

United Nations Development Programme

Country: Saudi Arabia

Project Document

Project Title:	Sustainable Development Policy & Planning
CCSF Outcomes:	Cross-cutting outcomes 1-3 on social empowerment, energy-environment and governance.
Expected CP Outcomes:	Cross-cutting outcomes 1-3 on social empowerment, energy-environment and economic sustainability
Expected Outputs:	Policies to mainstream sustainable development into the national economy and development policies
Executing Entity:	Ministry of Economy and Planning (MOEP)
Implementing Agencies:	MOEP, UNDESA

Brief Description

This is the first phase (2011-2013) in the framework of a six-year (2011-2017) capacity building programme for the Ministry of Economy and Planning, aimed at supporting the recently published Ninth National Development Plan (NDP; 2010-14). The key objectives include supporting implementation and monitoring of the Ninth National Development Plan (NDP) (2010-14). While Saudi Arabia has witnessed significant progress on development indicators in recent years, a key focus for the Government and this project is on the need for sustainability of development results. As such this project focuses on three major outcomes related to the three pillars of sustainable development, and ten specific outputs for the first phase touching on issues highlighted in specific chapters in the 9th NDP. **(1) Mainstreaming Sustainability into Development Policy:** monitoring of 9th NDP implementation, design policies to diversify growth through regional development and knowledge economy, production of development reports such as MDG Reports and NHDR; and south-south cooperation. **(2) Green Economy:** strategies for enhancing efficiency of resource use and clean technologies for energy, water, mining, etc, and south-south cooperation opportunities. **(3) Social Empowerment:** strategies and policies for poverty reduction, including youth and women employment; research on social subsidies, and social safety nets.

6 Year Project:	2011-2017
Current CPD:	2012-2016

Key Result (Strategic Plan): Achieving MDGs	
Atlas Award ID:	79795

Phase 1 (2011-2013)	
Start date:	1 June 2011
End Date	31 May 2013

PAC Meeting Date	2 August 2011
Management Arrangements	NIM, with ISS

Total resources 2011-17:	\$22,000,000
Total Phase 1 (2011-13):	\$7,307,469

Total allocated resources:	\$7,307,469
• Regular	Nil
• Government:	\$7,307,469
Unfunded budget:	Nil

Agreed by MOEP:

Vice-Minister, Ministry of Economy and Planning

Signature: _____

Date: _____

Agreed by UNDP:

UNDP Resident Representative,

Signature: _____

Date: _____

I. SITUATION ANALYSIS

The 9th National Development Plan (NDP; 2010-14) has the overall theme of sustaining development with a record \$385 billion, 67% increase on 8th NDP, targeted at six goals: improving standards of living, regional development, economic diversification, knowledge-based economy and competitiveness, and human resources including youth and women. The NDP is based on the tenets of a Long-Term Strategy towards 2024 with the overarching target of having the Kingdom as, “a developed, thriving and prosperous economy, built on sustainable foundations. It will extend rewarding work opportunities to all citizens, will have a high-quality education and training system, provide excellent healthcare for all, and offer all necessary services to ensure welfare of all citizens; all while safeguarding social and religious values and preserving national heritage”. Saudi Arabia achieved massive economic growth over the last four decades, and is planning to sustain such growth throughout the next five years at an annual average of 5.2%. Non-oil sectors are expected to contribute 81.3% of the GDP by 2014 with expected expansion of the private sector and diversification of growth.

As noted in UN Country Analysis and Common Strategic Framework, Saudi Arabia (KSA) has made good progress in recent years with rise in HDI to 0.752 in 2010 placing it in High Human Development category. As per the 2010 HDR, KSA stands as 5th Top Mover in HDI improvements and 3rd Top Mover for non-income HDI. According to the 2009 National MDG Report, ten of eleven targets have been or would be reached by 2015. About 1.63% of Saudi families live under \$2/day (2005) largely in remote rural communities. However, in 2009, this percentage decreased to 0.6% of families as an indicator that the first MDG goal was fully achieved. As a G20 member and largest economy in the region, KSA is a global partner in development. As noted in the 2009 MDG Report, it provided \$95billion to 95 developing countries since 1973.

As noted in draft of the new Country Programme Document (CPD) for the period 2012-2016 cooperation in the Kingdom focuses on three outcomes on social empowerment and institutional reform, energy and environmental sustainability, and mainstreaming sustainable development into the national economy, along with three cross-cutting priorities: capacity development; global partnerships and gender mainstreaming. Developed with UNDP/UNDESA support, the 9th NDP aims to reinforce Saudi Arabia’s progress and support its sustainability.

As noted therein, Saudi Arabia’s economy relies on the oil sector for 80% of public revenues, 45% of GDP, and 90% of export earnings, while also facing high unemployment of 14.4% (2005). KSA seeks to diversify the economy beyond oil exports and create future employment opportunities including development of a knowledge-based economy and geographic diversification of growth and increased share of private sector-generated GDP alongside greater effectiveness of local administration. Saudi Arabia also invests in a new generation of universities to support future employment needs. In the area of energy and environment, Saudi Arabia is a major player in the global energy market and is active in policy dialogues on energy and environment issues as a member of OPEC, and the sole Arab member of the G20. After decades of relying heavily on the Kingdom’s energy, water and mineral resources, policy makers are now focusing on improving efficiency of resource use and harnessing the opportunities from green economy concept to make best use of increasingly scarce resources for the goal of sustained economic growth while also addressing global and local environment issues.

Social empowerment is a top priority in the 9th NDP. Youth (in the age group 15-24 years) are 21% of the totals population. Youth unemployment (2009) was in the range of 39.5%, with need for enhanced education and employment policies. Saudi Arabia continues to face challenges in implementing its Saudization policy of shifting employment opportunities from foreign migrants, up to 60% of total workforce, to the youth. Females lack access to policymaking, and employment opportunities in some sectors, while in the education sphere, 61% of the university graduates are from humanities/literature with 85% of female labour in the education sector, 6.1% in health/social area and 4.4% in public administration. Female employment is still low despite rise from 5% in 1990 to 12% in 2009. Illiteracy is also higher for women (28.9%) than for men (11.1%). Other socially vulnerable groups include rural communities, disabled, elderly, etc.

In line with the general objectives of the 9th Development Plans with respect to raising the standard of living, economic diversification, enhancing productivity, promoting competitive potential

and boosting the participation of private sector in development, this first phase (2011-2013) constitutes a partnership between MOEP, UNDP and UNDESA to strengthen human and institutional capacity in mainstreaming sustainable development in the national development planning process, and in particular, in the areas of macroeconomic, sectoral, and regional planning, energy for sustainable development, and social development. It will also support Saudi Arabia to engage in international and regional forums.

II. STRATEGY

To set future strategy of cooperation, a series of reviews were undertaken in 2010 of previous programming in Saudi Arabia including a Country Analysis linked to the new UN Common Country Strategic Framework (2011-15), a consultative process of identifying development challenges and areas of UN agency comparative advantage. A History Report on UNDP-KSA Cooperation (1970-2010) was also developed showing long-term partnerships that sharpened national priorities, strong alignment with national priorities and recognition of UNs added value in accessing global best practices. A global UNDP evaluation on Capacity Development for Policy and Planning was also undertaken with a Saudi Arabia case study finding that UN has played a crucial role in refocusing policies from GDP to human development-orientation. Cooperation resulted in policies that embraced the HD concept and MDG platform. The evaluation found greater depth needed in supporting vulnerable groups and greater mobilization of the wealth of UN development experience with a need for new global partnerships and south-south cooperation strategies. An Outcome Evaluation on Environment found key outputs including energy conservation regulations and policies, and recommended greater support in future for renewable energy area.

An Outcome Evaluation of past years UN support to development policy and planning with the Ministry of Economy and Planning was undertaken finding the UN's positive role and need to shift focus towards sustainability of the Kingdom's development results and recommended future focus on social, environment and economic pillars of sustainable development. In line with recommendations, capacity development will be approached from its three aspects of individual, institutional and systemic capacities. Increased emphasis was advised for results-based management and connecting partners to global partnerships. Capacity development in various forms is a key element related to all three outcomes and thus it is a strategic cross cutting element of the entire project, as is global partnerships and south-south cooperation.

In terms of *economic sustainability*, Saudi Arabia seeks to diversify the economy beyond oil exports and create future employment opportunities including development of a knowledge-based economy and geographic diversification of growth and increased share of private sector-generated GDP alongside greater effectiveness of local administration. Meanwhile, KSA is also a global partner in development, with increasing focus on south-south cooperation in the area of economic development. In terms of moving to a *green economy*, a focus has arisen on economic strategies to expand market for clean technologies as a new added-value high technology aspect of competitiveness and economic growth. Last but not least in terms of *social empowerment*, empowerment of youth and women is a top priority. Youth are more than 50% of the population, with 21% between 15-24yrs and 30% youth unemployment (2005/06), with need for enhanced education and employment policies. KSA continues to face challenges in implementing its Saudization policy of shifting employment opportunities to the youth. Females lack access to policy making, employment and education opportunities.

This is the first phase (2011-2013) in the framework of a six-year (2011-2017) capacity building programme for the Ministry of Economy and Planning, aimed at supporting the newly issued 9th National Development Plan (NDP; 2010-14). While KSA has registered significant progress on development indicators in recent years, a key focus for the Government and this project is on the need for sustainability of development results. As such this project focuses on three major sustainable development outcomes, and ten specific outputs for the first phase touching on issues highlighted in specific chapters in the 9th NDP.

- (1) Mainstreaming Sustainability into Development Policy:** key priorities are to monitor implementation of the 9th NDP, devise new SD indicators and integrate SD approaches into development planning, diversify growth through regional development and knowledge economy, and south-south cooperation. Also key to ensuring sustainability of human development results is the need for regular analysis of trends such as MDG Reports and National Human Development Reports.
- (2) Green Economy:** strategies for transitioning to green economy, with special focus on energy efficiency and renewable energy and in other priority sectors such as, water, mining, buildings, transport, and waste. This has gained great attention in recent years as a way of generating new growth; value added knowledge-based economy, creating green jobs, and increasing competitiveness. Global green economy reached a record market capitalization in 2010 of \$386 billion, led by emerging economies with great scope for Saudi Arabia to engage in this trend.
- (3) Social Empowerment:** strategies and policies for poverty reduction, including youth and women employment are of top priority to ensure social stability and equitable growth. Strategies are needed to ensure inclusive growth with focus on population policies and labour market adaptation, as well as enhanced systems of social subsidies, and social safety nets.

The present six-year programme, from June 2011 to May 2017, is formulated to lend necessary advisory services and technical support to MOEP's efforts in developing the national capacities in areas of substantive concern, including the socio-economic policy analysis, strategic planning, monitoring and reporting on the MDGs and the national human development, sustainable energy systems, and green economy. In line with above notes, recommendations from outcome evaluations of the previous phase of cooperation conducted by UNDP, capacity development will be approached from its three aspects of individual, institutional and societal capacities. Societal capacity development will receive particular emphasis from the new programme as well as for better empowerment of MOEP in discharging its role as the national think-tank of Saudi Arabia.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 1: Social Empowerment, Outcome 2: Environmental Sustainability; Outcome 3: Mainstreaming Sustainable Development into Development Policy				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Applicable Key Result Area (from 2008-11 Strategic Plan): Key Result 1: MDG Achievement				
Partnership Strategy: Ministry of Economy and Planning to mobilize various partner ministries for various outcomes				
Project title and ID (ATLAS Award ID): Sustainable Development Policy and Planning				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<u>Outcome 1: Mainstreaming Sustainability into Development Policy</u>				
Output 1: Monitoring 9th NDP implementation. Baseline: The 9 th NDP was endorsed in late 2010. MOEP has the mandate of monitoring the plan. Indicators: 1. Success indicators for each sector formulated 2. Quantitative weights assigned to each goal, policy and project	Targets JUNE 2011- Dec. 2012) 1.1 Annual implementation report for the 9 th NDP produced (2010 and successive years). 1.2 Training conducted on results based management for achievement of 9 th NDP targets 1.3 Support provided to establish the SD indicators unit within MOEP 1.4 Conduct training on SD indicators for the MOEP 1.5 Annual Report for SD indicators produced (2010 and successive years). 1.6 Network of research institutions on economic planning established 1.7 Annual MDG report 1.8 Policy briefs and publications on public policy issues. 1.9 Support for macroeconomic	1.1 Support the policy analysis unit within MOEP to develop annual reports on 9 th NDP implementation 1.2 Training on development effectiveness and results based management for achievement of 9 th NDP targets. 1.3 Support establishment of SD Indicators Unit within MOEP 1.4 Development of SD indicators and annual reports, training workshops on SD indicators. 1.5, Gap analysis for mainstreaming SD into economic development,. 1.6 Establish a Sustainable Development planning Network across research institutions to maintain technical support to MOEP. 1.7 Support macroeconomic modelling and data generation and	Ministry of Economy and Planning	\$800,000 <i>LT Modelling and economic planning advisor</i> <i>ST consultants on mainstreaming SD in development planning</i> <i>ST consultants on public policy issues and use of policy instruments</i> <i>ST consultant on RBM</i> <i>ST consultants on NHDR and NMGDR preparation</i> <i>Support for workshops and publications</i>

	<p>models Targets (Jan.- Dec. 2013)</p> <p>1.10 Gap analysis study on streaming SD in economic development</p> <p>1.11 Support for Network of research institutions on economic planning</p> <p>1.12 Conduct training on Mainstreaming SD into development plans.</p> <p>1.13 Conduct training on use of policy instruments</p> <p>1.14 NHDR (2012) and NMDGR produced</p> <p>1.15 Policy briefs and publications on public policy issues</p> <p>1.16 Support for macroeconomic models</p>	<p>maintenance for SD goals, including oil price fluctuation</p> <p>1.8 Training on mainstreaming SD into development, policy instruments for efficient use of natural resources, including use of strategic environmental assessment tools.</p> <p>1.9 Develop 2012 National Human Development Report on SD theme and National MDG Report</p> <p>1.10 Support development and publications of policy briefs on priority public policy issues</p>		
<p>Output 2: Regional policies on diversifying growth, improve service delivery</p> <p>Baseline: Balanced regional development is the major objective of the five-year planning process</p> <p>Indicators:</p> <p>1. Improved regional databases to measure development patterns</p> <p>2. Action plan developed for local development agencies</p> <p>3. Success indicators for each sector at the regional level formulated</p> <p>3. Planning tools (GIS) enhanced and operational</p> <p>4. Quality of life indicators produced at the regional level</p> <p>5. Green economy case study produced for one province</p>	<p>Targets JUNE 2011- Dec. 2012)</p> <p>2.1 Regional database improved</p> <p>2.2 Study on resources allocations by regions</p> <p>2.3 Annual plan achievement report at the regional level</p> <p>2.4 Workshop on role of regional councils in achieving sustainable development</p> <p>2.5 GIS system (Hardware and Software) established in MOEP</p> <p>2.6 Capacity building plan for regional councils</p> <p>Targets (Jan.- Dec. 2013)</p>	<p>2.1 Analysis of development effectiveness of allocations and results at local level and scope for improvement of delivery of development results across regions.</p> <p>2.2 Improve regional database and local SD indicators; benchmark criteria for service delivery and allocations among the regions of the country.</p> <p>2.3 Conduct workshops with local councils to analyze regional plans according to SD criteria and local role in achieving national goals.</p> <p>2.4 Establish GIS system (Hardware and Software) in MOEP including SD planning and modelling tools.</p>	Ministry of Economy and Planning	<p><i>\$800,000</i></p> <p><i>LT regional development advisor</i></p> <p><i>ST consultants on mainstreaming SD in local development planning</i></p> <p><i>ST consultants on GIS and database</i></p> <p><i>Support for workshops and publications</i></p>

	<p>2.7 Reports on spatial growth of development</p> <p>2.8 Training for regional councils</p> <p>2.9 Study growth of regional development hubs and corridors</p> <p>2.10A green development strategy for one of the provinces</p> <p>2.11 Local HDR for One pilot province</p>	<p>2.5 Analyze growth of regional development hubs and corridors per SD criteria, and rural-urban linkages.</p> <p>2.6 Development in one pilot province of Local HDR on SD.</p> <p>2.7. Prepare and implement Capacity Building Strategic Plan for Regional councils.</p> <p>2.8. Development in one pilot province of Green Economy Strategy.</p>		
<p>Output 3: Strategy and policy recommendations for advancing the knowledge economy</p> <p>Baseline: One of the major objectives of the 9th NDP is to move towards knowledge-based economy</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Considerable increase in the R&D budget allocations 2. Measurement of employment in the IT sector conducted 	<p>Targets JUNE 2011- Dec. 2012)</p> <p>3.1 Study on challenges and opportunities for the knowledge economy</p> <p>3.2 Workshop on knowledge economy and trade issues (IPR/TRIPS)</p> <p>3.3 Study on role of IT and social media in knowledge economy</p> <p>Targets (Jan.- Dec. 2013)</p> <p>3.4 Strategy for Knowledge Economy with special focus on key sectors for employment generation such as IT, tourism</p>	<p>3.1 Assessment of challenges and opportunities for emergence of the knowledge economy, including issues of education systems, economic incentives, etc.</p> <p>3.2 Analysis of role of IT and social media as a basis for future knowledge economy.</p> <p>3.3 Development of Strategy for Knowledge Economy with special focus on key sectors for employment generation such as IT, tourism.</p> <p>3.4 Analysis and workshops on specific SD issues of importance for the knowledge economy including on technology transfer/IPR/TRIPS.</p>	Ministry of Economy and Planning	<p><i>\$450,000</i></p> <p><i>LT knowledge economy advisor</i></p> <p><i>ST consultants on specific sectors like IT, tourism, etc</i></p> <p><i>Support for workshops and publications</i></p>
<p>Output 4: South-South Cooperation to exchange best practices and promote development cooperation</p> <p>Baseline: Regional and sub-</p>	<p>Targets JUNE 2011- Dec. 2012)</p> <p>4.1 Report on MDG global partnerships for development and best practices in ODA</p> <p>4.2 Consultation meeting</p>	<p>4.1 Assessment of MDG8 global partnerships for development and best practices in ODA policy</p> <p>4.2 Assessment of south-south cooperation with Africa and Asia, strategy for enhancing cooperation</p>	Ministry of Economy and Planning	<p><i>\$450,000</i></p> <p><i>ST south-south cooperation advisors</i></p> <p><i>Support for travel, workshops, publications</i></p>

<p>regional frameworks of cooperation already established (GCC, League of Arab States)</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Bilateral Trade Agreements (BTAs) increased 2. Flow of goods facilitated 	<p>between KSA and China on enhancing south-South cooperation</p> <p>4.3 Support participation in GCC meetings</p> <p>Targets (Jan.- Dec. 2013)</p> <p>4.4 Develop strategy for South-South cooperation with Africa and Asia</p> <p>4.5 GCC roundtable on best practices.</p> <p>4.6 Support participation in GCC meetings</p>	<p>4.3 Support to dialogues with south partners like China, India to share SD models and experiences</p> <p>4.4 Support participation in GCC forums and conduct GCC roundtables to exchange best practices in development planning etc</p>		
<p>Output 5: Enhanced capacities for engaging in global UN processes</p> <p>Baseline: Saudi Arabia is an active member of the G20</p> <p>Indicators: Competitiveness benchmarking for Saudi Arabia established</p>	<p>Targets JUNE 2011- Dec. 2012)</p> <p>5.1 Study on key pillars of development of G20</p> <p>5.2 Background document for contribution to RIO+20</p> <p>5.3 Biannual high-level consultations meetings in Saudi Arabia between MOEP/UNDESA/UNDP</p>	<p>5.1 Advisory support for engagement in various UN processes related to economic, environment and social issues</p> <p>5.2 Biannual high level consultations meetings in Saudi Arabia between MOEP/ UNDP/UNDESA.</p>	<p>Ministry of Economy and Planning</p>	<p>\$450,000</p> <p><i>ST advisors</i></p> <p><i>Support for travel, workshops, publications</i></p>
<p><u>Outcome 2: Green Economy Strategies</u></p>				
<p>Output 6: Assessment of Green Economy Opportunities</p> <p>Baseline: National policy for renewable energy endorsed</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Benchmarking green economy in 	<p>Targets JUNE 2011- Dec. 2012)</p> <p>6.1 -Study the global trends in green energy investment, and best practices of economic instruments to promote green economy</p> <p>6.2 Scoping study on green economy for Saudi Arabia</p>	<p>6.1. Analysis of global trends in green economy with focus on clean technology investments and fiscal instruments to generate more efficient use of energy, water, mining, building, transport, waste, etc.</p> <p>6.2. Market analysis of scope for green economy in Saudi Arabia including</p>	<p>Ministry of Economy and Planning</p>	<p>\$700,000</p> <p><i>ST green economy advisors on specific sectors like energy, water, minerals</i></p> <p><i>Support for travel, workshops, publications</i></p>

<p>Saudi Arabia vis-à-vis global trends</p>	<p>6.3 A report on transitioning to green economy in Saudi Arabia 6.4 Workshop on green economy Targets (Jan.- Dec. 2013) 6.5 Market study on potential of green public procurement 6.6 Study market barriers to scale up renewable energy technologies 6.7 Workshop on PPP in green economy</p>	<p>economic growth potentials in specific sectors such as energy, water, building, mining, transport, and waste, 6.3. Market analysis of scope for growth of green procurement and environmental goods & services sector. 6.4. Assessment of scope for Renewable energy technologies development and transfer, market barriers and finance. 6.5. Workshop series with public and private sectors to explore potential of green economy in generating new high-value added opportunities, green jobs, and improved economic competitiveness. 6.6. Publication of a Green Economy Report.</p>		
<p>Output 7: Green Economy Strategy and Pilot Projects</p> <p>Baseline: National policy issued for rationalization of natural resources</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Priority sectors identified for adoption of green economy 2. Benchmark established for green economy sectors 3. Participants of workshop drawn from the green sectors of the economy 	<p>Targets JUNE 2011- Dec. 2012)</p> <p>7.1 Report on policy recommendations to promote green technologies in priority sectors 7.2 Study on testing, standardization, and certification of green energy technologies. 7.3 Training on use of market based instruments 7.4 Workshop on best practices of green technology transfer and finance.</p> <p>Targets (Jan.- Dec. 2013) 7.5 Green Economy Strategy developed</p>	<p>7.1. Design of Green Economy Strategy based on assessment of opportunities for economic growth and competitiveness, and consultations with relevant stakeholders, public and private. 7.2. Develop policy recommendations for overcoming market barriers to expansion and commercialization of clean technologies including market-based economic incentives and green finance mechanisms. 7.3. Engage leading green investors for generating pilot projects in specific sectors such as energy, water, building, transport, mining, and waste and conduct series of workshops on public-private partnerships and green investment. 7.4. Develop policy recommendations for testing, standardization, and</p>	<p>Ministry of Economy and Planning</p>	<p>907,469 <i>LT green economy advisor ST consultants on specific sectors energy, water, minerals etc Support for travel, workshops, publications</i></p>

		certification of clean technologies, especially renewable energy. 7.5. Training on green economy market based policy instruments and best practice models of finance and technology transfer practices		
<p>Output 8: Global Partnerships and South-South Cooperation for Green Economy</p> <p>Baseline: Well established international best practices in green economy</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Areas of mutual interests between Saudi Arabia and China, India, and South Korea identified 2. Institutional contacts established in China, India and South Korea 	<p>Targets JUNE 2011- Dec. 2012)</p> <p>8.1 Report on potential south-south cooperation in green economy practices with China, India, and South Korea</p> <p>8.2 Roundtable on South-South cooperation in green economy</p> <p>Targets (Jan.- Dec. 2013)</p> <p>8.3 Support participation in global green economy forums provided</p>	<p>8.1. Assessment of south-south cooperation potential in clean technology and green finance with leaders like China, South Korea, India.</p> <p>8.2. Support to dialogues with south partners to share green economy models and experiences.</p> <p>8.3. Support participation in global green economy forums to exchange best practices and build opportunities for cooperation.</p>	Ministry of Economy and Planning	<p>750,000</p> <p><i>ST consultants on south-south cooperation for specific sectors energy, water, minerals etc</i></p> <p><i>Support for travel, workshops, publications</i></p>

Outcome 3: Social Empowerment

<p>Output 9: Strategies for poverty reduction, and youth and women employment.</p> <p>Baseline: Poverty reduction strategy formulated; and Youth Strategy is in preparation process</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. MPI for Saudi Arabia formulated 2. Standardized unemployment database for youth established 3. Women participation in labor market promoted 	<p>Targets JUNE 2011- Dec. 2012)</p> <p>9.1. Report on lessons learned from poverty reduction</p> <p>9.2. Report on sustaining poverty reduction strategies</p> <p>9.3. Research on application of Multi-Dimensional Poverty Index (MPI)</p> <p>9.4. Workshop on population and labour market</p> <p>9.5. Contribution to the National Population Committee</p> <p>9.6. Annual follow up report on population policy</p> <p>9.7. Contribution to the Saudi delegations participating in regional and international forums on population issues</p> <p>Targets (Jan.- Dec. 2013)</p> <p>9.8. Workshop on population and labour market</p> <p>9.9. Contribution to the National Population Committee</p> <p>9.10. Contribution to the Saudi delegations participating in regional and international forums on population issues</p> <p>9.11. Annual follow up</p>	<p>9.13. Analysis of success story of Saudi Arabia's achievement of high HDI levels and production of Lessons Learned Report on Poverty Reduction, including role of effective use of natural resource wealth.</p> <p>9.14. Analysis of challenges to sustaining poverty reduction results and support to poverty reduction strategies, including risks from environmental change.</p> <p>9.15. Provide technical assistance for development of database necessary for development, follow-up and evaluation of population and social policies under the 9th NDP through multi-indicators Surveys and research on application of Multi-Dimensional Poverty Index (MPI)</p> <p>9.16. Organize workshops for initiation and promotion of a wide ranging policy dialogue on pertinent population and labour markets issues involving the concerned government and non-government stake holders.</p> <p>9.17. Contribute to activation of the mandate of the National Population Committee in the areas of research and dissemination to raise awareness of population issues.</p>	<p>Ministry of Economy and Planning</p>	<p>\$1,200,000</p> <p><i>LT social development advisors</i></p> <p><i>ST consultants on specific social sectors</i></p> <p><i>ST consultants on use of HDI and MPI methods</i></p> <p><i>Support for travel, workshops, publications</i></p>
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	<p>report on population policy</p> <p>9.12. Provide technical assistance to MOEP on issues of population and labour market</p>	<p>9.18. Preparation of annual follow-up reports of programs and projects related to the implementation of the Population Policy.</p> <p>9.19. Provide technical advice and prepare the necessary technical background material to the Saudi delegations participating in regional and international forums on population issues.</p> <p>9.20. Provide technical advice on demographic and labor issues relayed to the MOEP by governmental, local and international institutions.</p> <p>9.21. Participate in preparation of the 9th NDP Operational Plans of ministries implementing population and labour market projects and programs</p>		
<p>Output 10: Research on social subsidy systems and social protection</p> <p>Baseline: Subsidy regime studied</p> <p>Indicators:</p> <p>1. Economic distortions of the subsidies minimized</p>	<p>Targets JUNE 2011- Dec. 2012)</p> <p>10.1. Report on social subsidies reform to achieve human development goals</p> <p>Targets (Jan.- Dec. 2013)-</p> <p>10.2. Report on global best practices for sustainable forms of social subsidy policy</p>	<p>10.3. Analysis of trends in social subsidies, including recent trends in increased housing subsidies and policy recommendations for effective application towards broad human development goals.</p> <p>10.4. Analysis of global best practices for most economically effective and sustainable forms of social subsidy policy.</p>	Ministry of Economy and Planning	<p>\$800,000</p> <p><i>ST consultants on specific social subsidy issues</i></p> <p><i>Support for workshops, publications</i></p>
			TOTAL	\$7,307,469

Annual Work Plan
Year: June 2011-May 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
Outcome 1: Mainstreaming Sustainability into Development Policy									
Output 1: Monitoring 9 th NDP implementation <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Effective monitoring of the NDP implementation <ul style="list-style-type: none"> • Support the policy analysis unit within MOEP to develop annual reports on 9th NDP implementation • Training on development effectiveness and results based management for achievement of 9th NDP targets. • Support establishment of SD Indicators Unit within MOEP • Development of SD indicators and annual reports, training workshops on SD indicators. 					MOEP	Government	LT Modelling Advisor LT Economic Advisor National Project Personnel (multi-disciplinary support)	175,000
	2. Sustainable Development Indicators integrated into planning and policy analysis framework <ul style="list-style-type: none"> • Support establishment of SD Indicators Unit within MOEP • Development of SD indicators and annual reports, training workshops on SD indicators. 					MOEP	Government	LT SD Advisor LT Economic Advisor	225,000

<p>Output 2: Regional policies on diversifying growth, improve service delivery</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Regional development favouring diversification of growth and efficient service delivery</p> <ul style="list-style-type: none"> • Analysis of development effectiveness of allocations and results at local level and scope for improvement of delivery of development results across regions • Improve regional database and local SD indicators; benchmark criteria for service delivery and allocations among the regions of the country 					MOEP	Government	LT Regional Development Advisor National Project Personnel (multi-disciplinary support)	225,000
	<p>2. Modern techniques of planning integrated in regional development, including SD criteria</p> <ul style="list-style-type: none"> • Conduct workshops with local councils to analyze regional plans according to SD criteria and local role in achieving national goals • Establish GIS system (Hardware and Software) in MOEP including SD planning and modelling tools. 					MOEP	Government	LT Regional Development Advisor SD Advisor GE Advisor National Project Personnel (multi-disciplinary support)	175,000
<p>Output 3: Strategy and policy recommendations for advancing the knowledge economy</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. The concept of knowledge-based economy accorded national priority</p> <ul style="list-style-type: none"> • Assessment of challenges and opportunities for emergence of the knowledge economy • Analysis of role of IT and social media as a basis for future knowledge economy. • Development of Strategy for Knowledge Economy with special focus on key sectors for employment generation such as IT, tourism. 					MOEP	Government	Economic Advisor SD Advisor National Project Personnel (multi-disciplinary support)	225,000

<p>Output 4: South-South Cooperation to exchange best practices and promote development cooperation</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Global partnerships forged for development</p> <ul style="list-style-type: none"> • Assessment of MDG8 global partnerships for development and best practices in ODA policy • Assessment of south-south cooperation with Africa and Asia, strategy for enhancing cooperation <p>2. SSC strategy developed along with greater regional cooperation</p> <ul style="list-style-type: none"> • Support to dialogues with south partners like China, India to share SD models and experiences • Support participation in GCC forums and conduct GCC roundtables to exchange best practices in development planning etc 					MOEP	Government	Economic Advisor SP Advisor SD Advisor National Project Personnel (multi-disciplinary support)	225,000
<p>Output 5: Enhanced capacities for engaging in global UN processes</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. National capacities developed for substantive engagement in global events relevant to economic, environmental and social development</p> <ul style="list-style-type: none"> • Advisory support for engagement in various UN processes related to economic, environment and social issues • Biannual high level consultations meetings in Saudi Arabia between MOEP/ UNDP/UNDESA 					MOEP	Government	Economic Advisor SP Advisor National Project Personnel (multi-disciplinary support)	225,000

Outcome 2: Green Economy Strategies									
Output 6: Assessment of Green Economy Opportunities <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Green economy opportunities explored <ul style="list-style-type: none"> • Analysis of global trends in green economy with focus on clean technology investments and fiscal instruments to generate more efficient use of energy, water, mining, building, transport, waste, etc. • Market analysis of scope for green economy in Saudi Arabia including economic growth potentials in specific sectors such as energy, water, building, mining, transport, and waste 					MOEP	Government	GE Advisor SP Advisor National Project Personnel (multi-disciplinary support)	350,000
Output 7: Green Economy Strategy and Pilot Projects <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Green economy strategy formulated and implementation experimented <ul style="list-style-type: none"> • Design of Green Economy Strategy based on assessment of opportunities for economic growth and competitiveness, and consultations with relevant stakeholders, public and private. • Develop policy recommendations for overcoming market barriers to expansion and commercialization of clean technologies including market-based economic incentives and green finance mechanisms. • Engage leading green investors for generating pilot projects in specific sectors such as energy, water, building, transport, mining, and waste and conduct series of workshops on public-private partnerships and green investment. 					MOEP	Government	GE Advisor SP Advisor LT Strategic Planning Advisor National Project Personnel (multi-disciplinary support)	453,734.50
Output 8: Global Partnerships and South-South Cooperation for Green Economy <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Global partnerships for GE forged <ul style="list-style-type: none"> • Assessment of south-south cooperation potential in clean technology and green finance with leaders like China, South Korea, India. • Support to dialogues with south partners to share green economy models and experiences. 							GE Advisor SP Advisor Economic Advisor National Project Personnel (multi-disciplinary support)	375,000

Outcome 3: Social Empowerment

<p>Output 9: Strategies for poverty reduction, and youth and women employment.</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Pro-poor social policies adopted</p> <ul style="list-style-type: none"> • Analysis of success story of Saudi Arabia's achievement of high HDI levels and production of Lessons Learned Report on Poverty Reduction, including role of effective use of natural resource wealth. • Analysis of challenges to sustaining poverty reduction results and support to poverty reduction strategies, including risks from environmental change. • Provide technical assistance for development of database necessary for development, follow-up and evaluation of population and social policies under the 9th NDP through multi-indicators Surveys and research on application of Multi-Dimensional Poverty Index (MPI) 					MOEP	Government	<p>Social Dev. Advisor SP Advisor Economic Advisor National Project Personnel (multi-disciplinary support)</p>	600,000
<p>Output 10: Research on social subsidy systems and social protection</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Subsidies regime and social protection system revised</p> <ul style="list-style-type: none"> • Analysis of trends in social subsidies, including recent trends in increased housing subsidies and policy recommendations for effective application towards broad human development goals 					MOEP	Government	<p>ST Advisors National Project Personnel (multi-disciplinary support)</p>	400,000
TOTAL									\$3,653,734.50

Annual Work Plan
Year: June 2012-May 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
Outcome 1: Mainstreaming Sustainability into Development Policy									
Output 1: Monitoring 9 th NDP implementation <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Effective monitoring of the NDP implementation <ul style="list-style-type: none"> • Gap analysis for mainstreaming SD into economic development • Establish a Sustainable Development planning Network across research institutions to maintain technical support to MOEP • Support macroeconomic modeling and data generation and maintenance for SD goals, including oil price fluctuation • Training on mainstreaming SD into development, policy instruments for efficient use of natural resources, including use of strategic environmental assessment tools • Develop 2012 National Human Development Report on SD theme and National MDG Report • Support development and publications of policy briefs on priority public policy issues 					MOEP	Government	LT Modelling Advisor LT Economic Advisor National Project Personnel (multi-disciplinary support)	400,000

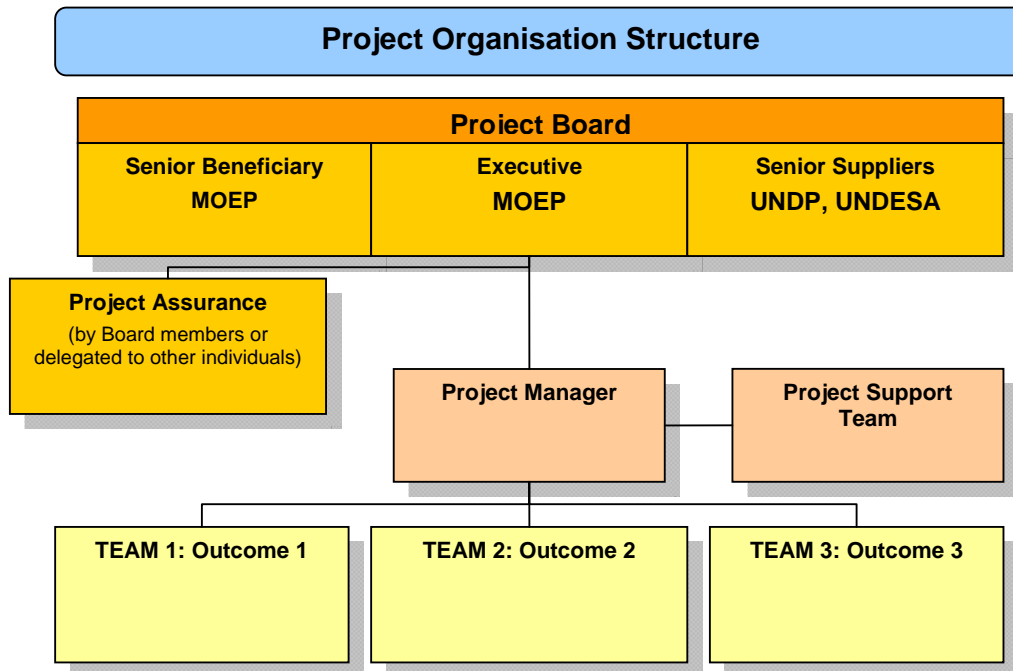
<p>Output 2: Regional policies on diversifying growth, improve service delivery</p> <p>Baseline: Indicators: Targets: Related CP outcome:</p>	<p>2. Modern techniques of planning integrated in regional development, including SD criteria</p> <ul style="list-style-type: none"> • Analyze growth of regional development hubs and corridors per SD criteria, and rural-urban linkages. • Development in one pilot province of • Local HDR on SD. • Prepare and implement Capacity Building Strategic Plan for Regional councils. • Development of a Green Economy Strategy in one pilot province 					MOEP	Government	LT Regional Development Advisor National Project Personnel (multi-disciplinary support)	400,000
<p>Output 3: Strategy and policy recommendations for advancing the knowledge economy</p> <p>Baseline: Indicators: Targets: Related CP outcome:</p>	<p>3. The concept of knowledge-based economy accorded national priority</p> <ul style="list-style-type: none"> • Analysis and workshops on specific SD issues of importance for the knowledge economy including on technology transfer/IPR/TRIPS. 					MOEP	Government	Economic Advisor SD Advisor National Project Personnel (multi-disciplinary support)	225,000
<p>Output 4: South-South Cooperation to exchange best practices and promote development cooperation</p> <p>Baseline: Indicators: Targets: Related CP outcome:</p>	<p>4. Global partnerships forged for development</p> <ul style="list-style-type: none"> • Support to dialogues with south partners to share SD models and experiences • Support participation in GCC forums and conduct GCC roundtables to exchange best practices in development planning etc 					MOEP	Government	Economic Advisor SP Advisor SD Advisor National Project Personnel (multi-disciplinary support)	225,000
<p>Output 5: Enhanced capacities for engaging in global UN processes</p> <p>Baseline: Indicators: Targets: Related CP outcome:</p>	<p>5. National capacities developed for substantive engagement in global events relevant to economic, environmental and social development</p> <ul style="list-style-type: none"> • Advisory support for engagement in various UN processes related to economic, environment and social issues • Biannual high level consultations meetings in Saudi Arabia between MOEP/ UNDP/UNDESA 					MOEP	Government	Economic Advisor SP Advisor National Project Personnel (multi-disciplinary support)	225,000

Outcome 2: Green Economy Strategies									
Output 6: Assessment of Green Economy Opportunities <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	6. Green economy opportunities explored <ul style="list-style-type: none"> • Market analysis of scope for growth of green procurement and environmental goods & services sector. • Assessment of scope for Renewable energy technologies development and transfer, market barriers and finance. • Workshop series with public and private sectors to explore potential of green economy in generating new high-value added opportunities, green jobs, and improved economic competitiveness. • Publication of a Green Economy Report 					MOEP	Government	GE Advisor SP Advisor National Project Personnel (multi-disciplinary support)	350,000
Output 7: Green Economy Strategy and Pilot Projects <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	7. Green economy strategy formulated and implementation experimented <ul style="list-style-type: none"> • Develop policy recommendations for testing, standardization, and certification of clean technologies, especially renewable energy. • Training on green economy market based policy instruments and best practice models of finance and technology transfer practices 					MOEP	Government	GE Advisor SP Advisor National Project Personnel (multi-disciplinary support)	453,734.50
Output 8: Global Partnerships and South-South Cooperation for Green Economy <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	2. Global partnerships for GE forged <ul style="list-style-type: none"> • Support participation in global green economy forums to exchange best practices and build opportunities for cooperation. 							GE Advisor SP Advisor Economic Advisor National Project Personnel (multi-disciplinary support)	375,000

Outcome 3: Social Empowerment

<p>Output 9: Strategies for poverty reduction, and youth and women employment.</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Pro-poor social policies adopted</p> <ul style="list-style-type: none"> • Organize workshops for initiation and promotion of a wide ranging policy dialogue on pertinent population and labour markets issues involving the concerned government and non-government stake holders. • Contribute to activation of the mandate of the National Population Committee in the areas of research and dissemination to raise awareness of population issues. • Preparation of annual follow-up reports of programs and projects related to the implementation of the Population Policy. • Provide technical advice and prepare the necessary technical background material to the Saudi delegations participating in regional and international forums on population issues. • Provide technical advice on demographic and labor issues relayed to the MOEP by governmental, local and international institutions. • Participate in preparation of the 9th NDP Operational Plans of ministries implementing population and labour market projects and programs 					MOEP	Government	<p>Social Dev. Advisor SP Advisor Economic Advisor National Project Personnel (multi-disciplinary support)</p>	600,000
<p>Output 10: Research on social subsidy systems and social protection</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Subsidies regime and social protection system revised</p> <ul style="list-style-type: none"> • Analysis of global best practices for most economically effective and sustainable forms of social subsidy policy. 					MOEP	Government	<p>ST Advisors National Project Personnel (multi-disciplinary support)</p>	400,000
TOTAL									\$3,653,734.50

IV. MANAGEMENT ARRANGEMENTS



Execution Arrangements

This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP NIM modality, whereby MOEP assumes implementation responsibility with UNDP Implementation Support Services for recruitment of international and national advisors and other activities as noted in the Annual Workplan. UNDESA will serve as UN cooperating agency in the project for provision of international advisors and other activities as noted in the Annual Workplan. UNDESA activities will be undertaken in line with a Letter of Agreement between UNDESA and MOEP. All activities under the project will be done through standard Project Board mechanism to serve as a steering committee between MOEP, UNDP and UNDESA to ensure coherence of all activities under the project. UNDP will provide technical advisory support to all activities through the UNDP Country Office in Riyadh, UNDP Regional Service Centre in Cairo and various units in UNDP Headquarters in New York, as well as support for overall project management activities on request through ISS mechanism on cost-recovery basis. Other UN agencies/bodies (ESCWA, etc) may also be invited to contribute to specific activities in the project.

Project Board

The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the National Project Manager, including recommendation for approval of project revisions. Project reviews by this group are made at biannual basis in Riyadh, or as necessary when raised by the National Project Manager. This group is consulted by the National Project Manager for decisions when management tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. This group contains three roles: executive representing the project ownership to chair the group, senior Supplier role to provide guidance regarding the technical feasibility of the project, and senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

The Project Board has the following members: Vice Minister for Ministry of Economy and Planning (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier), Director of the Sustainable Development Division, United Nations Department of Economic and Social Affairs, New York (as Senior Supplier). MOEP, UNDP and UNDESA must always be present in the project board which works on a consensus basis and final decision making on project activities and accountability in accordance with its applicable regulations, rules, policies and procedures.

Project Assurance

Project Assurance is the responsibility of each Project Board member, but the role can be delegated to staff within each agency. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Team Leader for Governance UNDP Saudi Arabia will hold the Project Assurance role for the UNDP, a Division Chief under DSD for UNDESA, and a similar level government representative would undertake this role for MOEP. The National Project Manager and Project Assurance roles will never be held by the same individual in MOEP.

National Project Manager

The National Project Manager will be the Deputy Minister for Economy and Planning and has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project. The National Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager is appointed by the Ministry of Economy and Planning through letter to UNDP. MOEP will also provide counterpart staff, offices facilities and necessary office equipment (including computers) for project staff, other project support facilities as required including for project related seminars, workshops and training facilities; other support in kind.

Terms of Reference/job descriptions for the respective long term advisers and short term experts/consultants are set out in the **Annex**.

Prior Obligations and Requisites

There are no prior obligations and requisites attached to this document.

Summary of Inputs to the Project

For UNDESA:

Five long-term project advisors as follows:

- Sustainable Development Advisor (21 months)
- Population policies advisors (21 months)
- Regional planning advisor (21 months)
- Knowledge-based Economy Advisor (21 months)
- Social Development Advisor (21 months)

For UNDP:

Two long-term project advisors as follows:

- Green Economy Advisor (21 months)
- Economic Advisor (21 months)

For the Ministry of Economy and Planning (MOEP)

Counterpart staff, offices facilities and necessary office equipment (including computers) for project staff, other project support facilities as required including for project related seminars. Workshops and training facilities; other support in kind.

The schedule of payments (SR) and UNDP bank account details:

Payments	Amount US\$
Payment Due on September 2011	1,333,333
Payment Due on January 2012	1,368,534
Payment Due on July 2012	1,368,534
Payment Due on January 2013	1,368,534
Payment Due on March 2013	1,368,534
Net amount to be paid by the Ministry	6,807,469

The value of the payment, in Saudi Riyal shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP. All financial accounts and statements shall be expressed in United States dollars. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP." In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged: 7% cost recovery for general management support (GMS) by UNDP headquarters and country office, and Direct cost for implementation support services (ISS) provided by UNDP and/or DESA at agency fee rates.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with UNDP Programme and Operations Policies and Procedures (POPP) outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. Project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

- Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: 1 June 2011 End Date: 31 May 2013
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VI. LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date). Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

- 1. Risk Analysis/Risk Log**
- 2. Letter of Agreement between MOEP and UNDESA**
- 3. Terms of Reference: for key project personnel**