**MANAGEMENT RESPONSES TO 2009 OUTCOME EVALUATION**

**COUNTRY PROGRAMME OUTCOME 1**

**NATIONAL DEVELOPMENT STRATEGIES AND PRO-POOR POLICIES**

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| **A) EVALUATION FINDINGS FOR ACTION** | **CO Management Response** | **Status/Action** |
| 1) **Progress on sustaining the requisite governmental functions and activities in** **the stated areas** | *Agree*. Good progress achieved in provision of high level advisory services to Government for formulation of national strategies and policies. | Continued dialogue with partners to further align cooperation to national priorities |
| 2) **Progress on Recruitment of Saudi nationals and personnel** | *Agree*. Good progress has been made on the provision of advisors to the Government under various programmes, but more attention needed to ensure sustainability of such services. | Review of new projects developed in 2010 to ensure sustainability of advisory support, including through LPAC process |
| 3) **Progress in maximizing to the greatest possible extent the Saudi determination of its economic and social policies and strategies** | *Agree*. Good progress made in supporting partners in identifying critical development issues and crafting policy responses within national strategies and policies | Review of emerging priorities in context of new 9th national development plan (2010-2015) |
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| **B) GENERAL LESSONS LEARNED SUGGESTIONS** |  |  |
| 1) **Definitional issues for the Outcomes** | *Agree*. The labor aspect of the outcome is not well defined in terms of outputs and initiatives. As CP ends late-2011, attention placed on design during 2010/2011 of next CP (2012-2016) to ensure closer alignment of outcomes and outputs | Next CP formulation to take into account RBM principles and outcome-output alignment |
| 2) **Problems of output and outcome measurement** | *Agree*. There can be better development of indicators and measurements for key outputs to ensure support for achieving the outcome | Review of new projects developed in 2010 to ensure measurability of progress to CP outcomes, including through LPAC process |
| 3) **Linkages of outputs to outcomes** | *Agree*. In design of projects there is greater scope for specificity of how project outputs contribute to CP outcomes. | Review of new projects developed in 2010 to ensure output-outcome links, including through LPAC process |
| 4) **What project related practices are important** | *Agree*. The launch of the 9th National Development Plan in 2010 is opportune moment to identify successful aspects of cooperation and ensure building on these good practices for future programmes | Review of new projects developed in 2010 to ensure use of best practices in project management, including through LPAC process |
| 5) **Critical and complementary roles to be defined for the MOEP and MOMRA contributions** | *Agree*. There is much greater scope for synergy between project towards overall outcome. Examples of National Development Plan and National Rural Development Plan for achieving poverty reduction goals good example. | Outcome Board meetings to review ways to increase synergy among projects/outputs |
| 6) **Closer correspondence between UNDP and Government practices priorities** | *Agree*. There is a need to improve understanding of Government on POPP/NIM rules and policies. | POPP/NIM learning sessions to with partners/project units |
| 7) **Multiple outcomes – UNDP outcomes to be complementary with MOEP and MOMRA** | *Agree*. Greater programmatic approaches can be made to find greater synergy among projects and outputs | Outcome Board meetings to review ways to increase synergy among projects/outputs |
| 8) **Concerted action requires many development partners/players** | *Agree*. Projects/outputs are implemented in ‘silos’ with little interaction among Ministries or other stakeholders from business/civil society | AWPs for 2010-2011 to include expanded partnership building activities |
| 9) **Need for follow-up implementation action** | *Agree*. Priority attention being placed on ways to implement the 9th National Development Plan and other national strategies/policies being developed with UNDP support | Review of emerging priorities under 9th national development plan (2010-2015) and design of programmes to implement |
| 10) **Greater appreciation of role of resource mobilization, policy dimensions** | *Agree*. UNDP role in mobilizing strategic partners and resources to achieve national policies not fully engaged as much as possible. | Review of emerging priorities under 9th national development plan (2010-2015) and ways to engage greater role for external financing via UNDP facilitation |
| 11) **Training and capacity development** | *Agree*. UNDP success has been in support for capacity development, and this needs to be continuously refined to emerging context | Review of emerging priorities under 9th national development plan (2010-2015) and ways to refine capacity development assistance to needs |
| 12) **Continuing need for longer term perspectives** | *Agree.* UNDP success has been long-term engagement building on presence since 1965 and this needs to be sustained towards the most-MDG era to sustain results beyond 2015 | Next CP formulation to take into account long-term trajectory of national development goals and UNDP role |
| 13) **UNDP/Ministry agreement on Strategic priorities** | *Agree*. UNDP and MOEP are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan | New programme framework to be designed in mid-2010 |
| 14) **Positive elements of the UNDP-Government cooperation** | *Agree.* UNDP success has been in provision of high level policy advice to Government in key areas of national priority, and this should be built on and consolidated in future cooperation | Next CP formulation to take into account UNDP core role of providing high level policy advise |
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| **C) FUTURE COOPERATION SUGGESTIONS** |  |  |
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| 1) **Cooperation under Outcome 1 should continue** | *Agree.* UNDP and Government are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan | Review of emerging priorities under 9th national development plan (2010-2015) and ways to refine assistance to CP 1 outcome |
| 2) **Possible new set of priorities** | *Agree.*  UNDP and Government are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan | Review of emerging priorities under 9th national development plan (2010-2015); ways to refine assistance to new priorities |
| 3) **Poverty specifics to be redefined – action based** | *Agree.*  UNDP and Government are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan | Review of emerging priorities under 9th national development plan (2010-2015); ways to refine assistance for poverty goals |
| 4) **Reorient priorities of UNDP/MOEP project towards community driven and governance dimensions – wider social, economic and environmental perspectives** | *Agree.*  UNDP and Government are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan | New programme framework to be designed in mid-2010 to address cross-thematic issues |
| 5) **Prepare medium term action plan inc with MDGs at the center** | *Agree.*  UNDP and Government are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan including issues from the MDG+10 review process | New programme framework to be designed in mid-2010 to address emerging MDG issues |
| 6) **Longer term perspectives based on the LTS** | *Agree.*  UNDP and Government are in dialogues on trajectory of cooperation to implement the new 9th National Development Plan including LTS | New programme framework to be designed in mid-2010 to address any LTS issues |
| 7) **Mobilize development success stories and case studies** | *Agree*. KSA programming can be further enriches by bringing in models from some of the 165 other countries where UNDP operates | Cooperation with RCC and HQ to identify best practices for specific issues such as local governance |
| 8) **Review of international best practices** | *Agree*. The next phase of cooperation can be enhanced with international advisors who can infuse programme design with best practices. | International advise to review options for new programme framework in mid-2010 |
| 9) **Developing inter-ministerial/inter agency governance models** | *Agree*. Current cooperation is implemented in ‘silos’ with little interaction among Ministries or other stakeholders from business/civil society | AWPs for 2010-2011 to include expanded partnership building activities |
| 10) **Redefinition of UNDP experts and short term experts roles** | *Agree*. New emerging issues to implement the NDP require a redefinition of advisors TORs | New programme framework to be designed in mid-2010 including new TORs as needed |
| 11) **Training and multi-sectoral appreciation aspects for integrated economic, social and environmental perspectives** | *Agree*. Priorities under the 9th NDP cut across various sectors and thus require cross-sector responses and policies to implement NDP | New programme framework to be designed in mid-2010 including cross-thematic focus |
| 12) **Overseas institutional and training visits to Gulf region and beyond** | *Agree*. South-south cooperation should be a major priority under cooperation to link KSA with best practices in other countries | Incorporate opportunities for south-south exchanges under various programmes in KSA |
| 13) **National workshops on poverty and deprivation, social, environmental and implementation issues** | *Agree*. There needs to be greater outreach by partners to public and key stakeholders. Series of conferences on issues under NDP would be value. | Incorporation under new phase of cooperation of conferences. |
| 14) **Who is responsible for labor policy and strategy – lead agency** | *Agree*. Need to clarify role of MOEP and other ministries in achieving the human resource development goals of the 9th NDP | New programme frameworks to specify role of MOEP and other partners in achievement of education and employment generation goals |
| 15)  **Need to agree on feasible targets and implementation labor sector modalities** | *Agree*. Improving labor force is very broad goal and increasingly is led by private sector. Thus targets for policy support to Government must be very clear, as well as potential to engage private sector. | New programme frameworks to clarify UNDP policy support role in implementing NDP and National Youth Strategy etc, and to elaborate specific strategies for working with private sector in synergy |
| 16)  **Private-public partnerships** | *Agree*. A major focus of UNDP attention in 2010 will be to launch new PPP initiatives | New programme framework on PPP and CSR to be designed in mid-2010 |
| 17)  **UN practice areas with respect to labor and manpower issues** | *Agree*. UNDP in discussions with ILO in 2010 on this. | ILO to provide experts to Government on occupational health and safety |
| 18)  **Completion of the Municipal services survey and design of strategy** | *Agree*. Scheduled for 2010. | New National Rural Development Strategy project commencing survey; strategy design in 2010 |
| 19)  **Linkages to the national urbanization strategy - NSS** | *Agree*. UNDP supporting MOMRA to design new National Spatial Strategy including focus on urban centers and various social and environmental issues. | Design of new NSS project to make links with National Rural Development Strategy project |
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