



**Outcome Evaluation**  
**UNDP Support to Saudi Arabia in the Area of Energy and Environment**  
**(2007-2010)**

(December, 2010)

## TABLE OF CONTENTS

ABBREVIATIONS .....	ii
EXECUTIVE SUMMARY .....	iii
INTRODUCTION .....	1
THE DEVELOPMENT CONTEXT .....	3
FINDINGS AND CONCLUSIONS .....	6
Status of the outcome .....	6
Factors affecting the outcome .....	8
UNDP contributions to the outcome through outputs .....	10
Water resources .....	10
Sustainable energy .....	12
Climate change .....	13
Biodiversity conservation .....	15
Urban planning .....	16
Summary ratings for outputs.....	17
UNDP partnership strategy .....	18
RECOMMENDATIONS & LESSONS LEARNED .....	20
Annexe 1. Results framework for Outcome 1 (CPAP 2007-2010).....	24
Annexe 2. Select bibliography .....	27
Annexe 3. List of people consulted .....	29
Annexe 4. Evaluation questionnaire .....	30

## **ABBREVIATIONS**

APR/PIR	Annual Performance report/ Project Implementation Review
CBD	Convention on Biological Diversity
CC	Climate Change
CDM	Clean Development Mechanism
CHM	Clearing House Mechanism
CPAP	Country Programme Action Plan
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GEF	Global Environment Facility
IEF	International Energy Forum
MDG	Millennium Development Goals
MOEP	Ministry of Economy and Planning
MOWE	Ministry of Water and Electricity
NCC	Net Contributor Countries
NCWCD	National Commission for Wildlife Conservation and Development
NEEP	National Energy Efficiency Program
NGO	Non Government Organisation
NRCTC	Natural Resources Conservation Training Centre
OPEC	Organisation of the Petroleum Exporting Countries
PME	Presidency of Meteorology and Environment
SEEC	Saudi Energy Efficiency Centre
SWC	Saudi Wildlife Commission
UNCBD	United Nations Convention on Biological Diversity
UNDP	United Nations Development Programme
UNFCC	United Nations Framework Convention on Climate Change
UNDESA	United Nations Department of Economic and Social Affairs

## **EXECUTIVE SUMMARY**

1. The main purpose of this evaluation, scheduled towards the end of the current programming cycle, is to assess the role played by UNDP over the period 2007 – 2010 in strengthening the capacity of Saudi Arabia to manage the environment through a number of policy options in the energy and environment sector as well as assisting the country to meet its global environmental obligations.
2. In addition to analysing the contributions that UNDP has made to the energy and environment-related outputs under Outcome 1 of the CPAP, the evaluation aims to assess whether the UNDP strategy has been effective and if any adjustments are needed to maintain or improve the relevance of UNDP's intervention. The results of the evaluation will be used to assist in guiding future programming and in the formulation of the relevant outcome and outputs in the new Country Programme (2012-2016).
3. The methodology used for the evaluation is based on the indications contained in the terms of reference and follows current UNDP guidelines for outcome evaluations and monitoring & evaluating for results.

## **THE DEVELOPMENT CONTEXT**

4. The Kingdom of Saudi Arabia has one of the fastest growing populations in the world, reported to have grown from 7.3 million in 1975 to 25 million in 2004, and annual growth rate of 3.0%. The population is also very young, with 73% of the Saudi population below 30 years of age and 45% below 15 years of age. Demographic factors therefore have direct effects on projections for the economy and the needs for housing, employment, social infrastructure and for the provision of water and other basic services.
5. The Strategic Vision 2025, which provides the framework for successive five year plans to 2025, was first elaborated as a long-term perspective on development in Saudi Arabia as part of the Eighth Development Plan (2005-2009). This vision of the Saudi economy sets out a wide array of long term national development objectives, addressing dimensions other than the economic, in the belief that human development also encompasses social and cultural dimensions.
6. The government has adopted and signed almost all the major international conventions relating to the environment and social advancement and has subscribed to the fundamental objectives of the Millennium Development Goals (MDGs) which include a commitment to reduce environmental degradation.
7. UNDP's current Country Programme (2007-2011) constitutes a flexible partnership between Saudi Arabia and UNDP and is anchored in the overall development priorities of the country. In the area of energy and environment, the UNDP Country Programme intends to address several challenges recognized in the national development plans by strengthening Saudi Arabia's capacity in the areas of areas of water resources, sustainable energy, climate change, biodiversity conservation and urban planning.

## FINDINGS AND CONCLUSIONS

### Status of the outcome

8. Overall rating. Positive change has been recorded towards the achievement of Outcome 1 as presented in the results framework of the current CPAP (2007-2011) but based on an assessment of current trends and delivery rates it is considered unlikely that targets will have been fully attained by the end of the programming cycle. Several specific targets assigned in the CPAP are likely to be attained by the end of the current programming cycle but this will need to be further verified in 2011 for some key elements unavailable at the time of the current evaluation are due to be completed, namely the national water strategy, the second national communication to the UNFCCC and the national biodiversity action plan. On the other hand, based the evidence presently available, it would seem that several other targets set for the current programming cycle are unlikely to be attained, particularly with regards to the environmental master plan for the city of Jeddah and national policies in the areas of water efficiency and the clean development mechanism.

9. Saudi Arabia is progressing rapidly towards some of the key energy and environmental targets set out in the country's successive development plans, with UNDP consistently playing a significant advisory and policy support role. Presently, however, there are indications that the perception of UNDP as an active partner in the energy and environment sector is somewhat mitigated. Technical assistance provided by UNDP is at times considered below expectations by implementation partners, associated costs are seemingly perceived as high and crucially, the lines seem to be blurring between what is seen as the potential or actual role of UNDP as an United Nations agency and the services offered by the private sector on the open market.

10. During the current programming cycle a total of \$ 9.105.531 were originally allocated to the UNDP Energy & Environment programme, part of these funds originating from previous allocations. Out of the \$ 5.382.180 actually available in the current programming cycle, 50% were allocated to urban environmental planning, 34% to sustainable energy, 7% to water resources and climate change respectively and the remaining 2% to biodiversity conservation. By the end of October 2010 a total of \$ 2.391.621 have been disbursed, i.e. 44,4% of available funds.

11. Relevance. Within the current Saudi Arabia development context, the overall relevance of Outcome 1 is considered high as evidenced by the growing emphasis given to sustainable development in the latest country's development plan. The relevance of the outcome was also confirmed by the fact that the UNDP country programme for energy & environment is closely aligned with the strategies being pursued by all key UNDP implementing partners, thus demonstrating continuity and complementarity in the shared vision underpinning the national development of Saudi Arabia.

12. Sustainability. Country drivenness and national ownership are strong features of the energy and environment programme. Financially, results are generally sustainable given that budgets required for maintaining and expanding the initiatives supported by UNDP have largely been secured or are likely to be secured in the near future. On the technical side, sustainability is somewhat weaker for many of the implementing partners still rely quite extensively on external technical assistance.

13. Cost effectiveness. Generally, the degree of progress towards the outcome can be rated as cost-effective, given the relatively modest financial resources actually invested to date and the degree of change so far achieved. On the other hand, it should be noted that several partners have indicated that in some cases UNDP inputs and services may cost more than equivalent services supplied by the private sector. Although this may be viewed as an indicator of the added value which has been attached by government to UNDP's partnership, in the medium term it could become an obstacle if such costs are consistently perceived to be out of line with prevailing market prices for equivalent services.

### Factors affecting the outcome

14. A number of exogenous factors underlying the implementation of the UNDP energy and environment programme in Saudi Arabia are deemed to influence the outcome, either positively or negatively.

15. Sustainable development policy. Saudi Arabia's increasing commitment to address issues of sustainable development both at national and international levels has helped drive the energy and environment agenda in the forefront of policy dialogue in the country and clearly has a positive influence on the achievement of the outcome.

16. UNDP competitive advantage. As the playing field in the energy and environment sector becomes larger and more level, there may be a decreasing need for UNDP assistance, with government funds becoming more widely available and the private sector effectively providing key services that government agencies require.

17. Timing constraints. The time factor negatively affects the achievement of key targets under the outcome. Considerable delays are routinely recorded at all stages of the project cycle, with time lags in some cases of up to several years between project formulation and inception and further subsequent delays during implementation.

18. Seed funding. Another factor which impacts negatively on UNDP operations in Saudi Arabia is the almost total absence of funds supplied independently by UNDP to promote its energy & environment programme.

### UNDP contributions to the outcome through outputs

19. Nine outputs with associated indicators, baselines and targets have been identified in the CPAP (2007-2011) for Saudi Arabia. The evaluation has analysed the relevance and contributions of UNDP project activities and upstream policy advice efforts with regard to the outcome by assessing the following: (i) what and how much progress has been made towards the achievement of the outcome, including contributing factors and constraints; (ii) the relevance of and progress made in terms of UNDP outputs, including an analysis of project activities and soft-assistance; (iii) the output-outcome link and UNDP contribution towards the achievement of the outcome, including an analysis of the partnership strategy.

## Summary ratings for outputs

Expected Outputs	Targets	Ratings		Relevance	Sustainability	Effectiveness
		10/2010	12/2011			
<b>Water resources</b>						
<b>MOWE supported by provision of technical assistance towards formulation of National Water Strategy</b>	National Water strategy formulated establishment of DNA	Partially achieved	Achieved	High	Medium	Medium
<b>National Capacity enhanced to enable MOWE to implement National Water Strategy</b>	MOWE working with experts towards CB	Not achieved	Partially achieved	High	-	-
<b>Water network system in Madhaya, Jizan established</b>	Water Network established	Achieved	Achieved	Low	Medium	High
<b>Support provided to national institutions to establish a National Water Efficiency programme</b>	To be determined upon project formulation	Not achieved	Not achieved	High	-	-
<b>Sustainable energy</b>						
<b>New Energy Efficiency policy options formulated</b>	Energy efficiency policies implemented	Achieved	Achieved	High	High	Medium
<b>Climate change</b>						
<b>Second National Communication report produced</b>	Target: CC Policies formulated	Partially achieved	Achieved	High	Medium	High
<b>National capacities established to develop Clean Development Mechanisms in KSA</b>	To be determined upon project formulation	Not achieved	Not achieved	Medium	-	-
<b>Biodiversity conservation</b>						
<b>NCWCD capacities enhanced to prepare the national action plan for Biodiversity convention</b>	Finalize plan of action	Partially achieved	Achieved	High	Medium	High
<b>Urban planning</b>						
<b>National Capacities of Jeddah municipality enhanced to formulate Jeddah Environmental Master plan</b>	Draft Environmental Master plan	Not achieved	Not achieved	Medium	Low	Low

## UNDP partnership strategy

20. The opportunities for a flexible and wide ranging partnership strategy in Saudi Arabia are limited. This is due to current guidelines set out by government for UNDP interventions in the country, which greatly favour public over private partnerships, while discouraging direct links between UNDP, NGO's and civil society. As a result, with few exceptions, UNDP has concentrated its efforts in developing strategic partnerships with different sectors of government and large government corporations. Overall, UNDP has been able to secure good working relations with all its partners in the energy and environment programme, generally eliciting a high level of trust and respect for its neutrality and professionalism. Indeed, several partners clearly demonstrated a sincere desire for UNDP to become more hands-on and deepen its involvement in Saudi Arabia.

## RECOMMENDATIONS & LESSONS LEARNED

21. Promote a more proactive approach. The overarching recommendation is that in order to maintain and enhance the credibility of UNDP's role in the energy and environment field in Saudi Arabia, a more proactive approach will be required in the future. A coordinated effort should be made to strengthen the mobilisation of available technical resources, expert systems and knowledge networks. These are perceived as key assets which underlie the competitive advantage of UNDP over private sector services and should be deployed more effectively in Saudi Arabia if UNDP is to continue playing a significant advisory and policy support role in the energy and environment sector.

22. Increase UNDP investment in Saudi Arabia. In order to effectively promote UNDP's role in Saudi Arabia, there is a need to invest in the development of new initiatives in the energy and environment sector, without relying on cost-sharing mechanisms as the exclusive source of funding and mode of operation. Seed funding would be critical in generating interest and furthering dialogue while promoting upstream advocacy activities in innovative areas.

23. A more cohesive vision of the outcome. The elaboration of the energy and environment outcome for Saudi Arabia appears to be largely a demand driven process, with a tendency to tailor outputs to the specific requirements of the different government departments involved. In order to address energy and environmental concerns in a more holistic manner and bring together UNDP's partners across sectoral lines, the development of a more cohesive vision of the energy and environment agenda for Saudi Arabia is recommended.

24. Strengthened economic analysis. An important tool that could assist in building a more cohesive vision and understanding of energy and environment issues in Saudi Arabia is the application of more rigorous economic analysis. The failure of markets to adequately consider the value of ecosystem services means that the benefits derived from these goods are usually neglected or undervalued in decision-making. A possible focus for the next UNDP programming cycle could be to launch a cross sector initiative with the aim of understanding and capturing the value of ecosystems and their services in Saudi Arabia as a means to improving decision making in the energy and environment sector.

25. Strategic partnerships. Despite the narrow guidelines set out by government for UNDP interventions in the country, which greatly favour public over private partnerships, there is considerable scope in trying to improve UNDP's partnerships strategy within the public sector. The agency could catalyse sector-wide initiative and strengthen its facilitation role between different partners such as the Ministry of Water and Electricity (MOWE) and the Ministry of Agriculture in the water sector, or the Saudi Wildlife Commission (SWC) and the Presidency of Meteorology and Environment (PME) in the area of biodiversity conservation. In the field of sustainable energy, UNDP could intensify its soft assistance and facilitate the innovative partnership involving large government corporations and the recently established Saudi Energy Efficiency Centre (SEEC).

26. Regional and international cooperation. There is potential still to be tapped for regional and international cooperation in addressing interconnected issues and common problems in the field of energy and environment. Together with partner institutions such as MOWE, PME, SEEC and SWC, UNDP should explore on a case-by-case basis, the possibility of capitalising and replicating at regional and international levels key results so far achieved by Saudi Arabia in the field of energy and environment.



## INTRODUCTION

1. In the current Country Programme and Action Plan (CPAP) for Saudi Arabia (2007-2011), UNDP aims to contribute to five development outcomes.<sup>1</sup> Outcome 1, which has been selected for evaluation, focuses on pro-poor and sustainable development policies. The pro-poor elements of the outcome have been the object of a prior evaluation in 2010,<sup>2</sup> while the current evaluation concentrates on the environment and energy related elements and outputs.

2. The main purpose of this evaluation, scheduled towards the end of the current programming cycle, is to assess the role played by UNDP over the period 2007 – 2010 in strengthening the capacity of Saudi Arabia to manage the environment through a number of policy options in the areas of water resources, climate change and energy efficiency as well as assisting the country to meet its global environmental obligations.

3. The results framework for the selected outcome has been defined as follows in the terms of reference for the current evaluation :

*Intended Outcome:* Sustainable environmental policies and programmes including in the areas of water, energy efficiency and climate change.

*Outcome Indicator:* Water and energy strategies integrated in national plans.

*Baseline (year 2000):* Water and energy considerations in national planning are short term. Only one national climate change report produced.

4. Nine outputs with associated indicators, baselines and targets have been identified in the CPAP (2007-2011) for Saudi Arabia (see Annex 1). The evaluation will look specifically at the relevance and contributions of UNDP project activities and upstream policy advice efforts with regard to the outcome by assessing the following: (i) what and how much progress has been made towards the achievement of the outcome, including contributing factors and constraints; (ii) the relevance of and progress made in terms of UNDP outputs, including an analysis of project activities and soft-assistance; (iii) the output-outcome link and UNDP contribution towards the achievement of the outcome, including an analysis of the partnership strategy.

5. In addition to analysing the contributions that UNDP has made to the environment-related outputs under Outcome 1 of the CPAP, the evaluation aims to assess whether the UNDP strategy has been effective and if any adjustments are needed to maintain or improve the relevance of UNDP's intervention. The results of the evaluation will be used to guide future programming and assist with the formulation of the relevant outcome and outputs in the new Country Programme and Action Plan (2012-2016).

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<sup>1</sup> Country Programme Action Plan between the Government of the Kingdom of Saudi Arabia and the UNDP Saudi Arabia Country Office (2008 Review).

<sup>2</sup> Outcome Evaluation of UNDP Support for National Strategies reflection the Vision 2025 in terms of Pro-poor and Sustainable Development policies, enhancing the Labour Sector and the Cost Effective Delivery of Public Services (30 April, 2010).

6. The methodology used for the evaluation is based on the indications contained in the terms of reference and follows current UNDP guidelines for outcome evaluations and monitoring & evaluating for results.<sup>3</sup>

Data collection and analysis was conducted according to the following main steps:

*Desk review.* The list of the main documents and materials that were made available for review is given at the Annex 2.

*Briefing.* Briefing and debriefing sessions with UNDP and government were held at the beginning and at the end of data gathering.

*Consultations.* A series of consultations were conducted with key partners and stakeholders, as listed at the Annex 3. The interviews were indicatively based on the structure outlined at the Annex 4 although not all steps were strictly followed in all interviews.

*Outcome assessment and rating.*<sup>4</sup> Progress towards achieving the outcome and how overall results contribute to a change in development conditions, was assessed and rated. Achievements were also assessed and rated in terms of sustainability, relevance and cost effectiveness.

*Output assessment and rating.*<sup>5</sup> In the context of this evaluation, outputs are mostly aligned with the results of projects. The assessment and rating of the outputs focussed on the conceptual approach and overall project design. The degree to which an output's targets have been met was assessed and rated on a three-point scale.

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<sup>3</sup> *Guidelines for Outcome Evaluators: Monitoring and Evaluation Companion Series*, 1. Evaluation Office. United Nations Development Programme (2002).

*Handbook on Planning, Monitoring and Evaluating for Development Results*. United Nations Development Programme (2002).

Web site: [www.undp.org/eo/](http://www.undp.org/eo/).

<sup>4</sup> Rating outcomes. As prescribed by UNDP for outcome evaluations, the rating system assesses the degree to which progress towards achieving the outcome has been made, without attribution of success to any partner, as follows: (i) Positive change (determined by evidence of movement from the baseline towards the end-SRF target measured by an outcome indicator); (ii) Negative change (reversal to a level below the baseline measured by an outcome indicator); (iii) Unchanged

*Relevance:* The rating system assesses the degree to which an outcome is relevant given a country's development situation and needs, as follows: (i) Yes (relevant); (ii) Somewhat (evidence is found that the outcome is somewhat relevant but perhaps not the best one for addressing the development situation per se); (iii) No (not relevant).

*Sustainability:* The rating system assesses the degree to which progress towards achieving the outcome appears to be sustainable, as follows: (i) Sustainable (determined by evidence of local ownership of outcome and systems/institutions in place to carry forward progress in the outcome or cement gains); (ii) Unsustainable (determined by lack of ownership of outcome and systems/institutions in place to carry forward progress or cement gains); (iii) Too soon to tell or cannot be determined

*Cost-effectiveness:* The rating system assesses the degree to which the progress towards - or the achievement of - the outcome is cost-effective, given the financial resources and time invested in the outcome and the degree of change actually achieved, as follows: (i) Yes (cost-effective); (ii) Somewhat (evidence is found that the outcome is somewhat cost-effective but could have been more so); (iii) No (not cost-effective).

<sup>5</sup> Rating outputs. The rating system assesses the degree to which an output's targets have been met, as follows: (i) No (not achieved); (ii) Partial (only if two thirds or more of a quantitative target is achieved); (iii) Yes (achieved).

*Recommendations.* Suggestions are put forward to improve UNDP's work under the selected outcome and recommendations elaborated for the overall portfolio of projects in the energy and environment programme.

7. The key product from the outcome evaluation is the present report which follows the structure and contents outlined in the terms of reference of the evaluation.

## THE DEVELOPMENT CONTEXT

8. The Kingdom of Saudi Arabia has one of the fastest growing populations in the world, reported to have grown from 7.3 million in 1975 to 28,6 million in 2010 including an estimated 5.5 million resident foreigners, and an average annual growth rate of about 2.0%. The population is also very young, with 73% of the Saudi population below 30 years of age and 38% below 15 years of age. Demographic factors therefore have direct effects on projections for the economy and the needs for housing, employment, social infrastructure and for the provision of water and other basic services.

9. The Strategic Vision 2025, which provides the framework for successive five year plans to 2025, was first elaborated as a long-term perspective on development in Saudi Arabia as part of the Eighth Development Plan (2005-2009).<sup>6</sup> This vision of the Saudi economy sets out a wide array of long term national development objectives, addressing dimensions other than the economic, in the belief that human development also encompasses social and cultural dimensions. An important element of this future vision underscores a national commitment to promoting economic diversification away from heavy reliance on natural resources, namely oil and natural gas and avoiding negative impacts on the environment, particularly water resources. These objectives have been retained and expanded in the more recent Ninth Development Plan (2010-2014), the focus of which continues to be on economic diversification, expanding equal opportunity employment, providing good health and education services throughout the nation, building manpower skills and protecting the Islamic traditions and cultural heritage in Saudi Arabia.<sup>7</sup>

10. In recent years the performance of the Saudi economy has closely mirrored international crude oil prices with GDP increasing annually about 2 - 4 %. However, in line with the diversification strategy, the non-oil sectors are expanding rapidly and the economy has gradually reduced dependence on oil revenues by diversifying into export industries such as metals, plastics and chemicals. Over the last decade Saudi Arabia has also made far reaching progress in improving social services and initiated steps to reduce the incidence of poverty. The substantial advancements in human development<sup>8</sup> are recorded in detail in the most recent Human Development Report for the country.<sup>8</sup>

11. The Government has adopted and signed almost all the major international conventions relating to the environment and social advancement and has subscribed to the fundamental objectives of the Millennium Development Goals (MDGs) which include a commitment to reduce environmental degradation. The MDGs reports on Saudi Arabia, produced in coordination with UNDP, demonstrate that the targets set for a number of

<sup>6</sup> The Eighth Development Plan (2005–2009). Ministry of Economy and Planning. Kingdom of Saudi Arabia.

<sup>7</sup> The Ninth Development Plan (2009-2014). Executive Summary. MOEP 2009.

<sup>8</sup> Human Development Report for the Kingdom of Saudi Arabia 2003, Ministry of Economy and Planning, Kingdom of Saudi Arabia and UNDP. 2003.

goals have already been reached or even surpassed, while others are expected to be reached well ahead of schedule. Saudi Arabia is indeed confident that it will meet its MDG obligations by 2015. However, available data indicate there is still some uncertainty with regards to achieving within the required timeframe the 11th target, namely ending the loss of environmental resources.<sup>9</sup>

12. UNDP's current Country Programme (2007-2011) constitutes a flexible partnership between Saudi Arabia and UNDP and is anchored in the overall development priorities of the country. The recent evaluation of the pro-poor elements of the CPAP has highlighted how UNDP's programme portfolio as a whole has been increasingly aligned with the wider economic and social objectives of the Government as articulated in the Eighth Development Plan (2005-2009) and the recently published Ninth Development Plan (2010-2014) for Saudi Arabia. The UNDP Country Programme was shown to provide a valuable enabling environment with outputs contributing to the achievement of Outcome 1 within the context of Saudi Arabia's Strategic Vision for 2025.

13. In the area of energy and environment, the UNDP Country Programme intends to address several challenges recognized in the national development plans by strengthening Saudi Arabia's capacity in the areas of water resource, sustainable energy, climate change, biodiversity conservation and urban planning. UNDP also provides technical expertise to assist the country in meeting its global environmental commitments and reporting.

14. In the water sector the main issues to be addressed under the outcome include : (i) strengthening broad-based water demand management rather than supply management policy; (ii) reducing non-renewable groundwater withdrawal and more sustainable aquifer management; (iii) improving the reuse of reclaimed wastewater in agriculture irrigation; and (iv) the reorganization of the legal and institutional framework. Outcome 1 also addresses the growing environmental challenges facing the municipality of Jeddah in ensuring a better sustainable livelihood for its residents and prosperity for its socio-economy. In the energy sector, the main problem addressed is to meet the rapidly growing power and energy demands of the country through efficient and rational consumption patterns, thereby protecting the local environment while at the same time providing a sustainable alternative to increased energy supply and generation capacity expansion. Through outcome 1 UNDP also aims to support Saudi Arabia in meeting its UNFCCC and UNCBD commitments to ensure sound environmental policies are in place and implemented.

15. A full list of projects in the UNDP Energy & Environment Programme for Saudi Arabia is given in Table 1. The table includes information on the timeframe and funding available for each project as well as a list of the main partners, stakeholders and expected beneficiaries.

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<sup>9</sup> Millennium Development Goals Report 2008. MOEP/UNDP.

Table 1. UNDP Energy & Environment portfolio of projects in Saudi Arabia.<sup>10</sup>

Project title	Period	Duration	Funding allocation (\$)	Total disbursements	Disbursement (Jan 07 - Oct 10)	Implementation Partners
<b>Assistance in the Development of an Integrated Water resources Management Strategy</b>	2004	1 year (extended)	500.000	440.200	128.907	Ministry of Water and Electricity World Bank
<b>National Energy Efficiency Programme</b>	2004 - 2007	3,5 years (extended)	3.791.130	3.477.466	1.536.097	King Abdul Aziz City for Science and Technology (KACST)
<b>Enabling Activities for the preparation of KSA's second national communication for the UNFCCC</b>	2007-2009	2 years (extended)	405.000	323.122	315.022	
<b>Strengthening the Natural Resources Training Centre</b>	2001 - 2003	2 years (extended)	1.585.489	1.502.123	39.534	National Commission for Wildlife Conservation & Development
<b>Assistance in Development of Water Network Connections in Madhaya Villages – Jazan</b>	2007	1 year	159.369	159.369	159.369	Ministry of Water and Electricity Tarek Al-Juffali Foundation
<b>Capacity Building for Sustainable Development and Management of Water Resources in the Kingdom of Saudi Arabia</b>	2007-2011	4 years (pipeline, not yet signed)	0		0	Ministry of Water and Electricity
<b>Jeddah Environmental</b>	2008-2009	2 years (extended)	2.664.543	212.692	212.692	Jeddah Municipality

<sup>10</sup> Source: UNDP Saudi Arabia - Evaluation Focal Team

Master Plan						
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## FINDINGS AND CONCLUSIONS

### Status of the outcome

**Overall rating.** The mainstreaming of energy and environmental issues in Saudi Arabia government policy and development plans is ongoing in the areas of water resources, sustainable energy, climate change, biodiversity conservation and urban planning. Positive change has been recorded towards the achievement of Outcome 1, as presented in the results framework of the current CPAP (2007-2011) but based on an assessment of current trends and delivery rates, it is considered improbable that all targets will have been fully attained by the end of the programming cycle. Some specific targets are likely to be achieved but this will need to be further verified in 2011 for some key elements unavailable at the time of the current evaluation are still due to be completed, namely the national water strategy, the second national communication to the UNFCCC and the national biodiversity action plan. On the other hand, it would seem that several other targets set for the current programming cycle are unlikely to be attained, particularly with regards to the environmental master plan for the city of Jeddah and national policies in the areas of water efficiency and the clean development mechanism.

16. Saudi Arabia is progressing rapidly towards some of the key energy and environmental targets set out in the country's successive development plans, with UNDP consistently playing a significant advisory and policy support role. Indeed, natural resource management and the environment (geology, oil, agriculture and water) were part of the initial focus of cooperation with Saudi Arabia, since the first establishment of UNDP in the country in 1972.<sup>11</sup> Presently, however, there are indications that the perception of UNDP as an active partner in the energy and environment sector is somewhat mitigated. Technical assistance provided by UNDP is at times considered below expectations by implementation partners, associated costs are seemingly perceived as high and crucially, the lines seem to be blurring between what is seen as the potential or actual role of UNDP as an United Nations agency and the services offered by the private sector on the open market. The fact that almost the totality of funds allocated to the UNDP energy and environment programme in Saudi Arabia originate from government cost-sharing mechanisms does not help in dispelling this perception among some of UNDP's key partners and stakeholders in the energy and environment sector.

17. During the current programming cycle a total of \$ 9.105.531 were originally allocated to the UNDP energy and environment programme, part of these funds originating from previous allocations (Table 1). Out of the \$ 5.382.180 actually available in the current programming cycle, 50% were allocated to urban environmental planning, 34% to sustainable energy, 7% to water resources and climate change respectively and the remaining 2% to biodiversity conservation (Figure 1). By the end of October 2010 a total of \$ 2.391.621 have been disbursed, i.e. 44,4% of available funds (Figure 2). Although delivery rates are not the ultimate factor in the current assessment, the higher rates so far recorded in the areas of water resources, sustainable energy and climate change and the

<sup>11</sup> UNDP and Saudi Arabia A Partnership in Human Development Overview of Cooperation 1970-2010. UNDP CO Saudi Arabia, 2010.

much lower rate for urban planning, seem to reflect overall performance and the possibility of achieving assigned targets by the end of the programming cycle in 2011.

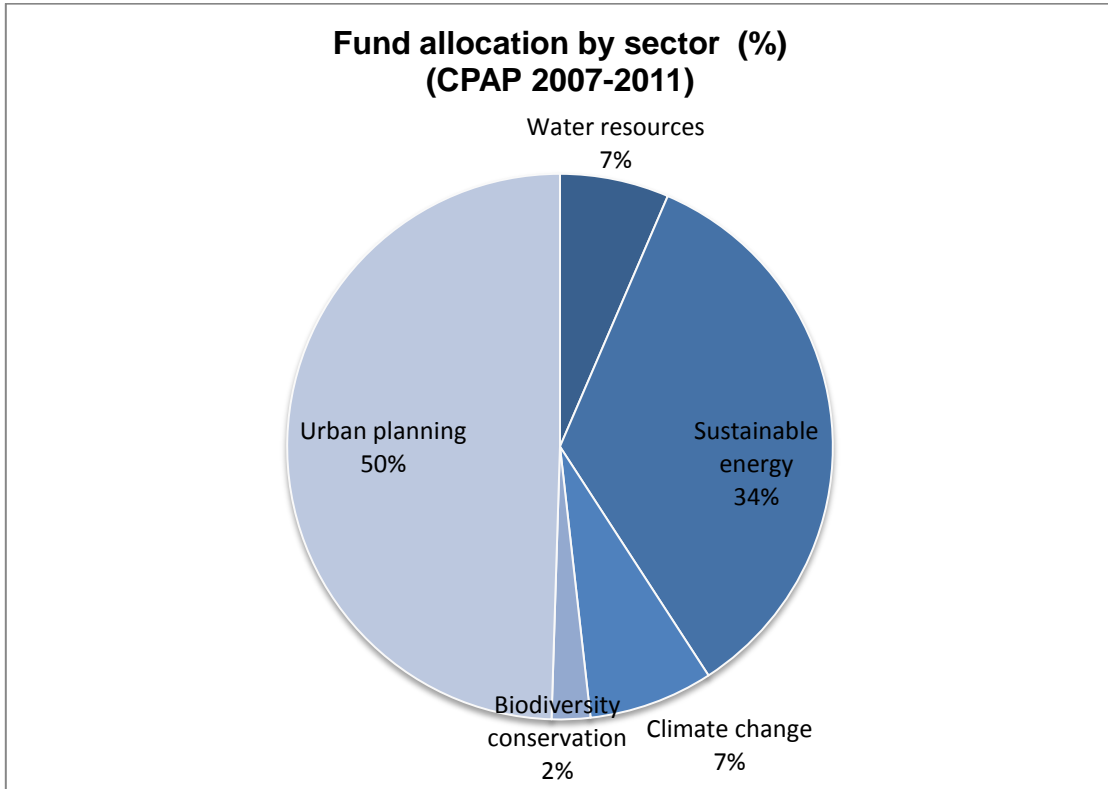
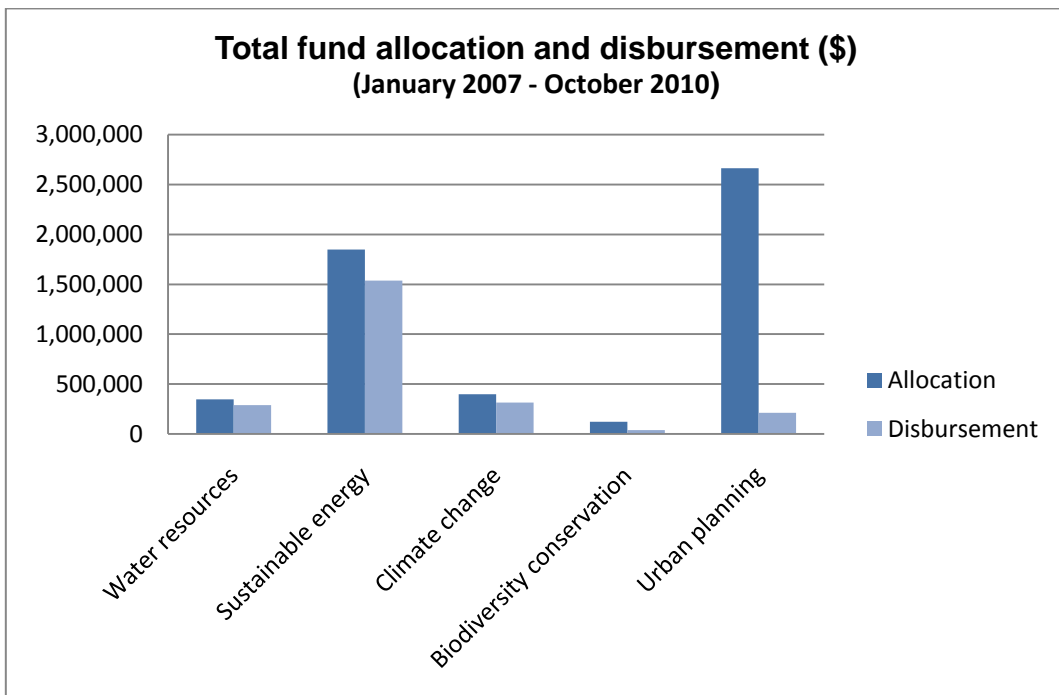


Figure 1. UNDP Saudi Arabia - Energy & Environment Portfolio, CPAP (2007-2011) : funds allocated by sector (%).



**Figure 2.** UNDP Saudi Arabia - Energy & Environment Portfolio, CPAP (2007-2011) : funds allocated and disbursed by sector.

18. **Relevance.** Within the current Saudi Arabia development context, the overall relevance of Outcome 1 is considered high as evidenced by the growing emphasis given to sustainable development in the latest country's development plan. The relevance of the outcome was also confirmed by the fact that the UNDP country programme for energy and environment is closely aligned with the strategies being pursued by all key UNDP implementing partners, thus demonstrating continuity and complementarity in the shared vision underpinning the national development of Saudi Arabia. On the international scene Saudi Arabia is increasingly active in policy dialogue on energy and environment issues as a lead member of OPEC, the sole Arab member of the G20 and a host to the Gulf Cooperation Council (GCC) and the International Energy Forum (IEF) as well as an active partner in several other international initiatives. As part of its commitment, Saudi Arabia has recently announced investments of \$ 3 billion to establish a new international centre in Riyadh to lead research into climate change mitigation solutions and clean energy technologies.

19. **Sustainability.** Country drivenness and national ownership are strong features of the energy and environment programme, which is unsurprising in the Saudi context as the government finances almost the entire UNDP programme. The institutional sustainability of results achieved under the outcome is high given the direct involvement of government ministries and agencies and the fact that the legal and regulatory frameworks are either in place or in the process of being developed. Financially, results are also generally sustainable given that the budgets required for maintaining and expanding the initiatives supported by UNDP have largely been secured or are likely to be secured in the near future. However, on the technical side, sustainability is somewhat weaker for many of the implementing partners still rely quite extensively on external technical assistance. Addressing this gap in capacity needs to remain a focus of future cooperation in order to achieve the sustainable implementation of the development policies and plans elaborated and adopted by Saudi Arabia in the field of energy and environment.

20. **Cost effectiveness.** Generally, the degree of progress towards the outcome can be rated as cost-effective, given the relatively modest financial resources actually invested to date and the degree of change so far achieved. This is reinforced by the fact that significant extra financial and technical resources have been leveraged to complement those allocated under the CPAP, with various sectors investing considerable funds from their own budget in addition to those already allocated for the projects identified under the CPAP. On the other hand, it should be noted that several partners have indicated that in some cases UNDP inputs and services may cost more than equivalent services supplied by the private sector. Although this may be viewed as an indicator of the added value which has been attached by government to UNDP's partnership, in the medium term it could become an obstacle if such costs are consistently perceived to be out of line with prevailing market prices for equivalent services.

### **Factors affecting the outcome**

21. A number of exogenous factors underlying the implementation of the UNDP energy and environment programme in Saudi Arabia are deemed to influence the outcome, either positively or negatively.



22. Sustainable development policy. Saudi Arabia's increasing commitment to address issues of sustainable development both at national and international levels has helped drive the energy and environment agenda in the forefront of policy dialogue in the country. Coupled to windfall profits from the oil industry over the past few years, this is resulting in considerable funds progressively being made available to key government sectors for tackling issues such as water management, energy efficiency and more recently climate change. Overall, these factors clearly have a positive influence on the achievement of the outcome by acting as strong drivers of change and ensuring that some of the key objectives of UNDP's energy and environment programme are set by the country itself.

23. UNDP competitive advantage. As the playing field in the energy and environment sector becomes larger and more level, there may be a decreasing need for UNDP assistance, with government funds becoming more widely available and the private sector effectively providing key services that government agencies require. This tends to lower somewhat the priority and support granted to UNDP initiatives and ultimately may curb UNDP's competitive advantage in the country and the achievement of some of the specific targets set out in the UNDP energy & environment programme. Closely in line with a recent evaluation of the role of UNDP in Net Contributor Countries (NCC) of the Arab Region, many partners and stakeholders consulted during the current evaluation perceive UNDP as playing primarily an administrative-financial role, which is largely process oriented.<sup>12</sup> It was repeatedly emphasized that UNDP should greatly intensify its engagement if it is to avoid being marginalised in the energy and environment sector in Saudi Arabia.

24. Timing constraints. The time factor negatively affects the achievement of key targets under the outcome. Considerable delays are routinely recorded at all stages of the project cycle, with time lags in some cases of up to several years between project formulation and inception and further subsequent delays during implementation. The root cause appears to be that funds are essentially based on cost-sharing mechanisms and governmental procedures to mobilise such funds are often complex and lengthy. In this respect, there is not much that UNDP can do to greatly improve matters at present, but the time shift experienced by UNDP's interventions should be recognised as an external constraint limiting the achievement of several specific targets within the stipulated timeframe.

25. Seed funding. Another factor which impacts negatively on UNDP operations in Saudi Arabia is the almost total absence of funds supplied independently by UNDP to promote its energy and environment programme. This is due to the fact that being a net contributor country (NCC), Saudi Arabia is not eligible for UNDP core funds. However, the stringent application of this norm in the Saudi Arabia context is clearly counterproductive as voiced by several of UNDP's partners and stakeholders. Indeed in contemporary Saudi Arabia, this position is strategically short-sighted and is progressively emerging as a barrier impeding UNDP from effectively doing business in the country. Through the investment of relatively modest financial resources as seed funding, it is very likely that UNDP would be able to proactively develop new initiatives, leading to successful up-scaling of its operations in the energy and environment sector and leveraging considerable additional financial resources through cost sharing mechanisms.

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<sup>12</sup> Evaluation of the role of UNDP in the Net Contributor Countries of the Arab Region. United Nations Development Programme Evaluation Office, May 2008.

## UNDP contributions to the outcome through outputs

### Water resources

26. With one of the driest climates in the world and limited natural supplies of freshwater, the sustainable management of water resources is likely to be the most critical environmental challenge facing Saudi Arabia in the future. Accordingly, four out of the nine outputs identified in the current UNDP energy and environment programme cycle are related to water resources: two outputs aim to contribute to the formulation and the implementation of the national water strategy respectively; a third output aims to improve the connectivity of the water network and a fourth output aims to support the establishment of a national water efficiency program.

27. National Water Strategy. Non renewable groundwater, which represents an estimated 57% of total water supply in Saudi Arabia, continues to be heavily mined to satisfy mainly the needs of irrigated agriculture, by far the largest sector of usage (over 85%). Combined, sea water desalination and waste water reuse represent less than 5% of the total supply while the rest (38%) is provided by mostly renewable groundwater and, marginally, by surface water resources. The two key problems which dominate groundwater use in the Saudi Arabia are depletion due to overdraft, and pollution associated with agricultural, industrial and other human activities. These problems are caused by the rapid spread of groundwater irrigation, combined with dwindling rates of recharge and compounded by a weak management framework, ill-adapted to ensuring sustainable extraction levels, efficient water use and watershed protection.

28. Against this background, UNDP is committed to support the Ministry of Water and Electricity (MOWE) through a two-phased intervention. An initial preparatory phase, executed as part of cooperative program involving the World Bank, was initiated in 2005 and completed during the current program cycle. This first phase aimed to address some of the immediate needs of the MOWE at central level while the national strategic water sector management policies were being developed through extensive in-country consultations. The intervention focussed specifically on (i) the development of groundwater abstraction estimates and mapping across Saudi Arabia; (ii) the economic assessment of water use in irrigated agriculture; (iii) the assessment of capacity building and institutional enhancement needs of MOWE; (iv) the monitoring of progress in groundwater evaluation projects and (v) the preparatory work for the development of a wells inventory data base.

29. The results of the first preparatory intervention also contributed to the design of the second phase, which was originally scheduled to start-up in 2007 with the aim of supporting the implementation of the national water strategy following its adoption. To date, however, the water strategy still awaits final revision by a panel of experts in order to be completed and enacted. Accordingly, the timeframe of the UNDP intervention has shifted. At present it seems that the project document will be imminently signed and thereafter the foreseen systematic process of capacity building to reverse the existing degradation of groundwater resources will be initiated. The key objectives include: (i) strengthening the technical and organizational capacities of the MOWE in sustainable development and management of Kingdom's water resources; (ii) develop comprehensive evaluation of water resources (surface and groundwater) in terms of recharge, springs, groundwater, surface water, treated wastewater and desalinated water; (iii) develop integrated water resources strategic plans for sustainable development of available water

resources for domestic, agricultural and industrial users; (iv) develop working plan to assess and evaluate the impacts of over-exploitation, climatic change, and potential seawater intrusion and groundwater pollutions; (v) support the progressive development of a comprehensive groundwater information management centre for undertaking strategic water resources planning and management ; (vi) water resources assessment, monitoring and evaluation for sustainable management; (vii) develop and strengthen efficient water administration and enforcement.

30. In summary, with regards to the national water strategy, targets set out in the current programme cycle have been partially achieved for the first output and may be fully achieved by the end of the cycle in 2011 if the strategy is soon finalized and adopted. As for the second output, work towards the target will have only commenced by the end of the programming cycle if the start-up of the capacity building project becomes effective over the next few months. It should be emphasized that the delay so far experienced with this initiative is largely dependent on the lengthy procedures associated with formalising the proposed project document. The overall relevance of the existing and proposed UNDP interventions is considered very high as developing and implementing the national water strategy is clearly still high-up on the agenda of government priorities. Institutional and financial sustainability are also high given the strong country drivenness displayed on this issue. The one weakness is technical sustainability, but this is indeed the main focus of the UNDP second phase intervention which would thus contribute exactly where it is most needed. An issue of possible concern is the fact that the design of the second phase, which has been improved during its long period in the pipeline, has now resulted in a more diverse and ambitious project in terms of intended outputs and targets but the overall budget has remained unchanged at \$6,636,558, as originally estimated in 2005 – 2006. The UNDP intervention so far is considered effective by partners and stakeholders in the MOWE and although unit costs for technical assistance may at times have been higher than in the private sector, there is a sense of better quality assurance and more effective programming as a result of UNDP cooperation.

31. Water Network Connectivity. Saudi Arabia has already achieved much in the field of water supply, particularly in the field of desalination, but great efforts are still needed to improve and expand supply. An estimated 30% of houses in the country are not yet connected to piped water, with shortages in piped connections affecting mostly the rural areas. The shortfall in water is largely delivered in trucks and containers which is considerably less effective than delivering piped water. The scale of current needs requires a significant increase in investments including private project finance as well as greatly improving the efficiency of service delivery.

32. As part of the development of an integrated water management strategy for Saudi Arabia, a UNDP intervention funded by the Tarek Ahmed Al-Juffali Foundation and supervised by MOWE, has been implemented to provide piped drinking water from wells to the Madhaya villages, located in the Jazan Region. The project has been completed and although no formal evaluation has been conducted, the water network connection for the villages is reported to have been successfully established, thus ensuring the delivery of safe drinking water to a population estimated at more than 4,000. The target for this output has seemingly been fully achieved. On the other hand, the innovative public-private partnership at the core of this initiative seems difficult to pursue given current guidelines set out by the government for UNDP interventions in the country, which favour public over private partnerships. So, in the wider national context the relevance of the UNDP intervention in the Madjaya villages appears to be curtailed, with no concrete chances for

UNDP to effectively contribute to the replication and extension of results achieved in this pilot area.

33. Water Efficiency Programme. The Ministry of Water & Electricity is implementing an ambitious nationwide water conservation program for the efficient use of water. The program has focused on the management of water demand for domestic and non-domestic customers, organizational restructuring and progressing towards privatization with the aim of achieving significant reduction in overall water consumption. The program includes mandatory installation of water saving devices such as constant flow regulators and low capacity flushing toilets, highly efficient sanitation and irrigation equipment, public education programs on the importance of water conservation as well as pricing of water to reflect its strategic importance and scarcity value.

34. A legislative framework for the sustainable development of water resources has recently been compiled for Saudi Arabia, with the formulation of a new comprehensive water act and its implementing regulations for the country. UNDP is committed to support MOWE in enhancing water management and performance efficiencies by undertaking institutional and governance reforms that streamline and standardize key work processes in line with strategic objectives and international best practices. To date, however, UNDP's contribution in this field is essentially in terms of soft assistance, with no project yet formally in the pipeline and no actual intervention is likely to materialise during the current programming cycle.

### Sustainable energy

35. National Energy Efficiency Program. In Saudi Arabia, ever increasing demand resulting from rapid economic growth, accompanied by expanding industrialization and urbanization, is creating considerable stress on existing energy systems. Power demand grows by 5% or more each year and it is estimated that the country will need up to 66,400 megawatts of power generating capacity by 2023 compared to the current capacity of less than 30,000 megawatts. Due to relatively low energy prices, limited attention has been given until recently to the efficient use of energy in the country. In this context, UNDP is supporting a National Energy Efficiency Program (NEEP) aiming to assist the energy sector in Saudi Arabia to meet the rapidly growing power and energy demand through efficient and rational consumption patterns, thereby protecting the local environment while at the same time providing a sustainable alternative to increased energy supply and generation capacity expansion. The NEEP seeks to remove barriers to energy conservation and energy efficiency and ensure that mechanism are put into place ensuring that anticipated benefits continue to accrue and expand once the barriers are removed.

36. In financial terms, the NEEP is by far the most significant UNDP intervention in the energy and environment sector, with over 64% of total disbursements since the beginning of the current programming cycle arising from its implementation. The independent mid-term review and final evaluations of the project were both positive and except for a few delays recorded with the implementation of the awareness component, the overall rating of the project was considered satisfactory and only minor changes recommended to improve its design and implementation. NEEP has addressed critical issues for the first time in Saudi Arabia, such as tariff adjustments, adoption of building codes, encouraging private sector participation and attempting to change consumer buying and consumption habits. Higher levels of end-use efficiency and improved institutional and human capacities were achieved as well as the emergence of self-sustained activities designed for achieving energy efficiency in the future. The NEEP has contributed to energy auditing in the

industrial and commercial sectors, utility load management, setting policies and regulations for residential buildings and energy-consuming appliances efficiency, improving energy efficiency information exchange, promoting energy services and private sector investments and utilization of efficient technologies. The NEEP has also been able to enhance and encourage outreach and awareness building initiatives on energy efficiency through campaigns, workshops and other outreach activities.

37. Ultimately the NEEP has resulted in the establishment of a new Saudi Energy Efficiency Centre (SEEC) to scale up and oversee national activities on energy conservation in various sectors. This centre was officially launched by the King, reflecting the general perception of the successful nature of the project and its contribution towards enacting new environmental laws to save energy. So, for this output the target set out in the current programming cycle has clearly been attained, indeed surpassed. The relevance of the output is high and even at a technical level the partners in the government sector display a level of competence and self-assurance which minimise possible concerns with regards to sustainability. Indeed, there might even be an opportunity to capitalise the experience of the NEEP in Saudi Arabia and promote some of the results at regional and international levels. A note of caution, however, should be recorded with regards to the effectiveness of the UNDP role in this intervention. There is a feeling among government partners that UNDP has at times been insufficiently proactive, focussing too much on administrative processes. In this respect, the introduction of the ATLAS system had apparently initially raised expectations of greater management effectiveness but was ultimately judged as disappointing, with time lags in processing payments often longer than those experienced using government procedures.

### Climate change

38. Saudi Arabia is particularly vulnerable to climate change as most of the country has sensitive ecosystems. About 76% of its areas is non-arable lands including 38% of the area being desert. Impact assessments have indicated that most regions of the country have high vulnerability to potential climate change, particularly in terms of desertification processes. On the other hand, Saudi Arabia's carbon emissions have risen greatly over the past three decades, with per capita carbon emissions being now one of the highest in the developing world.<sup>13</sup> Saudi Arabia ratified the UN Framework Convention on Climate Change (UNFCCC) in 1994 and submitted its first national communication to the UNFCCC in 2005. This report established a national inventory of greenhouse gases, while assessing the country's vulnerability to climate change and identifying a first set of possible adaptation measures.

39. Second National Communications to the UNFCCC. In order to continue to fulfil its commitments to the UNFCCC, Saudi Arabia needs to update the greenhouse gases emission inventory with the aim of reducing the uncertainties recorded in the previous exercise and prepare its second national communication. Accordingly, the ongoing UNDP/GEF intervention was designed to assist with the enabling activities necessary to undertake the second national greenhouse gas inventory and prepare the second communication of Saudi Arabia to the conference of parties in accordance with UNFCCC guidance. In addition, the project aims to help strengthen Saudi Arabia's capacity to fulfil its commitments to the UNFCCC on a continuing basis. A foreseen vulnerability and

<sup>13</sup> First National Communication. Kingdom of Saudi Arabia. Submitted to the United Nations Framework Convention on Climate Change (UNFCCC). Presidency of Meteorology and Environment (PME), 2005.

adaptation exercise is expected to result in a policy paper outlining adaptation measures and implementation plans for several key issues including water resources, desertification and sea level rise. A public awareness program is expected to enhance general knowledge of climate change and related issues in the country.

40. The project is being conducted based on the country's previous experience during the elaboration of the first national communication to the UNFCCC. The key issues and lessons learned were identified through an initial stocktaking exercise and are being employed in the rerun of the greenhouse gas inventory as well as in the assessment of steps to address mitigation requirements and the potential impacts of climate change on the country. In the last available APR/PIR, which refers to the 2008-2009 period, the project was rated as highly satisfactory, although data scarcity and lack of coordination between stakeholders were identified as negative factors affecting its implementation.

41. To date, the final target has not yet been achieved, but by the end of the current programming cycle it seems likely that it will be. The delay so far encountered with the finalisation of the second national communication, originally supposed to be submitted to the UNFCCC in 2009, appears to be partly due to external factors. The attempt by UNDP/GEF to get Saudi Arabia to forego GEF funding to support the preparation of its second national communication was strongly resisted by government. The eligibility for such funding as a developing country is perceived to reinforce the strategic position of Saudi Arabia in climate change negotiations, particularly with regards to issues such as mitigation requirements. In this respect, the UNDP country office appears to have played a very positive role in helping to diffuse the differences over funding and successfully facilitate the pursuit of the second national communication process.

42. Overall, the output is considered relevant, for Saudi Arabia is committed to remain engaged inasmuch as there is a credible climate change negotiating process. The sustainability of the output is high given that the process is anchored in a strong institution such as the Presidency for Meteorology and Environment (PME) and supported by the Ministry of Petroleum and Minerals, the official Saudi Arabia negotiator for climate change. It should be recognized, however, that the process of updating greenhouse gas inventories and elaborating national communications to the UNFCCC is still not financially sustainable. At least for the time being, the process will have to be fuelled through external funding for Saudi Arabia is likely to continue insisting on obtaining its dues as a developing country in this area.

43. Clean Development Mechanisms. The National Committee for the Clean Development Mechanism (CDM) has very recently been established as the Designated National Authority for CDM in Saudi Arabia. The National Committee is presided by a representative of the Ministry of Petroleum and Minerals and includes the membership of a number of relevant ministries and other entities. The first project to enter the pipeline is a new landfill gas recovery project to be implemented in the city of Madinah.

44. In the current programming cycle UNDP is committed to enhance national capacities to establish and develop Clean Development Mechanisms and a Designated National Authority. To date, however, UNDP's contribution in this field is essentially in terms of soft assistance and awareness raising activities targeting public and private partners in Saudi Arabia for the implementation of the UN Kyoto Protocol and the Clean Development Mechanism. Although a project proposal to support the CDM process in Saudi Arabia has

been developed by UNDP, it is not yet formally in the pipeline and no actual intervention appears likely to materialise in the near future.

### **Biodiversity conservation**

45. National Report to the UNCBD. One of the major targets of Saudi Arabia's environmental policy is the conservation of biodiversity in order to maintain ecological equilibrium, particularly with respect to rare, vulnerable and endangered animal and plant species. Saudi Arabia is a signatory of the Convention on Biological Diversity (CBD) since 2001. A national biodiversity strategy and action plan was developed in 2005 and in accordance with CBD requirements, three national reports and two thematic reports have so far been submitted to the CBD secretariat.

46. The main body responsible for the conservation and management of biodiversity in the country is the Saudi Wildlife Commission (SWC), formerly known as the National Commission for Wildlife Conservation and Development (NCWCD). Its mandate includes the management of three research centres, internationally known for their work on the reintroduction of species as well as the management of 15 terrestrial and marine protected areas. The latter will increase as the national protected area system plan is progressively implemented and new sites are established in an effort to improve the representation of ecosystems and achieve the protection of 8-10% of the country's total surface area.

47. UNDP's cooperation with SWC was initiated with a project supporting the establishment of a training centre aimed at enhancing the capacity of SWC to manage and operate efficiently the Saudi Arabia protected area system. The two-phased project, which resulted in the establishment and operation of the Natural Resources Conservation Training Centre (NRCTC), was initiated in 1998 and implemented over a period of several years.<sup>14</sup>

48. During the current programming cycle, UNDP is committed to assist the Saudi Wildlife Commission to develop and submit the 4<sup>th</sup> National report to the CBD. The initiative is being funded from limited financial resources still remaining from the budget allocated to the project for the establishment of the training centre. In February 2010 a total of \$67,281 has thereby been made available for the current initiative, based on a substantive budget revision of the original project.

49. The ongoing project has already delivered a few key results. In the run-up to the 10th CBD Conference of Parties held in October 2010 in Nagoya, Japan, a document entitled "A roadmap to Nagoya" has been compiled to inform decision-makers. The document includes analyses of key themes and suggested position statements supporting the negotiations of the Saudi Arabia delegation. The priority given to the Nagoya conference has led to less effort being deployed to develop the biodiversity action plan, however, this activity is to be resumed after the COP and will benefit from the results and orientations stemming from the conference. In this respect, progress was made in developing a framework proposal and a set of project concept notes for new pilot initiatives on themes such as biodiversity-related traditional knowledge and managing drought in fenced protected areas as a basis for climate change mitigation. Another ongoing activity is the redesign and revision of the national Clearing House Mechanism (CHM) to the CBD,

<sup>14</sup> Establishment of Natural Resources Training Centre SAU/97/007/E/01/99. (i) External Technical Review. UNDP, June, 2001. (ii) Second Phase Project Document. UNDP, July 2001.

including the revision and updating of the text and design of the Saudi Arabia CHM website and incorporating tools to improve coordination between members of the national biodiversity committee.

50. Overall, although targets for this output have not yet been achieved, the UNDP intervention seems to be very effective so far, largely as a result of the high standard of the technical assistance currently being provided. Relevance is also considered high, given the priority already assigned to biodiversity conservation by Saudi Arabia and the considerable progress made in establishing a national protected area system. In this respect, it is unfortunate that the priority attributed to biodiversity conservation in the current programming cycle has been relatively low with the allocation of very limited financial resources. Similarly to other outputs, institutional sustainability appears to be relatively strong given the country drivenness and maturity of the partner institution, but may be weaker at a technical level as reflected in the difficulties to identify and mobilise suitable counterparts for the UNDP technical assistance.

### Urban planning

51. Jeddah Environmental Master Plan. Jeddah is the second largest city in Saudi Arabia with a population of approximately 2.8 million and an average yearly growth rate of 2.6%. Over the last few years, the fast and unprecedented period of socio-economic growth of the city, has been accompanied by a steadily deteriorating environmental situation which has caused widespread dissatisfaction among its residents and serious concerns across the various public agencies and departments responsible for the planning and management of the city. The level of air pollution has increased beyond internationally accepted standards, while pollution and contamination of underground water has greatly increased due to a variety of causes. Excessive and aggressive waterfront development has resulted in significant deformation of the natural coastline. A number of serious deficiencies in the infrastructure of the city, particularly the water distribution network, as well as substandard wastewater and rain water collection and solid waste management also cause environmental degradation and widespread pollution.

52. The municipality of Jeddah in collaboration with UNDP has launched an initiative to develop a comprehensive environmental action plan and a coordinated mechanisms to deal with the environmental challenges facing the city. The project means to achieve this by producing issue-specific environmental profiles that contribute to the elaboration of the environmental master plan. The intervention also aims to strengthen planning and monitoring capacities of the main stakeholders, introducing a decision support system and develop an environmental awareness strategy and an environmental security early warning system. A key requirement in order to effectively implement the project is a high level of inter-departmental and inter-agency coordination, based on a clear and unified governance and management vision for the city. The project aims to achieve this by improving coordination and streamlining regulations and work flow processes, integrating enterprise wide information technology systems, increasing levels of citizen commitment through participatory processes and strengthening corporate social responsibility through a basket of regulations and incentives.

53. The project, which was initially scheduled to be implemented in 2008-2009 over a two-year period, actually started-up in September 2009. The second quarterly activity report dated march 2010 reported further delays due to several factors including the effects of a major flood, difficulties in establishing a project steering committee and the unavailability of foreseen funds. In the second quarterly activity report dated March 2010, the project



manager reports that it had not yet been possible to establish a steering committee and that there was no indication from the municipality's upper management that the project's implementation would be continued.

54. To date, the project manager has been dismissed and no concrete steps have been taken by the municipality towards the possible resumption of project activities. So it appears likely that the project will have to be terminated and that the target for this output will not be achieved. A series of circumstances seem to have collectively resulted in the current situation and no single cause appears to be responsible for the early termination of the project. These include external factors such as the flood and the emergency situation that ensued, but also the political fallout of the crisis that brought to a change of mayor and the dismissal or transfer of several members of the municipality's top management including several staff in the environmental department. A considerable mistake seems to have been made in the financial architecture of the project. Instead of drawing on the research and development budget of the partner institution, which is the usual source of cost sharing funds for UNDP interventions in Saudi Arabia, the project was designed to involve the private sector as a key source of funds. This added further delays in actually mobilising allocated financial resources due procedural difficulties. Finally, the internationally recruited project manager, due to lack of any previous experience of the complex reality of the Jeddah municipality, was only able to provide limited contributions to maintaining the project on course in the face of such adverse circumstances.

### Summary ratings for outputs

Expected Outputs	Targets	Ratings <sup>15</sup>		Relevance	Sustainability	Effectiveness
		10/2010	12/2011			
<b>Water resources</b>						
<b>MOWE supported by provision of technical assistance towards formulation of National Water Strategy</b>	National Water strategy formulated establishment of DNA	Partially achieved	Achieved	High	Medium	Medium
<b>National Capacity enhanced to enable MOWE to implement National Water Strategy</b>	MOWE working with experts towards CB	Not achieved	Partially achieved	High	-	-
<b>Water network system in Madhaya, Jizan established</b>	Water Network established	Achieved	Achieved	Low	Medium	High
<b>Support provided to national institutions to establish a National Water Efficiency programme</b>	To be determined upon project formulation	Not achieved	Not achieved	High	-	-
<b>Sustainable energy</b>						
<b>New Energy Efficiency policy options formulated</b>	Energy efficiency policies implemented	Achieved	Achieved	High	High	Medium
<b>Climate change</b>						

<sup>15</sup> Output ratings include assessments at the time of this evaluation and forecasts for the end of the current programming cycle ending in 2011. The rating system assesses the degree to which an output's targets have been met, as follows: (i) No (not achieved); (ii) Partial (only if two thirds or more of a quantitative target is achieved); (iii) Yes (achieved).

Expected Outputs	Targets	Ratings <sup>15</sup>		Relevance	Sustainability	Effectiveness
		10/2010	12/2011			
<b>Second National Communication report produced</b>	Target: CC Policies formulated	Partially achieved	Achieved	High	Medium	High
<b>National capacities established to develop Clean Development Mechanisms in KSA</b>	To be determined upon project formulation	Not achieved	Not achieved	Medium	-	-
<b>Biodiversity conservation</b>						
<b>NCWCD capacities enhanced to prepare the national action plan for Biodiversity convention</b>	Finalize plan of action	Partially achieved	Achieved	High	Medium	High
<b>Urban planning</b>						
<b>National Capacities of Jeddah municipality enhanced to formulate Jeddah Environmental Master plan</b>	Draft Environmental Master plan	Not achieved	Not achieved	Medium	Low	Low

### UNDP partnership strategy

55. The opportunities for a flexible and wide ranging partnership strategy in Saudi Arabia are limited. This is due to current guidelines set out by government for UNDP interventions in the country, which greatly favour public over private partnerships, while discouraging direct links between UNDP, NGO's and civil society. As a result, UNDP has concentrated with few exceptions on developing strategic partnerships with different sectors of government and large government corporations. Overall, UNDP has been able to secure good working relations with all its partners in the energy and environment programme, generally eliciting a high level of trust and respect for its neutrality and professionalism. Indeed, several partners clearly demonstrated a sincere desire for UNDP to become more hands-on and deepen its involvement in Saudi Arabia. However, there is a general call for UNDP to mobilise more proactively the technical resources, expert systems and knowledge networks which are perceived to be among the key assets that the agency should be deploying in Saudi Arabia.

56. Water resources. In the water sector UNDP has aimed to build upon the work undertaken by the Ministry of Water and Electricity (MOWE), especially in relation to the formulation of national water strategy and undertaken with assistance from the World Bank. UNDP thus established coordination mechanisms with the World Bank and other development partners active in the water sector. The MOWE had a central facilitating role in these partnerships and successfully coordinated required inputs from the World Bank and UNDP respectively. In the water sector, UNDP also piloted an innovative public-private partnership with the Tarek Ahmed Al-Juffali Foundation to provide safe drinking water for Madaya Villages in the Jazan region. This partnership was part of the strategic goal agreed upon between UNDP and Saudi Arabia to improve national capacities in planning and implementing sustainable development. However, this type of partnership seems now difficult to pursue given current guidelines set out by the government for UNDP interventions in the country, which favour public over private partnerships.

57. Sustainable energy. The responsibility for energy in Saudi Arabia is shared between many ministries, organizations and agencies within the government. In order to develop and mainstream energy efficiency practices and contribute to the development of a single coordinating mechanism, UNDP's partnership strategy was based on a joint UNDP-UNDESA programme with King Abdul-Aziz City for Science and Technology. With the recent establishment of the Saudi Arabia Energy Efficiency Centre promoting energy efficient practices in the country, UNDP's partnership strategy has paid off. Indeed, as highlighted in the terminal evaluation of the NEEP, the partnership has had an unannounced impact by creating a culture of cooperation, coordination and working for the national interests cutting across the boundaries of the various entities involved. With the entry into the sustainable energy arena of Saudi Aramco, the Saudi Basic Industries Corporation (SABIC), the Ministry of Petroleum and Minerals and other ministries, a new momentum is developing in Saudi Arabia towards reducing energy intensity of the oil/gas industry, petrochemical industry and building sector. This is seen as a means of conserving oil reserves for exports while reducing greenhouse gas emissions. The challenge ahead for UNDP is to remain engaged in the process as the number of partners multiplies and the stakes inevitably rise.

58. Climate change. UNDP's key partner is the Presidency of Meteorology and Environment (PME). As the institution mandated to manage environmental affairs in the country, PME coordinated the first national greenhouse gas inventory and national communication to the UNFCCC. In addition it is the GEF focal point in Saudi Arabia so PME is clearly an appropriate partner to assist in mainstreaming climate change related policy in the country and conduct the second national greenhouse gas inventory and the second national communication to the UNFCCC. In this respect, the UNDP country office successfully facilitated the pursuit of the second national communication process which at one point seemed to be stalling over issues related to GEF funding. The partnership with the PME has true strategic value for UNDP also because the former is closely linked with the Ministry of Petroleum and Minerals, the official Saudi Arabia negotiator for climate change and a key player in OPEC, the Gulf Cooperation Council (GCC) and the International Energy Forum (IEF) as well as in several other international initiatives related to climate change. The Ministry of Petroleum and Minerals also presides he recently established Designated National Authority for the Clean Development Mechanism (CDM) in Saudi Arabia.

59. Biodiversity conservation. UNDP's partnership strategy has focussed on the Saudi Wildlife Commission (SWC), formerly known as the National Commission for Wildlife Conservation and Development (NCWCD). This is the main body responsible for the conservation and management of biodiversity in the country and the official Saudi negotiator at the 10th CBD Conference of Parties held in Nagoya, Japan. Over the two previous programming cycles UNDP had invested a great deal in this partnership by making a considerable contribution to the establishment and subsequent operation of the Natural Resources Conservation Training Centre (NRCTC) in Riyadh. However, during the current programming cycle, the links have been less strong. The ongoing initiative to assist in the development of the biodiversity action plan, although valuable in orienting future work in the country, is being conducted on a shoestring budget and lacks the strategic depth and long-term vision of previous phases of the SWC-UNDP partnership.

60. Urban planning. The Jeddah municipality is UNDP's key partner in the project to develop an environmental master plan for the city. Effective urban planning is a multi-stakeholder process and the partnership strategy envisaged for the intervention is based

on consensus-building across a wide range of technical, political, social, and economic interests, coupled to a high level of inter-departmental and inter-agency coordination. In order to strengthen levels of citizen commitment and corporate social responsibility, a number of stakeholders and potential partners has been identified including the scientific, educational and industrial communities, NGOs, and other groups such as local sports clubs, fishermen's associations, women's associations, and tourist entrepreneurs. The idea is to involve all relevant stakeholders in the identification and prioritization of issues and in the process of analyzing policy options and working towards agreed environmental planning and action plans. As detailed in § 51-54 of the present report, the UNDP intervention aiming to develop the environmental master plan for the city of Jeddah is presently at a standstill and may be subject to early termination. This is likely to be due to several factors including the inherent difficulties of implementing the ambitious partnership strategy and public participation plan proposed for the project, in the highly normative and structured context allowed UNDP interventions in Saudi Arabia.

## **RECOMMENDATIONS & LESSONS LEARNED**

61. Promote a more proactive approach. The overarching recommendation is that in order to maintain and enhance the credibility of UNDP's role in the energy and environment field in Saudi Arabia, a more proactive approach will be required in the future. A coordinated effort engaging UNDP headquarters and the UNDP regional bureau for the Arab states should be made to strengthen the mobilisation of available technical resources, expert systems and knowledge networks. These are perceived as key assets which underlie the competitive advantage of UNDP over private sector services and should be deployed more effectively in Saudi Arabia if UNDP is to continue playing a significant advisory and policy support role in the energy and environment sector.

62. Increase UNDP investment in Saudi Arabia. In order to effectively promote UNDP's role in Saudi Arabia, there is a need to invest in the development of new initiatives in the energy and environment sector, without relying on cost-sharing mechanisms as the exclusive source of funding and mode of operation. Seed funding would be critical in generating interest and furthering dialogue while promoting upstream advocacy activities in innovative areas. These important, low-cost activities would be used to respond to emerging issues in the energy and environment sector and UNDP would be perceived as making a more substantive contribution in furthering the national energy and environment agenda. Moreover, by investing relatively modest financial resources as seed funding, it is likely that considerable additional financial resources would be leveraged through cost sharing mechanisms. Saudi Arabia is in the process of committing a large amount of new funding to the energy and environment sector, including the recently announced \$ 3 billion for research into climate change mitigation and clean energy technologies and a further \$ 750 million for adaptation studies and solutions. If UNDP were to make full use of its competitive advantages it may be able to successfully up-scale its operations in Saudi Arabia while strengthening the role of the agency in the energy and environment sector.

63. A more cohesive vision of the outcome. The elaboration of the energy and environment outcome for Saudi Arabia appears to be largely a demand driven process, with a tendency to tailor outputs to the specific requirements of the different government departments involved. This has produced a rather segmented portfolio of discrete projects, often tenuously linked with each other. In order to address energy and environmental concerns in a more holistic manner and bring together UNDP's partners across sectoral lines, the development of a more cohesive vision of the energy and environment agenda for Saudi Arabia is recommended. This would enhance the capacity to coordinate cross-

sector initiatives, and benefit from the collective endorsement by all stakeholders sharing such a common vision. The present evaluation has found it useful to aggregate the various outputs foreseen in the current programming cycle under a few main themes, namely water resources, sustainable energy, climate change, biodiversity conservation and urban planning. During the period leading up to the elaboration of the new country programme, a new set of outputs could be developed according to this or a revised set of such key themes, while exploring strategic cross-sector linkages between them. In this respect, it would be appropriate to try and maintain a balanced portfolio of projects, with investments in all key sectors, and avoiding that any single theme is overshadowed by the rest. In the current programming cycle for example, 50% of funds were allocated to urban planning and only 2% to biodiversity conservation.

64. Strengthened economic analysis. An important tool that could assist in building a more cohesive vision and understanding of energy and environment issues in Saudi Arabia is the application of more rigorous economic analysis. Recent work has demonstrated that analysing the value of ecosystem services not only enhances the case for strong action to curb greenhouse gas emissions, but also highlights the inherent value of investing in natural capital to help both climate change mitigation and adaptation.<sup>16</sup> The failure of markets to adequately consider the value of ecosystem services means that the benefits derived from these goods are usually neglected or undervalued in decision-making. A possible focus for the next UNDP programming cycle could be to launch a cross sector initiative with the aim of understanding and capturing the value of ecosystems and their services in Saudi Arabia as a means to improving decision making and management in the energy and environment sector. In collaboration with key partners and stakeholders, this may lead to the development of an environmental business plan for the country as a tool for mainstreaming and operationalising policy. A similar approach has been recently prioritized by the World Bank at the 10th CBD COP held in Nagoya in October 2010. A new global partnership has been launched to pilot an initiative known as green accounting which aims at valuing the flows of services from natural ecosystems, and making this information usable for finance and planning ministries in developing countries.

65. Strategic partnerships. Despite the narrow guidelines set out by government for UNDP interventions in the country, which greatly favour public over private partnerships, there is considerable scope in trying to improve UNDP's partnerships strategy within the public sector. The agency could strengthen its facilitation role between different government sectors. For example, a key partnership which needs to be optimised is the one between the Ministry of Water and Electricity responsible for the national water strategy and the Ministry of Agriculture, overseeing irrigated agriculture, by far the most important consumer of the national water supply (85%). By catalysing a sector-wide initiative, and with the involvement of other UN agencies such as FAO working closely with the Ministry of Agriculture, UNDP could help in bringing together the two partners to collaboratively address the potentially conflicting demands of rationalising water use and the expanding needs of irrigated agriculture. This challenge becomes even more complex in view of the fragmentation of the water sector and the ongoing process of developing a shared water vision. Similarly, there would seem to be room for a stronger facilitation role by UNDP in catalysing a collaborative approach by key stakeholders in the area of biodiversity conservation. The Saudi Wildlife Commission (SWC) and the Presidency of Meteorology and Environment (PME) are both mandated, albeit with different roles, to oversee biodiversity conservation in Saudi Arabia. More substantive cooperation between these

<sup>16</sup> TEEB – The Economics of Ecosystems and Biodiversity for National and International Policy Makers – Summary: Responding to the Value of Nature 2009.

two institutions is urgent, particularly in the light of the intensifying national policy dialogue over the impact of climate change and the needs in terms of adaptation. Finally, in the area of sustainable energy, UNDP could intensify its soft assistance in facilitating the innovative partnership involving large government corporations and the recently established Saudi Energy Efficiency Centre in order to scale up the implementation of energy conservation policy across different sectors.

66. Regional and international cooperation. There is potential still to be tapped for regional and international cooperation in addressing interconnected issues and common problems in the field of energy and environment. Saudi Arabia is increasingly active in policy dialogue on such issues on the regional and international stage and is investing considerable funds in various forms of assistance. For example, through the 'Energy for the poor' initiative, Saudi Arabia has committed \$ 1 billion to achieve Millennium Development Goals by expanding access to clean energy in Least Developed Countries. Together with partner institutions such as MOWE, PME, SEEC and SWC, UNDP should explore on a case-by-case basis, the possibility of capitalising and replicating at regional and international levels key results so far achieved by Saudi Arabia in the area of energy and environment. Potential areas of interest where UNDP could play a facilitating role may include transferring the Saudi experience in energy efficiency, the emerging results in clean energy technology, the production and use of desalinated water, captive breeding and reintroduction of species, and the research being initiated into climate change adaptation and mitigation solutions. Many of UNDP's partners in the energy and environment programme appear receptive to the idea of disseminating best practices and lessons learned at the regional and international levels, while having a chance to benefit from technical exchanges, capacity building, training opportunities and international exposure for their own staff. A variety of factors make UNDP an attractive and suitable partner for this type of endeavour due to its perceived neutrality, transparency and professionalism. This could be further enhanced if UNDP were to independently invest technical and financial resources as a means of leveraging further funds from cost sharing mechanism and adding value to such regional and international cooperation initiatives for all partners and stakeholders involved.

## **ANNEXES**

Annex 1. Results framework for Outcome 1 (CPAP 2007-2010).

Annex 2. Select bibliography

Annex 3. List of persons consulted

Annex 4. Evaluation questionnaires

## Annexe 1. Results framework for Outcome 1 (CPAP 2007-2010).

Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners
Creation of an enabling environment for the Kingdom to meet its environmental priorities within the eighth national development Plan  Indicator: 2 new environmental policies implemented	1. MOWE supported by provision of technical assistance towards formulation of National Water Strategy	1.Indicator: Public presentation of Strategy and policies 1.Baseline: Water Strategy 50% ready 1. Target: National Water strategy formulated establishment of DNA	Ministry of Water and Electricity (MOWE)
	2. New Energy Efficiency policy options formulated	2. Indicator: energy conservation standards prepared 2. Baseline: Project 80% completed 2. Target: Energy efficiency policies implemented	King Abdulaziz City for Science and Technology (KACST)
	3. Second National Communication report produced	3. Indicator: SNC submitted to UNFCC 3. Baseline: First National Climate change report submitted 3. Target: CC Policies formulated	Presidency of Meteorology and Environment (PME)
	4. NCWCD capacities enhanced to prepare the national action plan for Biodiversity convention	4. Indicator: Biodiversity implementation plan of action ready 4. Baseline: Second Biodiversity report submitted 4. Target: Finalize plan of action	NCWCD
	5. Water network system in Madhaya, Jizan established	5.Indicator: Network operational 5.Baseline: no water network system in Madhaya 5. Target: Water Network established	MOWE
	6. National capacities established to develop Clean Development Mechanisms in KSA	6.Indicator: Number of people trained to establish a DNA 6.Baseline: One workshop organized by ministry of Petroleum and Minerals to advocate for CDM 6. Target: to be determined upon project formulation	Ministry of Petroleum and Minerals
	7. Support provided to national institutions to establish a National Water Efficiency programme	7.Indicator: National capacities developed to establish a NWEF 7.Baseline: No such center in existence 7. Target: to be determined upon project formulation	Private Sector, NGOs, NCWCD
	8. National Capacity enhanced to enable MOWE to implement National Water Strategy	8. Indicator: Number of experts put in place and number of national officials trained 8.Baseline:Capacity needs assessment prepared 8. Target: MOWE working with experts towards CB	MOWE



*Saudi Arabia: Energy & Environment - Outcome evaluation (2007-2010)*

Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners
	9. National Capacities of Jeddah municipality enhanced to formulate Jeddah Environmental Master plan	9.Indicator: Number of environmental profiles and priorities identified 9.Baseline: No EMP 9. Target: Draft EMP	Jeddah Municipality
National strategies reflecting vision 2025 in terms of pro-poor policies and labor sector and cost-efficient delivery of municipality services including rural areas  Indicator: Increase Saudi labor force by 25% in private sector insitutions and reduction of unemployment in the rural areas by 10%	1. Enhance awareness of CSOs and public institutions on poverty related issues	1.Indicator: Number of NGOs represented in the poverty workshop and number of NGOs made aware of poverty reduction policies 1.Baseline: poverty strategy ready but not published 1. Target: to be determined upon project formulation.	
	2. National capacities supported to better address issues of disability	2. Indicator: Number of knowledge products finalized with support of UNDP 2. Baseline: No support from UNDP 2. Target: Closer cooperation with Prince Salman Center on issues of disability	
	3. Labor market policies reviewed to favor poor segments of society and make private sector institutions more attractive to competitive employment.	3. Indicators: <i>1. Human Resource Development (HRD) concepts introduced in the labor-intensive sectors of the economy, with emphasis on rural areas</i> <i>National paper on labor market policies revised</i> 3. Baseline: <i>* HRD concepts incorporated in the 8th Development Plan without being materialized at the sectoral level</i> <i>* National paper on labor market policies reviewed to be aligned with the WTO rules and regulations.</i> 3. Target: <i>* HRD concepts localized and implemented by Ministry of Labor and MOEP</i> <i>* National paper on labor market policies</i>	Ministry of Labor

*Saudi Arabia: Energy & Environment - Outcome evaluation (2007-2010)*

Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners
	4. MoMRA enabled to develop rural community strategy.	4. Indicator: <i>Number of policy studies conducted on integration of municipal services to rural and urban areas.</i> 4. Baseline: * No rural community strategy 4. Target: * A model for municipality services to rural areas designed and tested * Present rates of rural-to-urban migration halted	MOMRA
	5. MoEP enabled to undertake national, regional and sectoral planning and policy formulation based on vision 2025.	5. Indicators: 1.National economic report published annually, New themes of population policies and social development introduced, Science and technology perspective introduced, for the ninth development plan. 2.Suite of economic models revised to incorporate bearings of the long-term strategic vision of the economy for 2025, MDGS and HDI aspects 3.MDGs costing introduced and NMDG report produced 4.NHDR produced with focus on supply-side of employment (education) 5. Baseline: * The 8th National. - Development Plan, NHDR, NMDGR produced with limited national, regional and sectoral planning. 5. Target: * An institutional strategic unit established within MOEP by 2008 to constitute a national forum for the review of policy papers on population and social development and alignment of macro policies with the national MDGs and HDR * 7 studies produced, 5 of policies.	MOEP

## **Annexe 2. Select bibliography**

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Environmental Master Plan and Management for Sustainable Development in the City of Jeddah. Quarterly Report N.2. (March 2010)

**Annexe 3. List of people consulted**

Hilal Al-Harhi - MOWE

Abeer Ali Al-Najai - UNDP M&E Associate

Mohammed Amin Al-Shaikh - Presidency of Meteorology and Environment (PME)

Yousef Al-Wetaid - Focal point for biodiversity, SWC

Yousef Al-Yousef - KACST/NEEP

Mohammed Hassan Ali Bamaana - Jeddah Municipality

Kishan Khoday - UNDP Deputy Resident Representative

Mohamed Rami Mahmoud, - Water Planning and Management Advisor, MOWE

Riyad Musa - UNDP Deputy Resident Representative

Asim Salah Eldin A. Salam - UNDP Senior Programme Associate

Mayssam W. Tamin - UNDP Assistant Resident Representative

Yassin Yassin, UNDP Senior Programme Associate

Taha Zadari, Presidency of Meteorology and Environment (PME)

## Annexe 4. Evaluation questionnaire

### Outputs

- What were the key outputs produced or are likely to be produced ? (including quantity, quality and timeliness)?
- What factors impeded or facilitated the production of such outputs?
- Which were the key partners, stakeholders and/or beneficiaries and what were the nature and extent of their participation?
- What was the partnership strategy and was it effective?
- How well did UNDP use its resources to produce target outputs ?
- Is progress towards achieving the output targets sustainable? <sup>17</sup>
- Are the outputs relevant in terms of the country's development needs ? <sup>18</sup>
- Has progress towards achieving the targets been cost effective given the financial resources and time invested ? <sup>19</sup>
- Rate to what degree the output's targets have been or are likely to be met ? (i) No (not achieved); (ii) Partial (only if two thirds or more of a quantitative target is achieved); (iii) Yes (achieved).

### Outcome

- Has the outcome been achieved or has progress been made towards its achievement?
- What factors (political, sociological, economic, etc.) have affected the outcome, either positively or negatively?
- How have these factors limited or facilitated progress towards the outcome?
- Overall rating. To what degree has progress towards achieving the outcome been made (without attribution of success to any partner): (i) Positive change (determined by evidence of movement from the baseline towards the end-SRF target measured by an outcome indicator); (ii) Negative change (reversal to a level below the baseline measured by an outcome indicator); (iii) Unchanged

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<sup>17</sup> (i) Sustainable (determined by evidence of local ownership of outcome and systems/institutions in place to carry forward progress in the outcome or cement gains); (ii) Unsustainable (determined by lack of ownership and of systems/institutions in place to carry forward progress or cement gains); (iii) Too soon to tell or cannot be determined.

<sup>18</sup> (i) Yes (relevant); (ii) Somewhat (evidence is found that it is somewhat relevant but perhaps not the best one for addressing the development situation per se); (iii) No (not relevant).

<sup>19</sup> (i) Yes (cost-effective); (ii) Somewhat (evidence is found that the outcome is somewhat cost-effective but could have been more so); (iii) No (not cost-effective).