issues that are within UNDP’s mandate but are deemed sensitive in Saudi Arabia.</p> <p>UNDP should improve mainstreaming of gender and social inclusion (i.e. youth and disability) in a manner and in areas that are contextually appropriate and supportive of Saudi reforms. Substantive revisions of umbrella programmes and multi-phased projects are opportunities to integrate gender and social inclusion where they were not taken into consideration at the design phase.</p>				

⁷⁴ Refer to Section 4: Gender and Social inclusion

In pursuing these activities UNDP should seek sources of un-earmarked funding, partnerships and alliances as a basis to initiate discussion, generate interest and further dialogue in sensitive areas.

In formulating the new CPD, UNDP should ensure consultation with a wider set of stakeholders (i.e. academia, non-profits and the private sector).

Management response: Accepted fully

The CO will include government, academia, NGOs and the private sector in the new CPD formulation. In addition, the CO will mainstream gender, youth, migrants and people with disabilities in the CPD when and as applicable.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 Include a wider array of partners upon CPD formulation (academia, NGOs and the private sector)	December 2021	Management		
2.2 Mainstream gender, youth, migrants and people with disability in CPD	December 2021	Management		

Recommendation 3 [Linked to findings 8-11] - UNDP should pay close attention to the governance of its projects. Clear roles, responsibilities, reporting lines and oversight should be agreed at the start and should be periodically reviewed with the Government. In the same vein, UNDP should improve its monitoring and evaluation practices as a basis for decision-making, and knowledge management.

With a long history of working with the Government, UNDP should collect lessons from various experiences in project governance. Because of the nature of its business model, UNDP should be flexible to meet the needs of its government counterpart, keeping in mind that clear lines of reporting, responsibilities, and accountabilities need to be established and reviewed periodically.

Mutual accountability of UNDP and the government for monitoring and evaluation needs to be clarified. UNDP should improve Annual Progress Reporting as a management, communication, and oversight tool. UNDP should use a combination of reporting systems to improve adaptive management (i.e. Quarterly Progress Report, Mid-Annual Report, Midterm Evaluation, Annual Evaluation, Technical Report, Project Board Meeting, etc.).

In the design of the new CPD, UNDP should use outcome and output indicators that are within its influence and it should adjust its results framework to adapt to changes in the country context. In addition, UNDP could enhance the reporting of its achievements by improving the tagging of project results to CPD outcomes/outputs/indicators.

To boost connectedness and synergy across projects and ministries, UNDP should organize knowledge generation and sharing activities, particularly among Chief Technical Advisers and National Projects Coordinators. Lesson-sharing events could include projects by other UN agencies to nurture synergies and collaborations and help in delivering results as one UN.

Management response: Agree partially				
<p>Knowledge management remains the privilege of the national partners in NCC context. The CO has shared and discussed the following documents, with all the counterparts that have ongoing projects:</p> <ul style="list-style-type: none"> • Updated Project Board TORs in English and Arabic. • A memo clarifying the different arrangements under the National Implementation Modality (NIM). 				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 Strong emphasis during Project Board meetings to ensure this is done	Ongoing	Programme		No due date
3.2 Increase number of field visits and ensure all decisions are minuted	Ongoing	Programme		No due date
Recommendation 4 [Linked to finding 13] - UNDP should fast track the development of its Human Resources Plan.				
<p>To enhance programme management, UNDP could consider adding new expertise to its pool by analysing potential sectors, issues, and the positioning of the Country Office. If possible, this should be complementary to the UN Country Team. UNDP should allow for ample time for transitions to be made with the incoming and outgoing programme officers.</p>				
Management response: Accepted fully				
<p>The CO is working closely with OHR to finalize the new HR plan.</p>				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 Finalize hiring as per HR plan	March 2021	Management		Initiated
4.2 Add new expertise as needed (Gender advisor, economist etc...)	July 2021	Management		Initiated

* Status of implementation is tracked electronically in the ERC database

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) <i>Baseline: 2014 unemployment rate; Male: 9.9, Female: 33.3%</i> <i>Target: 2019 Unemployment rate: male, 3.9%, female, 11.1%</i>	Outcome resources (\$m) CPD Estimate: \$40 [\$0 (regular), \$40 (other)] Expenditure to date: \$30.8 [\$0 (regular), \$30.8 (other)]
Outcome assessment	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	

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	<p>Indicator 1.1.1 National diversification strategy formulated and finalized</p> <p><i>Baseline: No existing national diversification strategy</i> <i>Target: National diversification strategy finalized</i></p> <p>Indicator 1.1.2 Number of new non-oil national initiatives</p> <p><i>Baseline: 0 in 2015 (oil sector accounted for 41.8% of gross domestic product in 2014-16)</i> <i>Target: 3 new non-oil interventions</i></p>	<p>Indicator 1.1.1. was based on the draft 10th National Development Plan (NDP) in 2015-2016⁷⁵ 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.</p> <p>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.</p> <p>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.</p> <p>This led the ICPR to assess this output as on-track.</p> <p>Detailed results that contributed to Output 1.1. include:</p> <p>00062025 - Sustainable road and transport management</p> <ol style="list-style-type: none"> 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 ministries⁷⁶. 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 	<p>00062025 - Sustainable Road and Transport Management (2012-2020) \$3.6m[\$0m(Regular), \$3.6m(Other)]; Total budget \$9.7m</p> <p>00096665 - Support to Statistics (2017-2020) \$0.7m[\$0m(Regular), \$0.7m(Other)] Total budget \$2.6m</p> <p>00116709 - Umbrella Program for Socio-Economic Development (2019-2021) \$0.7m[\$0m(Regular), \$0.7m(Other)] Total budget \$12m</p> <p>00069395 - Socio-Economically Effective Human Development Planning (2012-2019) \$7.7m[\$0m(Regular), \$7.7m(Other)] Total budget \$11.26m</p> <p>00037289 - Umbrella Programme for Tourism (2005-2020) \$5.5m[\$0m(Regular), \$5.5m(Other)] Total budget \$14.2m</p> <p>00062337 - Sustainable Development Policy and Planning (2011-2020) \$4m[\$0m(Regular), \$4m(Other)] Total budget \$17.4m</p>

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 Vision 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 Report 2019 APR

		<p>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.</p> <p>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.}.</p> <p>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.}.</p> <p>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.}.</p> <p>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.}.</p> <p>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 spots⁷⁹ 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.}.</p> <p>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.</p> <p>00096665 - Support to Statistics</p> <p>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</p>	
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⁷⁷ SAU10/79238: Sustainable Road and Transport Management Project – Annual Progress Report 2018 APR

⁷⁸ Pers. Comm.

⁷⁹ accident prone areas

		<p>Report⁸⁰. The statistical data of the Kingdom of Saudi Arabia has significantly improved as per the Fourth Progress Report - Countdown to 2021⁸¹. 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.}</p> <p>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 Planning⁸³. The project also assisted in 'developing a complete metadata proposal for selected Tier III SDGs indicators'⁸⁴</p> <p>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.}</p> <p>00062337 – Umbrella Programme for Sustainable Development Policy and Planning</p> <p>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:</p> <ul style="list-style-type: none"> • (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 <i>Baseline: Weak education quality assurance system in place</i> <i>Target: Education quality assurance system finalized</i>	<p>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.</p> <p>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.</p> <p>Detailed results that contributed to Output 1.2. include:</p> <p>00080865 - "Capacity Development of Public Education Evaluation Indicators – Towards the Preparation of Saudi Youth for the Knowledge-Based Society and Economy"</p> <ol style="list-style-type: none"> 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. 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. 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 	<p>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</p> <p>00104967 - Umbrella Programme for MOFA (2018-2021) \$0.3m[\$0m(Regular), \$0.3m(Other)] Total budget \$6.8m</p> <p>00096840 - Support to King Salman Youth Center to Develop National (2016-2019) \$0.2m[\$0m(Regular), \$0.2m(Other)] Total budget \$0.21m</p>

⁸⁵ 2017 APR

⁸⁶ 2017 APR

⁸⁷ Umbrella Programme for Tourism Project

⁸⁸ UNDP Saudi Arabia indicator matrix

		<p>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.</p> <p>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.</p> <p>5. Tourism curricula on Umbrella Programme for Tourism Project</p> <p>6. Capacity development on Umbrella Programme for Tourism Project</p>	
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	<p>Indicator 1.3.1 Key performance indicators (KPIs) measuring the performance of the policies of the national spatial strategy directives developed</p> <p><i>Baseline: No; Target: Yes</i></p>	<p>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.</p> <p>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 roads⁸⁹, water, and energy sectors.</p> <p>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.</p> <p>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.</p> <p>Detailed results that contributed to Output 1.3. include:</p> <p>00083280 - Urban Planning and Management⁹⁰ \$2m[\$0m(Regular), \$2m(Other)]</p> <p>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,</p>	<p>00099275 - Supporting Future Saudi Cities Programme (2016-2021) \$3m[\$0m(Regular), \$3m(Other)] Total budget \$25m (UN-Habitat implemented \$22m)</p> <p>00083280 - Urban Planning and Management (2015-2020) \$2m[\$0m(Regular), \$2m(Other)] Total budget \$2.6m</p> <p>00089398 - Support to Riyadh Urban Observatory (2015-2020) \$0.3m[\$0m(Regular), \$0.3m(Other)] Total budget \$950m</p>

⁸⁹ Refer to Output 1.1.

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

		<p>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.</p> <p>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.</p> <p>00099275 - Supporting Saudi Future Cities Programme \$3m[\$0m(Regular), \$3m(Other)]</p> <p>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 2017-2018⁹¹. During Phase 2, UNDP implemented the Output 5 of the project with a USD 3 million budget⁹². 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.</p> <p>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.</p> <p>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.</p> <p>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</p>	
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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

		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.	
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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: (regular), \$50 (other)] Expenditure to date: (regular), \$12.8 (other)]	\$80 [\$30] \$12.8 [\$0]
Outcome assessment	<p>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 place⁹⁴. Saudi Arabia was the most improved country in the 2020 Index with its implementation of eight reforms⁹⁵. The indicator used for this outcome is very high level and results could not be attributed to UNDP, because of the complexity of the index and multiple contributors. With this reason, the ICPR assessed this outcome as insufficient evidence.</p> <p>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 land⁹⁶, an online platform to check for ownership⁹⁷ 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</p>		

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>

	<p>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.</p> <p>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.</p> <p>The majority of results for this CPD Outcome were contributions to CPD Output 2.1. <i>National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation plan</i>. 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).</p> <p>UNDP Saudi Arabia did not tag any projects to the two other outputs in this outcome. Though the indicator for <i>Output 2.2: Public performance measurement systems improved</i> 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. <i>Innovative approaches promoted to enhance the impact of national social welfare initiatives</i> 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.</p>		
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	<p>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.</p> <p><i>Baseline: 0 new national policies incorporating SDGs.</i></p>	<p>The indicators used for this output were based on planned projects with the Ministry of Economic Planning.</p> <p>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 Paper¹⁰⁰, (2) National Water Strategy¹⁰¹, (3) Road related strategies¹⁰² (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).</p> <p>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 Center¹⁰³, (2) projects with strong capacity development objective/results i.e. Statistics project, Future Saudi Cities Programme project¹⁰⁴, Water Integrated</p>	<p>00079867 – Capacity Development for Gen. Commission for Survey (2014-2020) \$2m[\$0m(Regular), \$2m(Other)] Total budget \$2m</p> <p>00111016 – Advisory Service to the General Commission for Survey (2018-2020) \$1.1m[\$0m(Regular), \$1.1m(Other)] Total budget \$3.3m</p>

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

	<p><i>(SDGs endorsed globally in 2014)</i></p> <p>Target: 4</p> <p>Indicator 2.1.2. National census implemented incorporating requirements of system of national accounts (SNA)</p> <p><i>Baseline: Latest census conducted in 2009 with minimum requirements of system of national accounts</i></p> <p><i>Target: National census conducted and fully incorporates the requirements of SNA</i></p> <p>Indicator 2.1.3. Number of national SDG reports produced and published</p> <p><i>Baseline: 0</i></p> <p><i>Target: 2</i></p> <p>Indicator 2.1.4. Number of nationals trained on SDGs national implementation and reporting</p> <p><i>Baseline: No training on SDGs held in 2015</i></p> <p><i>Target: 3 workshops held on SDGs</i></p>	<p>Sustainable Development, and Management Project¹⁰⁵, MOWE capacity development water resources project. The training above also had elements of SDG, hence meeting indicator 2.1.4.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Given the explanation above and the results presented, the ICPR assessed this output to be on track.</p> <p>Detailed results that contributed to Output 2.1. include:</p> <p>00079867 – Capacity Development for Gen. Commission for Survey (2014-2020) \$2m</p> <ol style="list-style-type: none"> 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. 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 standards¹⁰⁶. 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. Support for capacity development. Training provided in four technical areas: (1) land survey, (2) geodetic survey, (3) topographic survey and (4) cadastral survey. <p>00065588 – Support Saudi Food and Drugs Authority (SFDA) second strategic plan implementation (2012-2019) \$6.5m</p> <ol style="list-style-type: none"> Support for capacity development at the institutional and individual levels of SFDA. (also contributes to CPD Outcome 1) <ul style="list-style-type: none"> '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 	<p>00065588 – Support SFDA second strategic plan implementation (2012-2019) \$6.5m[\$0m(Regular), \$6.5m(Other)] Total budget \$17.7m</p> <p>00118398 – Support SFDA Third Strategic Plan Implementation (2019-2022) \$2.8m[\$0m(Regular), \$2.8m(Other)] Total budget \$16.9m</p> <p>00105496 – Support for Gender Balance in the civil Service (2017-2019) \$0.15m[\$0m(Regular), \$0.15m(Other)] Total budget \$0.06</p> <p>00105453 – King Abdulaziz Center for National Dialogue (2018-2020) \$0.08m[\$0m(Regular), \$0.08m(Other)] Total budget \$.1m</p> <p>00078519 – Advisory Service to Saudi CITC (2014-2017) \$0.03m[\$0m(Regular), \$0.03m(Other)] Total budget \$2.8m</p> <p>00101964 – NCD Investment Case (2017-2018) \$0.01m[\$0m(Regular), \$0.01m(Other)] Total budget \$0.03</p> <p>00122410 – Technical and Advisory Support to Electricity sector (2019-2022) \$0m[\$0m(Regular), \$0m(Other)] Total budget \$16m</p>
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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	<p>Analysis Critical Control Point. Sampling requirements for microbiological analysis were updated.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>7. All E-systems for imported food were enforced. (also contributes to CPD Outcome 1, Output 2.2.)</p> <ul style="list-style-type: none"> • 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. <p>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'.</p>	
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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	<p>Indicator 2.2.1. KPIs institutionalized in annual reports of key government ministries</p> <p>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)</p> <p>Target: Annual reports of key government ministries incorporate KPIs.</p>	<p>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.</p> <p>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.</p> <p>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 definition¹⁰⁹. These include (1) development of online platforms for the road sector¹¹⁰, (2) support for the development of the transport data and statistics system¹¹¹, (3) support to the General Authority of Statistics to improve international recommendations for water statistics, agricultural statistics and foreign investment statistics¹¹², (4) development of various E-systems for imported food with the Saudi Food and Drugs Authority¹¹³, (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 Agriculture¹¹⁴.</p>	
Output 2.3. Innovative approaches promoted to enhance the impact of national social welfare initiatives	<p>Indicator 2.3.1. Number of innovative initiatives developed as a result of social innovation labs</p> <p>Baseline: 0 innovative initiatives, as no social</p>	<p>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.</p> <p>The ICPR only found one result that could be associated with this output, which is National Urban Spatial Strategy White Paper¹¹⁵, 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.</p>	

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		
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UNSDCF/CPD Outcome 3.	Improved management of non-oil natural resources and preservation of culture and heritage		
Outcome indicators	<p>Indicator 3.1 Increase per-capita energy consumption</p> <p><i>Baseline: Per-capita energy consumption 8,654 Kwh</i> <i>Target: per-capita energy consumption, 10,397 Kwh, 2020</i></p> <p>Indicator 3.2 Percentage annual decrease in agricultural water consumption</p> <p><i>Baseline: 0 (irrigation water use in 2012 reached 17.0 billion cubic metres)</i> <i>Target: annual decrease of 6.8%¹⁷</i></p>	<p>Outcome resources (\$m)</p> <p>CPD Estimate: \$80 [\$30 (regular), \$50 (other)]</p> <p>Expenditure to date: \$51.7 [\$0 (regular), \$51.7 (other)]</p>	
Outcome assessment	<p>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.</p> <p>UNDP Saudi Arabia two water projects and two energy projects to <i>Output 3.1. National capacities developed for better management of non-oil natural resources</i>. The ICPR assessed that the energy projects should not have been tagged to <i>Output 3.1</i>. since energy projects were still oil-based resources, it should have been tagged to the <i>Output 3.3. Access to low emission technology promoted indicator</i>.</p> <p>The ICPR acknowledges that the results of the National Energy Efficiency Programme also contributed to <i>Output 3.2. Better informed public on natural resources conservation issues</i> and <i>Output 3.3. Access to low emission technology promoted indicator</i>. 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 building¹¹⁸.</p>		

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% ratio¹¹⁹ 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, 2018a¹²⁰)

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

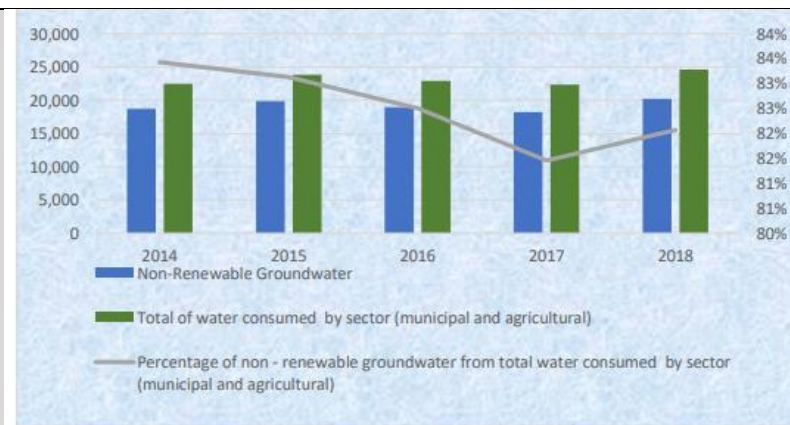


Figure 3. Ratio of non-renewable groundwater consumption by sector. (Lifted from General Authority for Statistics, 2018b¹²¹)

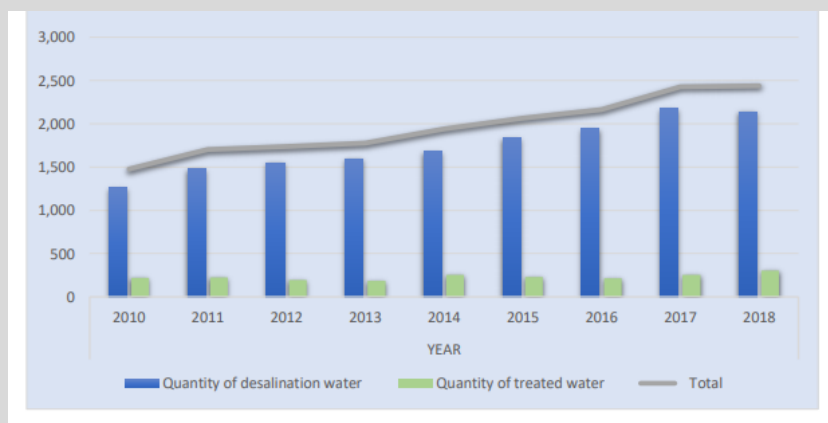


Figure 4. Quantity of water used and produced from non-conventional sources. (Lifted from General Authority for Statistics, 2018c¹²²)

		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	<p>(IWRM) principles reviewed and mainstreamed into national policies</p> <p><i>Baseline: IWRM principles under review</i></p> <p><i>Target: IWRM principles finalized and incorporated in national policies</i></p>	<p>National Spatial Strategy with has 20 policy paper has embedded integrated water management principles. The ICPR assessed this output as on track.</p> <p>00107640 Water Integrated Sustainable Development and Management and 00048980 - MOWE capacity development water resources</p> <ol style="list-style-type: none"> National Water Strategy¹²³ 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 development¹²⁴. UNDP provided technical expertise. 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. 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 resources¹²⁶. 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 G20¹²⁷ 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. 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. 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 	<p>Total budget \$24.8m</p> <p>00063524 - National Energy Efficiency Programme - Phase 2 (2012-2020) \$43m[\$0m(Regular), \$43m(Other)]; Total budget \$112m</p> <p>00048980 - MOWE capacity development water resources (2012-2018) \$1.3m[\$0m(Regular), \$1.3m(Other)]; Total budget \$6m</p>
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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

		<p>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</p> <p>9. In process of developing the Water Extensional Education Center. The overall approach, vision, mission, and goals statement for the center have been developed.</p> <p>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.</p>	
Output 3.2. Better informed public on natural resources conservation issues	<p>Indicator 3.2.1. Number of natural resources awareness campaigns conducted</p> <p>Baseline: 0 natural resources awareness campaigns conducted</p> <p>Target: 10 Data source, frequency: Saudi Energy Efficiency Center (SEEC), Ministry of Water and Electricity (MOWE), annual</p>	<p>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.</p> <p>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 Framework¹²⁹ 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 system¹³⁰ (refer to results in Output 3.1.)</p>	
Output 3.3. Access to low emission technology promoted	<p>Indicator 3.3.1. Energy efficiency labels drafted covering all pertinent sectors</p>	<p>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.</p>	

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.

	<p>Baseline: Energy efficiency labels and standards issued in household appliance, building and transportation sector</p> <p>Target: Energy efficiency labels drafted for industrial, commercial and residential sector end-use equipment</p> <p>Data source, frequency: SEEC, annual</p>	<p>Based on the results presented, the ICPR assessed this output as on track.</p> <p>00063524 - National Energy Efficiency Programme - Phase 2</p> <p>11. Support to The Saudi Energy Efficiency Center¹³¹(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</p> <p>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</p> <p>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.)</p> <p>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.</p> <p>15. Implementation of Information Systems (also contributed to Outputs 1.1., 1.3.,2.1.,3.2.,3.3.).</p> <ul style="list-style-type: none"> • '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

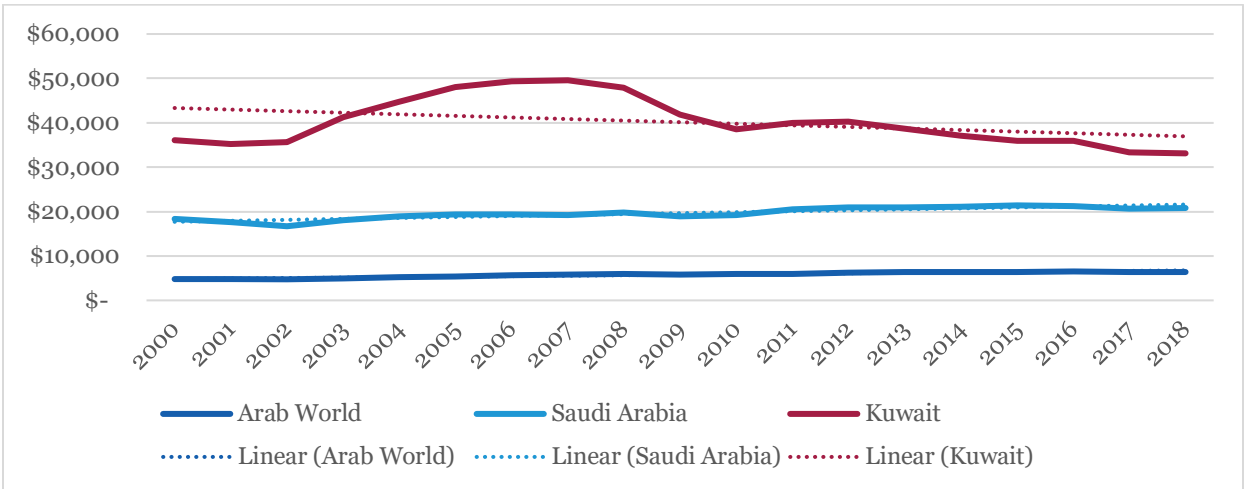
¹³³ National Energy Efficiency Programme - Phase 2 Final Evaluation

		<p>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).</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
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¹³⁴ National Energy Efficiency Programme - Phase 2 Final Evaluation

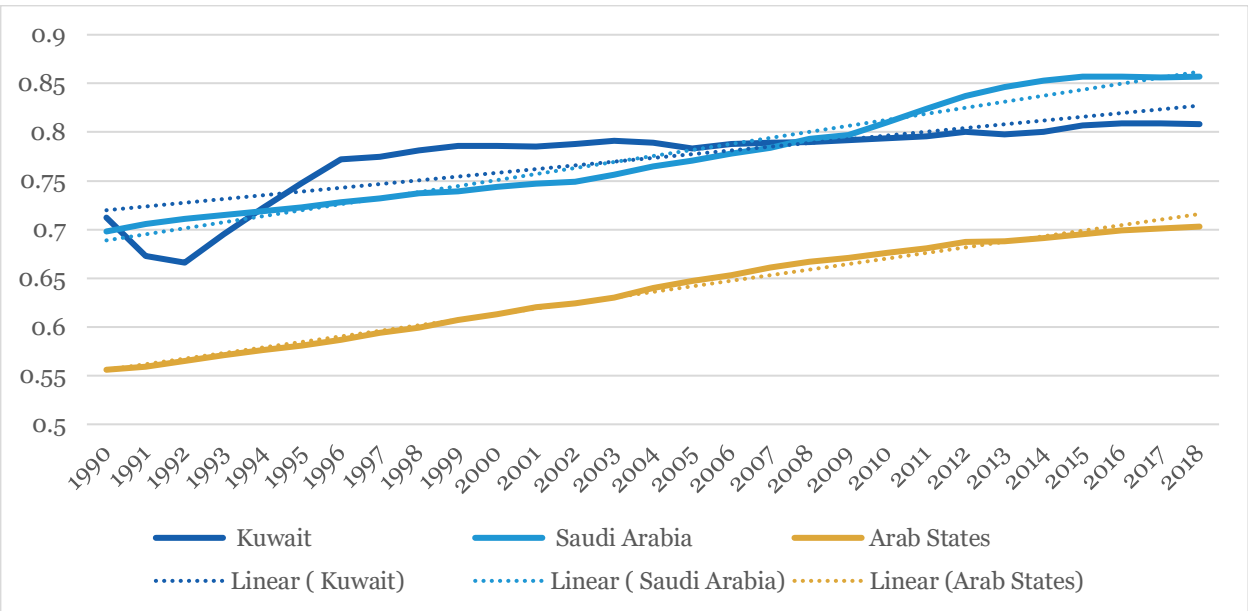
Annex 2. Key country and programme statistics

Figure 1: GDP per capita (Constant 2010 US\$)



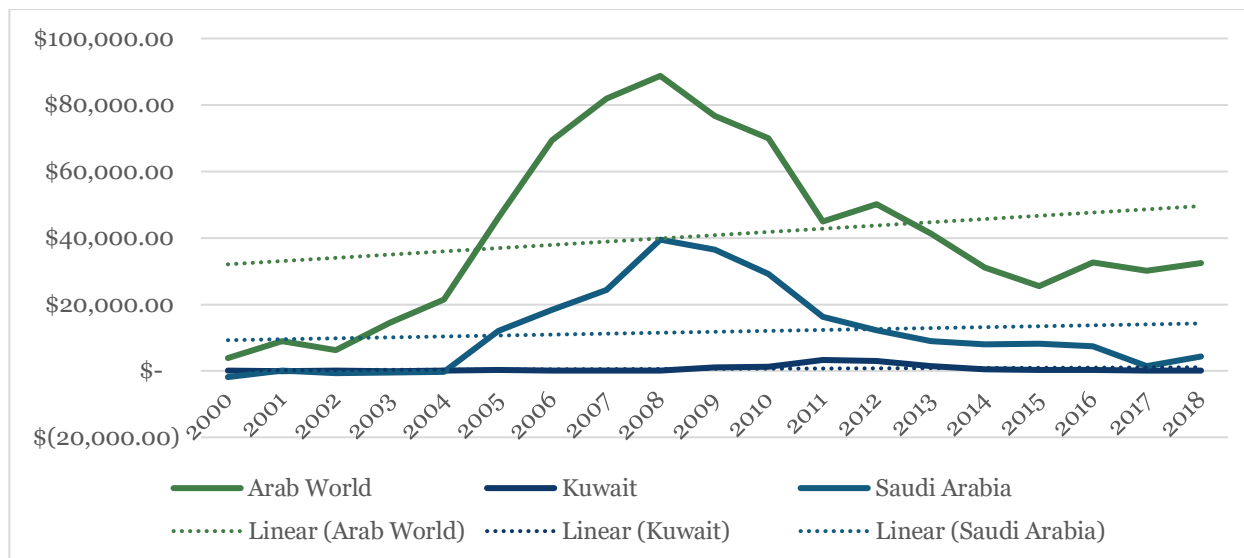
Source: World Bank Data (2020)

Figure 2: Human Development Index trends, 1990-2018



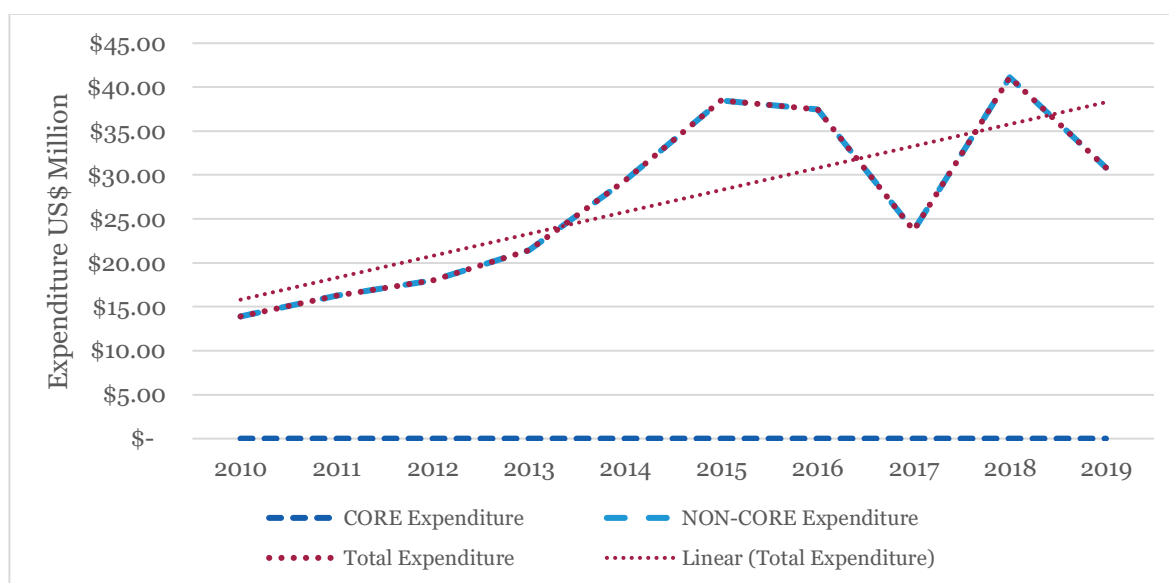
Source: UNDP (2020)

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



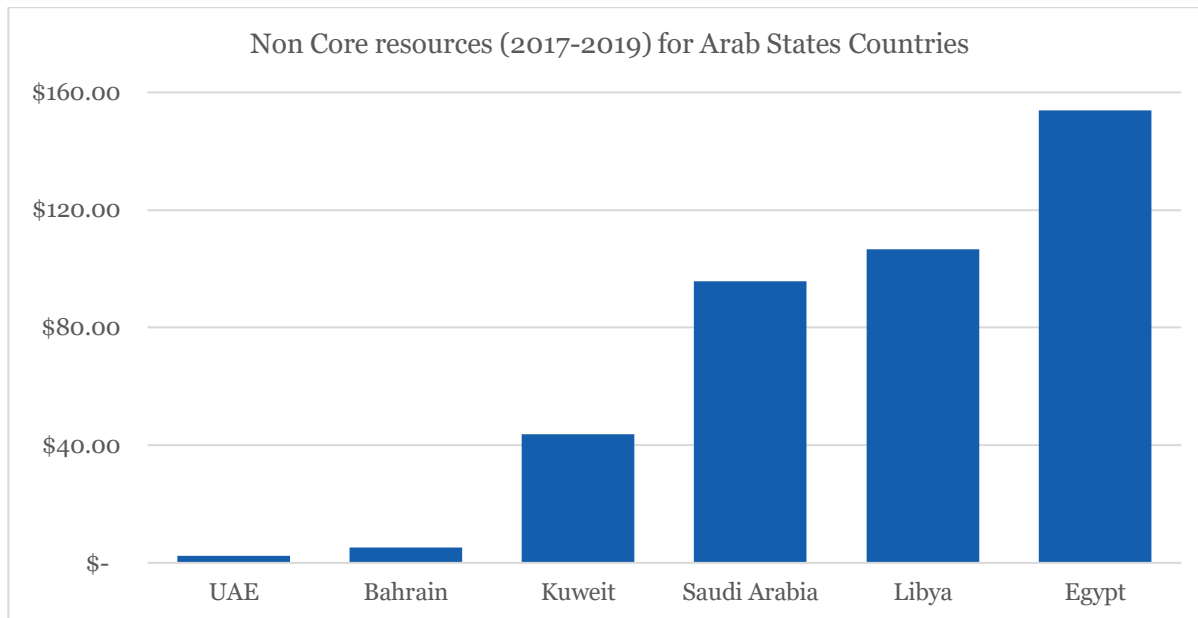
Source: World Bank Data (2020)

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



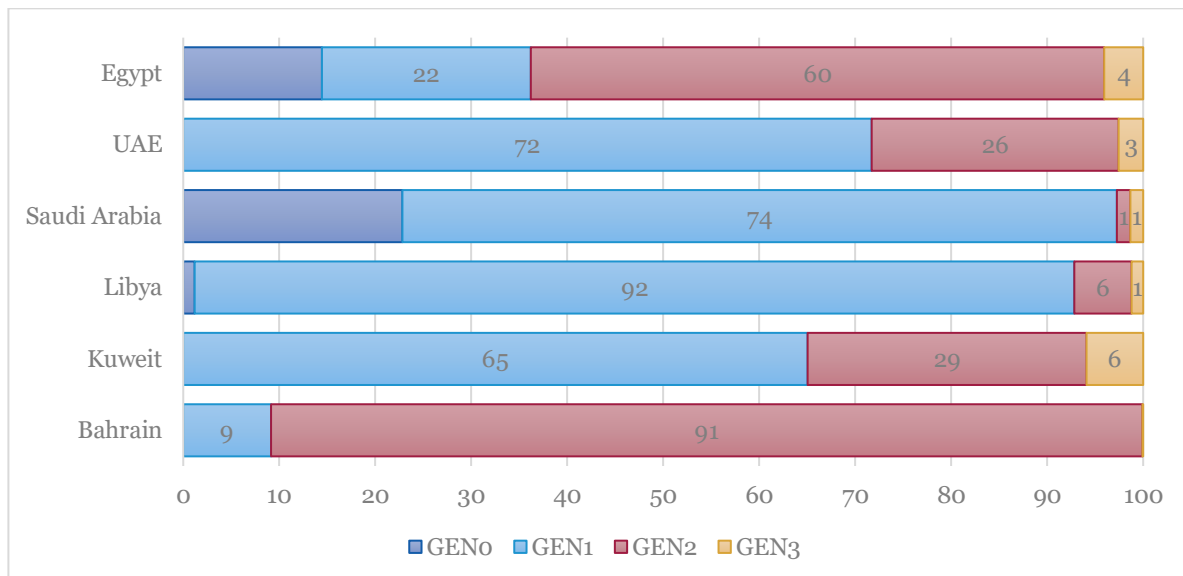
Source: Atlas (2020)

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



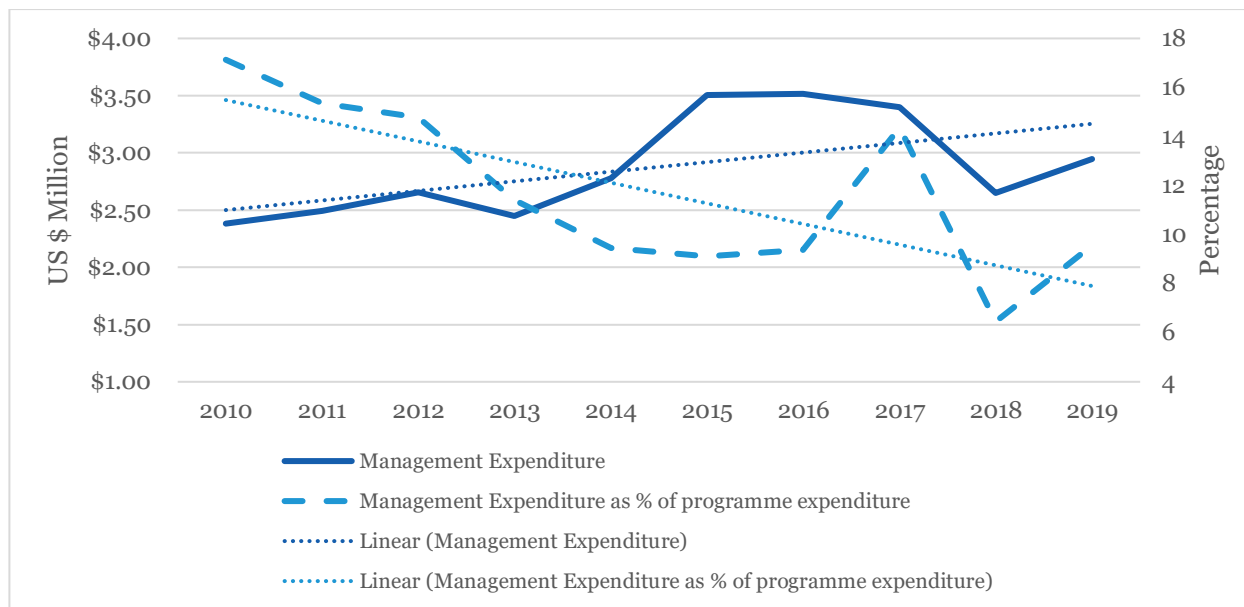
Source: Atlas (2020)

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



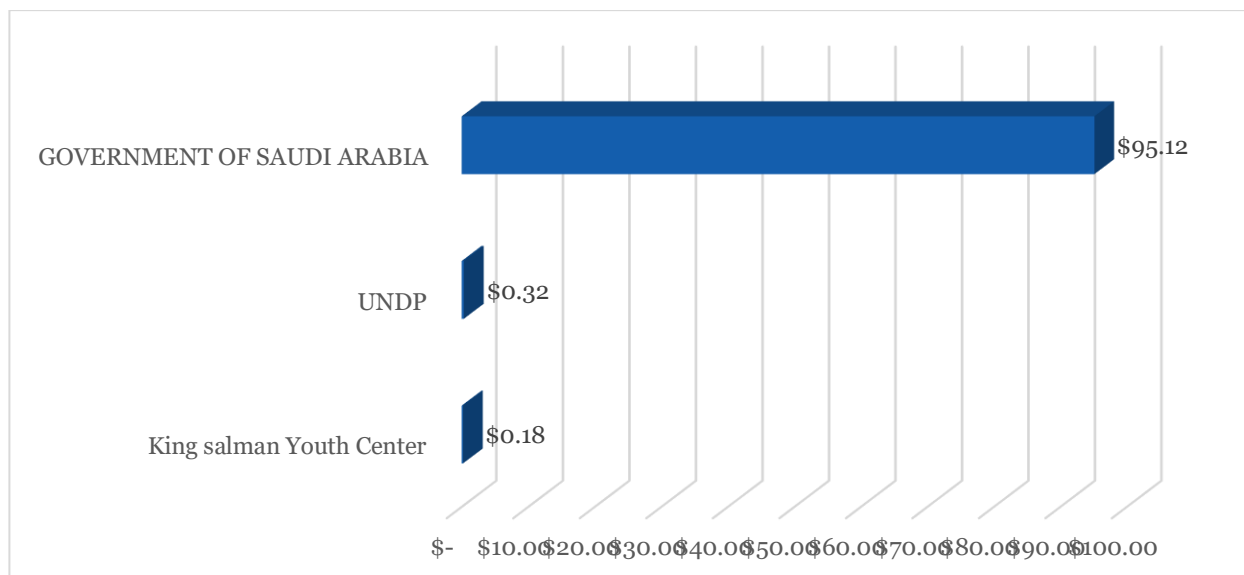
Source: Atlas (2020)

Figure 7: Management Expenditure 2010-2019



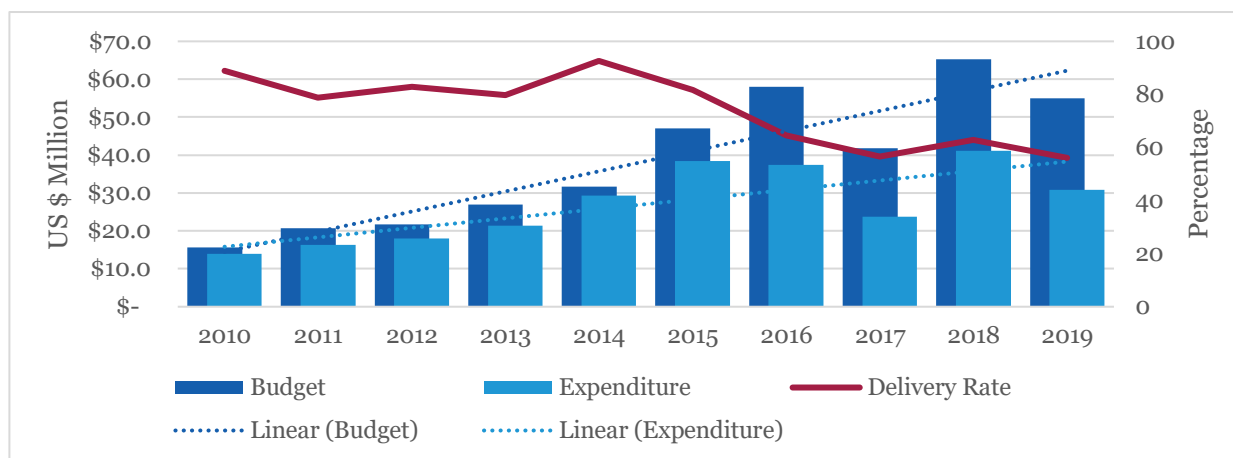
Source: Atlas (2020)

Figure 8: Total Expenditure (US\$ Million) by donor 2017-2019



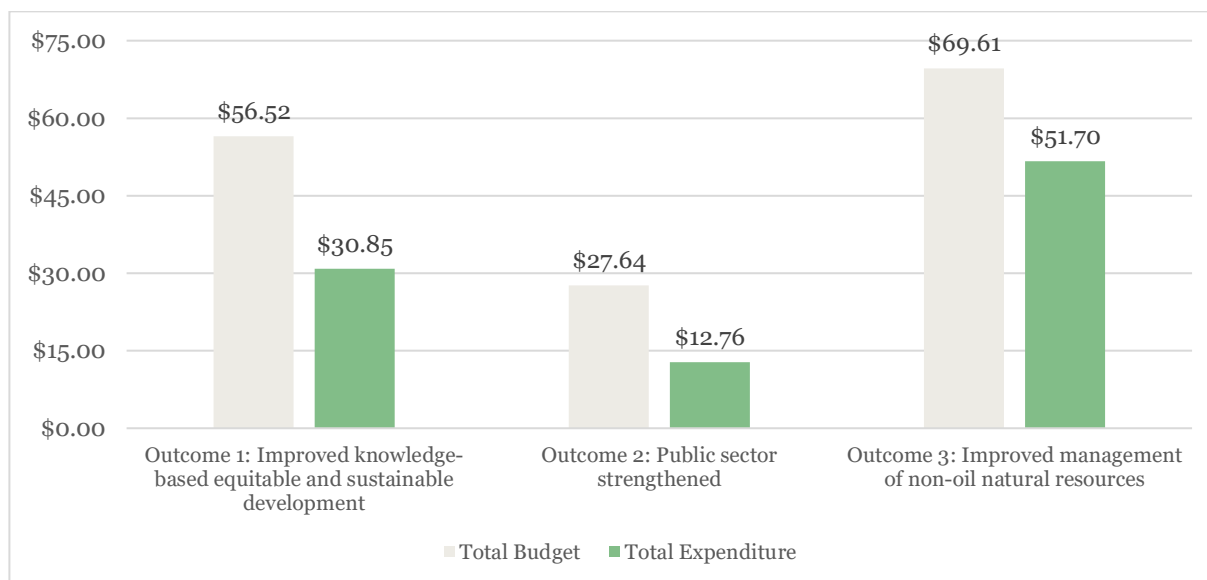
Source: Atlas (2020)

Figure 9: Programme Delivery rate 2010-2019



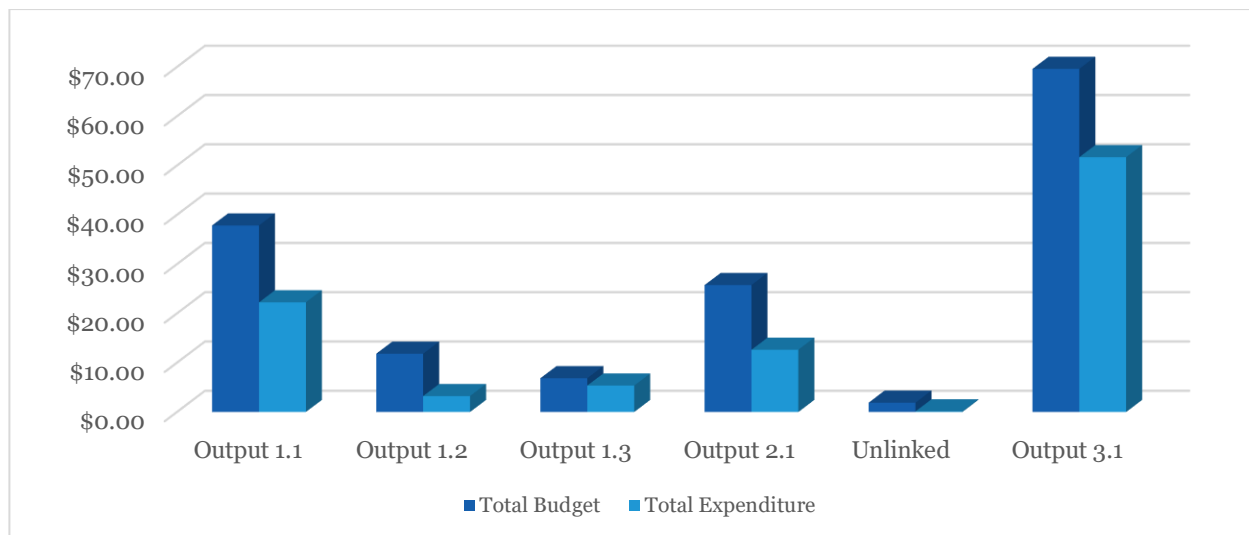
Source: Atlas (2020)

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)

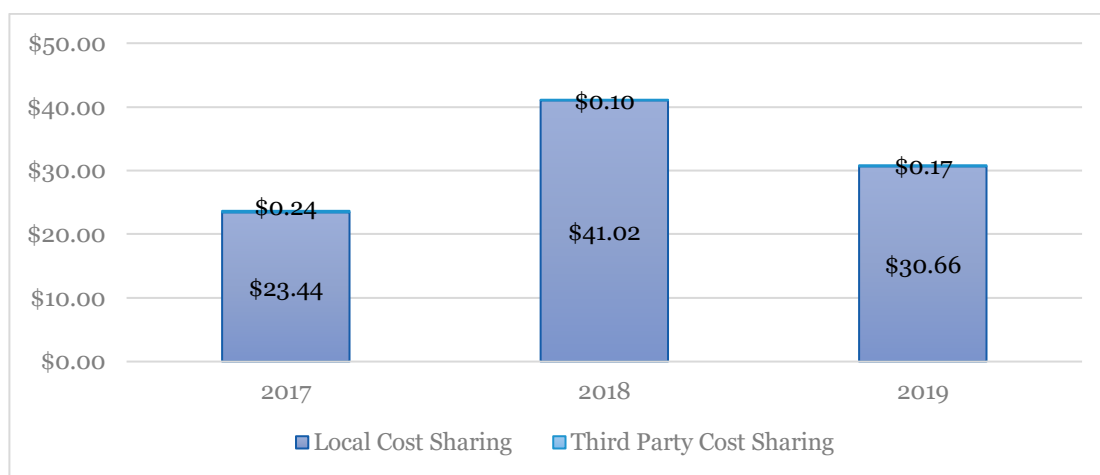


Source: Atlas (2020)

Note:

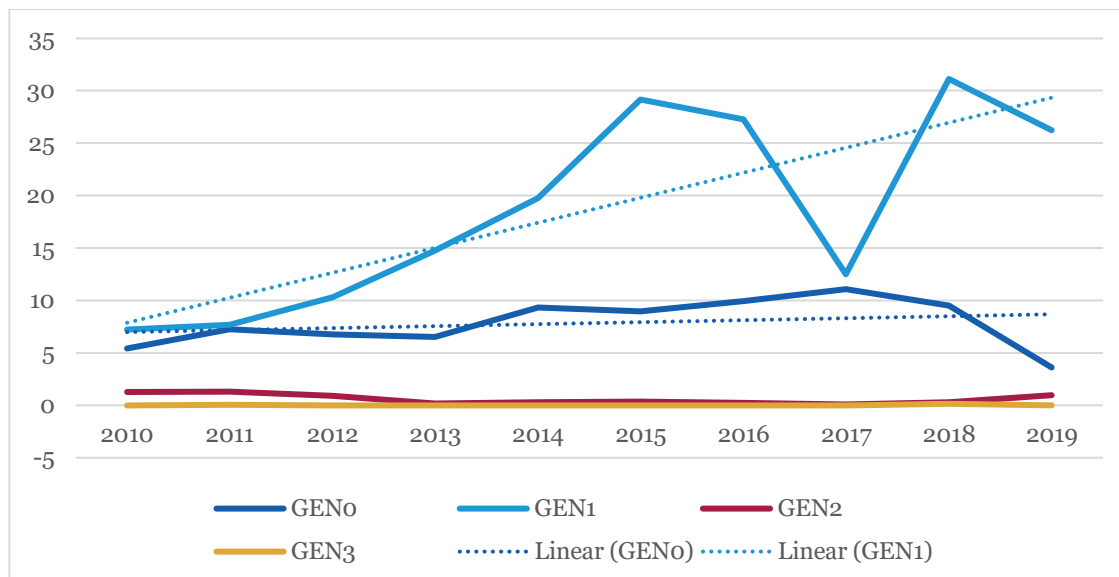
- Output 1.1: National policies developed to promote economic diversification with a focus on increased employment of nationals
- Output 1.2: National institutions strengthened to enhance the skills of Saudi youth through quality of education making them fit for employment in a diversified
- Output 1.3: 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)

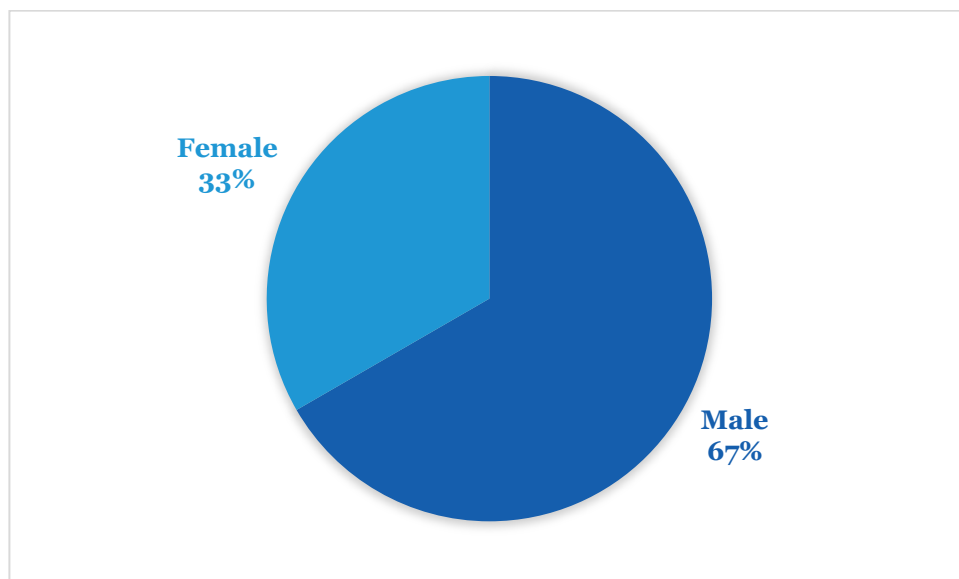
Figure 13: Expenditure (US\$ Million) by gender marker, 2010-19



Source: Atlas (2020)

- **Gender Marker Score 3** for projects that have gender equality as a principal objective.
- **Gender Marker 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



Source: Atlas (2020)

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 UNSDCF 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, AWP, 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

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>

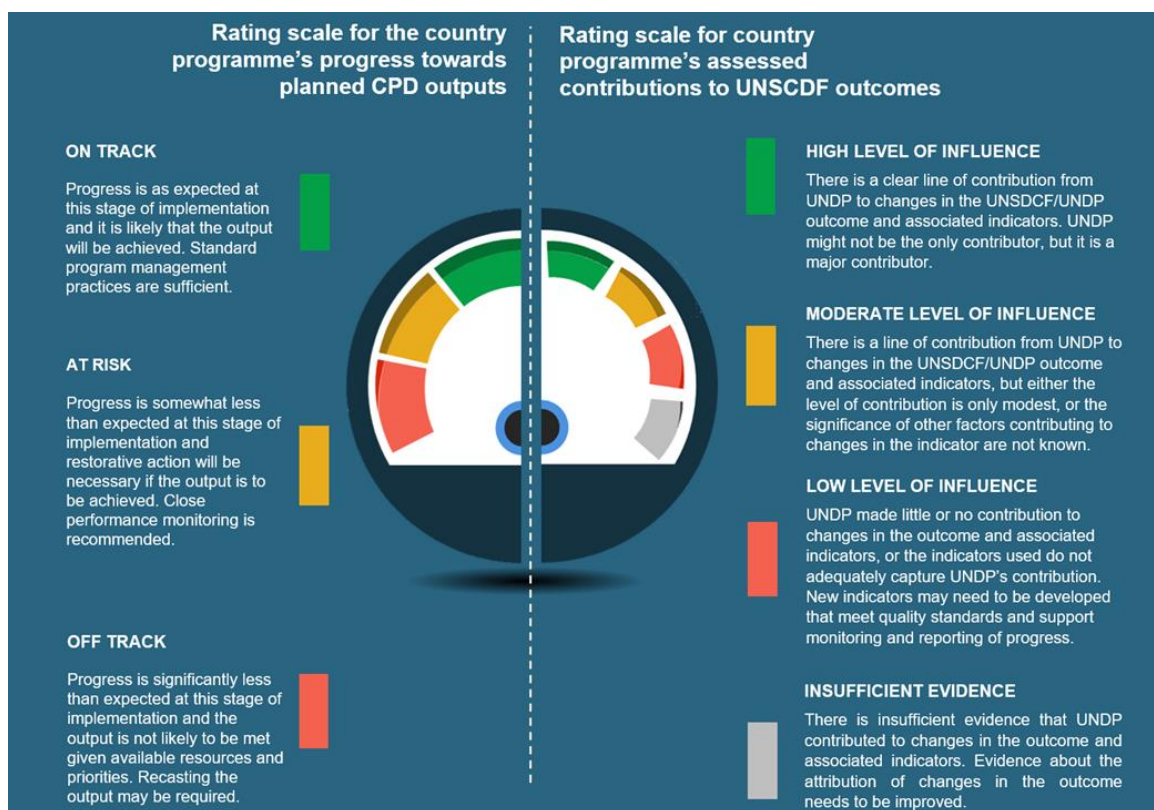
questions are incorporated in the data collection methods and tools, such as the ICPR questionnaire and interview protocol, and reporting.

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 UNSDCF 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 clear 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?	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • 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?	<ul style="list-style-type: none"> • Evidence in ICPR questionnaire detailing CO self-assessment of performance and evidence identified. 	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: <ul style="list-style-type: none"> • 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?	<ul style="list-style-type: none"> • Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPR project list. 	
	What results has UNDP achieved in promoting gender equality?	<ul style="list-style-type: none"> • Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence 	

		<p>of attribution of related changes to UNDP interventions.</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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?	<ul style="list-style-type: none"> • 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). 	<p>In light of assessment of achievement or contribution, assess and summarise evidence about the:</p> <ul style="list-style-type: none"> • realism of the CPD • adaptation to changes in context • quality of existing results frameworks in light of UNDP programming standards.¹³⁸
	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?		
	Are there any specific factors that are in the control of UNDP and have constrained achievement of	<ul style="list-style-type: none"> • 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.

	<p>expected results that need to be factored in when planning the next CPD?</p>	<ul style="list-style-type: none"> • Human resource data • Programme and project documentation and audit reports (as above) 	<p>expected results and the strength of those factors.</p>
	<p>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?</p>	<ul style="list-style-type: none"> • CO evaluation plan and updates to it. • Evidence identified above. 	<ul style="list-style-type: none"> • 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"
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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"
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9. Kingdom of Saudi Arabia, 2016, "National Transformation Plan"
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11. Kingdom of Saudi Arabia, 2018, "Towards Saudi Arabia's Sustainable Tomorrow: First Voluntary National Review"
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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"
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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"