### Country: **SAUDI ARABIA**

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: 2012 - 2016

### **I. EXECUTIVE SUMMARY**

The UNDP Country Programme for the Kingdom of Saudi Arabia (KSA) for 2012-2016 was designed to be in alignment with the main priorities of KSA 9th National Development Plan (NDP) and UNDP Strategic Plan (2008-2013) as well as the recommendations of evaluations. In line with overarching theme of the NDP on sustaining development results, the CPD focused on three outcomes: (i) Social Empowerment and Institutional Strengthening with Emphasis on Youth; (ii) Enhanced Policies and Strategies for Sustainable Use of Natural Resources and the Environment; and (iii) Sustainable Development Mainstreamed across the Economy. The CPD also had cross-cutting priorities: capacity development at enabling environment, institutional and individual levels; establishing global partnerships for sharing of knowledge and technical expertise, and gender mainstreaming

During the course of the current CPD, UNDP secured the first ever partnership with an NGO to support women economic empowerment. The project trained Trainers and Mentors for young women entrepreneurs, providing training on business plan formulation and presentation to ensure funding. The project also helped the NGO (Prince Sultan Fund for Women Development) build their own institutional capacities as well as set up their organizational structure and detailed Terms of Reference for all positions.

The CO continued, with its main niche in KSA, in providing policy formulation support and development of strategic options to the national partners coupled with capacity building activities.

UNDP support to the Ministry of Economy and Planning (MoE&P) was instrumental in the finalization and adoption of the 10th National Development Plan (NDP) 2015-2019. The establishment of KPIs, supported by UNDP, for 75 different sectors in the NDP has prompted the government to adopt performance measurement instruments throughout. This assistance was a joint effort with ESCWA and UNDESA.

The participatory development of the National Strategy for Youth (NSY) in partnership with MoE&P, approval by the Shura Council and formulation of the subsequent action plans in 2015 has put youth issues in the spotlight. The NSY action plans were streamlined within relevant entities implementation plans and were incorporated in the 10th NDP. Under the Youth Exchange Programme, young Saudis participated in international development forums such as ECOSOC. Stemming from youth initiatives, the Country Office successfully mobilized $2 million from the Government for the global development of the Digital Good Platform that was launched with UNDP during the 2015 September GA meeting and USD 500 K donation was made by HM King Salman Bin AbdulAziz to support global implementation of the SDGs. UNDP is engaged in enhancing the capacity of Warif, NGO, to promote volunteering among youth. UNDP is working closely with the Tourism and National Heritage Commission to promote tourism and create employment opportunities for young Saudis throughout the Kingdom. In order to improve the outcomes of the education system, UNDP with Saudi Education Evaluation Commission is developing national frameworks for enhancing teachers’ performance.

UNDP in partnership with Ministry of Municipal and Rural Affairs (MoMRA) completed the formulation of the National Strategy for Rural Development. The strategy has been submitted to the Shura Council for review and endorsement. In parallel the National Spatial Strategy was updated with MoMRA to incorporate the 10th NDP objectives and introducing the concept of economic development corridors. UNDP and UNHABITAT jointly assisted MoMRA. With the aim to reduce public expenditure on IT, a National Strategy for Open Source Software was finalized by KACST and submitted for approval by the Government.

Natural resources management, especially in relationship to water and energy, are key challenges and will affect the sustainability of development gains in the future. UNDP through its support to the Ministry of Water and Electricity provided policy options on setting realistic water tariffs. Similarly, UNDP’s project with Saudi Energy Efficiency Commission, has led to measures being enforced to reduce energy consumption. Transportation in addition to household appliances and air-conditioning have strict labeling and importation measures. In 2016 measures will be enforced for importation of used vehicles. Assistance has also been provided to the Ministry of Transport in planning for the national transportation system. The Government is investing heavily in public transportation to reduce traffic and consumption of fuel.

The recommendations of the UNDP study in the aftermath the previous municipal elections in 2005 were considered in the preparations for the 2015 elections. The municipal elections were held in December 2015 with women participation. To allow for more youth participation the voting age was lowered to 18. Large nationwide campaigns were launched to encourage more participation. As a result, 21 women won municipal council seats in different parts of the country.

The development of the 1st Official Development Assistance Report for Saudi Arabia through a committee comprising of Ministry of Foreign Affairs, Ministry of Finance, Saudi Fund for Development and UNDP has highlighted the importance of the Kingdom in providing humanitarian and development assistance and for the establishment of aid policy and coordinated information database. The ODA Report was launched on 15 May 2016 in partnership with the newly established King Salman Humanitarian Aid and Relief Centre.

The UNDP CO is increasingly advocating for SDGs. Currently ongoing discussions with MoE&P, the officially designated SDGs focal point ministry, to set a mechanism to ensure 2030 Agenda into the newly developed national Vision 2030. The CO is also advocating for women economic empowerment, youth participation and environment protection. Internationally recognized days are used to promote specific themes on annual basis by holding forums and workshops.

During the mid-term review meeting held with the national partners in February 2015, it was recommended to increase the involvement of the CO on youth participation in development, social development, environment protection and education quality.

Two outcome evaluations were carried out during the current cycle as well as a mid-term partner’s review. The overall findings from the review and the evaluations conducted during the period of the former country programme suggested that the scope of UNDP’s interventions, was already very broad. The review further suggested that UNDP programming lacked clear gender mainstreaming, human rights based approaches and monitoring and evaluation plans at the output level.

In 2015, the Programme delivery reached USD 38.4 M significantly higher than set targets increasing at a rate of almost 30% annually.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name: SAUDI ARABIA** |
| **Current country programme period: 2012 – 2016 (to date 15/05/2016)** |
| **Outcomes** | **Total Expenditure (as per ROAR and executive snapshot to date)** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **1. Social Empowerment with Focus on Youth** | 3,735,404 USD | 1. *% youth and female enrollment in higher education, % youth and female unemployment, %of poor sustainable access to social service*
 | 1. *30% youth unemployment; 84% female unemployment. Draft NYS designed. CSO capacities improved for women empowerment.*
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| ***UNDP Contribution:****CP Outputs:*1. *NYS and institutional capacities and policies to increase youth employment. Youth exchanges.*
2. *Charity societies and social institutions capacities enhanced. Policies on support of charity societies and social institutions.*

*Progress and Achievements:**1.Under UNDP's cooperation with the Ministry of Economy and Planning for the development of the first National Youth Strategy (NYS), the strategy had been revised and key performance indicators (KPI's) for the strategy's 8 themes were developed (Education & training, labor, health, culture & Media, communication and information technology, leisure and use of free time, citizenship and participation, and family). A revision of (76) operational plans for different Ministries and organizations was done; comparison was made between KPI's of all those operational plans and with national youth strategy's KPIs, and all national youth strategy KPI's were integrated in the relevant ministries and organization's operational plans. In addition, capacity development training to three key ministries was conducted towards proper implementation of the NYS as per the action plan.* *2.* *Youth Exchange Programme for MOFA: UNDP continued to provide assistance to MOFA in promoting Saudi youth participation in international fora. # of exchange visits were conducted to different countries to promote youth engagement in environment protection, IT for development, urban planning, heritage conservation etc. ….* *3. UNDP implemented its first ever women economic empowerment initiative in KSA during 2011 -2012 saw completion of initial trainings for women entrepreneurs and support for leading CSOs like the Prince Sultan Fund for Women Empowerment to undertake nation-wide small grant initiatives.**4. Capacity Development of Princess Al Anood Center for youth Development (Warif): UNDP have provided technical assistance to Warif to develop their institutional and individual capacity development. The vision, mission, and target of Warif were developed previously under the project in a consultative manner. An overall structure was established and TORs have been developed for new posts, in addition to identifying training needs for Warif staff.*  |
| **2. Sustainability of Environment and Natural Resources** | 45,017,177 USD | 1. *Progressively reduction per capita consumption in municipal water supply*
2. *Increased Energy Efficiency*
3. *Use of non-renewable sources as part of managed drawdown not to exceed 5 BCM by 2030*
 | 1. *The data on per capita consumption in municipal water supply in KSA showed an increase of 8.4% from the baseline. However, there was also an increase of 8.8% in population during the last 5 years offsetting the increase in per capita consumption in municipal water supply in KSA. Tariff for household, commercial and industrial consumers increased from 1 January 2016 aimed at progressively reducing per capita consumption in municipal water supply in KSA. According to Intended Nationally Determined Contribution submitted by Saudi Arabia to the UNFCCC during November 2015, the Government intends to promote and encourage the reduction, recycle and reuse of water and wastewater in the municipal, industrial and commercial sectors and to control underground pipelines leakage. This will inter-alia support the realization of progressively reduction per capita consumption in municipal water supply in KSA through Climate Change adaptation and mitigation measure projects to be implemented during 2016 to 2030. (Outcome 23 Evaluation)*
2. *Decree to establish Saudi Energy Efficiency Center was issued in 2010. SEEC has developed an Energy Efficiency Plan covering policies, regulations and initiatives. The energy efficiency law and energy conservation strategy will be approved by December 2016. SEEC is monitoring implementation of the plan. SEEC has promoted EE awareness. Project supported SEEC and partner’s building capacity. SEEC has promoted the EE of steel, cement and petro-chemical industry.*
3. *The result is a regression from both baseline and 2015 target, based on data provided by Ministry of Water and Electricity to the Independent Outcome evaluator and featured in his report. No data exists for 2015, the National Water Strategy implementation only just started, it is expected to meet target by 2030.*
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| ***UNDP Contribution:****CP Outputs:*1. *Energy Conservation Centre. Energy Conservation Law. Renewable Energy Strategy.*
2. *National Groundwater Policy. Env. master plans for urban areas. Initiatives to address climate change risks.*
3. *Ministry of Water and Electricity Capacity Development*

*Progress and Achievements:*1. *Under this outcome, the much-delayed National Water Strategy was finalized and implementation started. In actual quantifiable number, the domestic consumption of water is 12 %, industrial is 4 % and agricultural is 84 %. The renewable groundwater supply - computed on the basis of the water cycle i.e., long-term average annual flow of groundwater - is 20%, non-renewable groundwater is 72%, desalination is 7% and treated water from sewerage treatment plants is 1%. The most alarming fact is that 72 % of water supply from non-renewable groundwater sources - groundwater bodies (deep aquifers) that have a negligible rate of recharge on the human time-scale- is highest. The outcome indicator is of use of Non-Renewable Sources as a part of managed drawdown not to exceed 5 BCM by 2030, however, the use of non-renewable Sources as a part of managed drawdown has increased from baseline of 17.446 in 2010 to 20.884 BCM during 2012. The demand for municipal water supply is increasing. The share of water from non-renewable groundwater is highest having negligible recharge of the aquifer. Ministry of Water and Electricity raised tariff for municipal water consumption as of 1 January 2016 for household, commercial and industrial consumers. The increase in tariff will eventually reduce per capita consumption of municipal water supply in KSA. The phasing out of wheat and Alfalfa in KSA will greatly assist in reduction of use of Non-Renewable groundwater source which will help in achievement of managed drawdown not to exceed 5 BCM by 2030, hence help in achievement of outcome.*
2. *On Energy Efficiency, EE campaigns are ongoing, all other output components target for 2015 have been achieved, and Energy Conservation Law; National Energy Efficiency Strategy and Energy Efficiency Action Plans Key Sectors are ongoing. No quantitative data is available at this point, however, based on mid-term evaluation, the overall process of development of an Energy Efficiency Plan covering policies, regulations, initiatives would be completed by end 2016. The energy intensity target will be reached by 2019.*
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| **3. Mainstreaming Sustainability into Development** | 77,195,293 USD | *a. Increase in HDI* | *a. Saudi Arabia showed an increase in HDI to 0.837 and a rank of 39. 87.25% Share of non-oil sector in GDP (2015) based on 10th Development Plan* |
| ***UNDP Contribution:****CP Outputs*1. *9th NDP annual reports. NHDR. NMDGR. 10th NDP*
2. *Spatial Strategy. Rural Strategy. Urban Observatory Network.*
3. *Policies, institution capacities for eco-tourism, cultural heritage.*
4. *World Trade Service Center. New CSR and investment policies*

*Progress and Achievements*1. *UNDP's project on sustainable development has provided instrumental assistance to the Government in its efforts to prepare the Tenth Development Plan. Such assistance included updating the mathematical models underlying the scenario planning processes, inclusion of population policies and balanced regional planning. In consequence, the plan focuses on HDI in both its policies orientation and budget allocations as evident when compared with policies and allocations of the ninth development plan, reflecting significant increase in all HD related dimensions (20% Human Resource Development, 24% Social and Health and 29% in Economic resource development).*
2. *In the framework of cooperation with Tourism sector UNDP has provided capacity development programmes for the creation of key 9 professions (tour guides, accommodation service providers, tour package planners, etc...) with emphasis on pro-poor growth to maintain meaningful jobs in targeted rural areas. About 2,000 Synthetic Key Performance Indicators translating all the Policies and Goals of the 10th KSA Development Plan at its three levels (National, Sectorial and Operational) have been constructed. Note that only almost ten national KPIs covering ‘’Governance’’ remain with provisional statistical values. These KPIs, with the contribution of 19 Experts, have been designed and calculated on the basis of the official documents for about 40 sectors and 60 operational plans. The Dashboard, has been completed at 70%. The communication Strategy and its institutional functionality has been fully done. The Calculable General Equilibrium Model for the KSA Economy, used for the Macroeconomic and Social Policies, as well as for the sectorial interactions, has been constructed and offered to the local authorities. In addition, template with its screen used by non-specialists in the Ministry has also constructed on C++ program*
3. *In partnership with the General Commission for Survey, national capacities development towards timely production of hydrological maps and other products.*
4. *In partnership with Arriyadh Development Authority, national capacities have been developed to produce, analyze and update Al-Riyadh 80 urban indicators in a timely and participatory manner, involving all sectors of the economy in the city.*
5. *The Open Source Software Center was established by the UNDP project. UNDP KSA fostered a South-South Partnership with Malaysia on the same subject.*
6. *Within the context of cooperation with the Ministry of Municipal and Rural Affairs, the national spatial strategy has been updated and linked to the tenth development plan including the necessary updates on the three growth corridors.*
7. *With regards to partnership with Saudi Food and drug Authority, and as evidenced by the APR, the annual workplan has achieved its intended objectives and one major indicator is the cooperation agreement for capacity development with USDA.*
8. *The output on Public Education Evaluation Commission is on track towards development of curricula and content standards of Public Education as per the Annual Workplan.*
9. *The transport statistics system under the Sustainable Roads and transport project has been designed and implementation started. Capacity development in Intelligent Transport Systems has been delivered (4 training workshops).*
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| Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)Key Achievements:*During the 2012-2016 cycle, two Outcome evaluations (Outcome 1: Social Empowerment with Focus on Women and Outcome 2: Sustainability of Environment and Natural Resources) were conducted and a third is planned to be carried out towards the end 2016. No project evaluations were conducted as none were requested by the National partners, but various results published including HDR highlight achievements. The most significant achievements include:** *Outcomes for women’s empowerment demonstrate a potential for pairing with government and NGO partners. All the projects reviewed consistently accorded strong emphasis to gender equality and women’s empowerment. The achievement of this small project may prove scalable in the CP which is now in a position to address youth and women’s empowerment issues through imaginative partnerships around employment and citizen education*
* *The establishment of the Saudi Energy Efficiency Center and the passing of several energy efficiency laws towards reducing energy waste in addition to a large number of awareness raising campaigns, namely in the field of household appliances, transport and industry*
* *Supporting the formulation of the First National Water Strategy aiming to decrease water consumption* *of industrial and agriculture sectors and, to a certain degree, household usage. KSA Water Regulation and Policy Coordination has been approved*
* *About 2,000 Synthetic Key Performance Indicators translating all the Policies and Goals of the 10th National Development Plan at its three levels (National, Sectorial and Operational) have been constructed*
* *1st women economic empowerment forum by the UN was held on 8 March 2015 on International Women’s Day. This was followed in 2016 with panel discussions on the role of Saudi women in promoting social cohesion. The advocacy events carried out were instrumental in triggering debates among key stakeholders and UNDP was able to facilitate interactions and debates in a safe environment. Having received media coverage, they have also indirectly helped in issues of women’s empowerment being more openly covered with a number of articles on the topic appearing in 2016 International Women’s Day.*
* *1st ODA Report was launched on 15 May 2016. The report highlighted the magnitude of the KSA ODA in terms of GNI, gross ODA humanitarian and development and the geographical coverage. The report development process has strengthened the CO partnership with key national stakeholders such as Ministry of Finance, King Salman Humanitarian Aid and Relief Centre and Saudi Development Fund.*
* *Launched the Digital Good Platform with HQ in September 2015 to support crowd funding for the implementation of the SDGs globally through the development of a global platform with $2million contribution from MOFA with further USD 500 K on donation from the Government of KSA for the SDGs – the mobilization of these resources was the result of Country Office advocacy efforts. The platform was also launched in Riyadh in 2016.*

Major Lessons Learnt: *Key lessons learned from evaluations and CCA include:* * *Difficulty to get statistics for a variety of reasons ranging from capacity development needs of national partners in terms of collecting and making data openly available*
* *The difficulty of applying results-based management in the Saudi context, the need for exit strategies and the lack of seed funding to formulate innovative interventions.*
* *The Root causes for many of the challenges noted are due to the continued high dependence on petroleum as the country’s economic base, and cultural barriers. The underlying causes are seen in imbalances in the labor market; socioeconomic inequities at sub-national levels and by gender; limited civil society participation; inadequate institutionalization of a human rights culture; and inefficient utilization of natural resources and elimination of practices that harm the environment therefore highlighting the importance of the new CP focusing on strategies and policies towards economic diversification as well as capacity development*
* *Advocacy and awareness raising events are instrumental in building new partnerships and gouge engagement of different sectors around one common theme. UNDP played a key role in facilitate engagement and discussions in a conducive environment.*
* *Due to the high development context of KSA demands for support from UNDP is different and outside in the mainstream. Therefore, UNDP CO should reconfigure its engagement in order to be able to meet the demands of the national partners especially now with the launch of national Vision 2030 which puts heavy emphasize on diversification of the economy, privatization, attracting FDI, etc.…*

*In the current country programme, social and environmental assessments will be conducted for each project and exit strategies will be prepared for all projects in line with the UNDP Strategic Plan (SP) and according to new UNDP guidelines on quality control. Programme risks have been identified and a clear risk management and risk mitigation plan will be drafted* |

III. Country Programme Resources

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| **Focus Area** | **Programme Expenditure ($)** | **% of Total** |
|  | Regular (TRAC) | Other  | Total |  |
| Poverty and MDGs |  | 32,554,000 | 32,554,000 | 26% |
| Democratic Governance |  | 50,430,000 | 50,430,000 | 40.3% |
| Crisis Prevention and Recovery |  |  |  |  |
| Environment and Sustainable Development |  | 42,126,000 | 42,126,000 | 33.7% |
| Total |  | 125,110,000 | 125,110,000\* | 100% |

\*The totals in the above table lower than the totals from the outcomes section due the difference in reporting financial data period.

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)**  |
| * *ROAR Reports*
* *Corporate Planning Page*
* *Executive Snapshot (new)*
* *Annual Progress Reports*
* *Outcome Evaluations (two)*
* *National Development Plan achievements*
* *National Accounts*
* *CCA*
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1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)