



**United Nations Development Programme
Project Document**

Project Title:	Post-2015 Development Platform (Digital Good) (Phase 1)										
Strategic Plan Outcome(s)	Growth and development are inclusive and sustainable										
Expected RP Outcome(s)	Growth and development are inclusive and sustainable										
Expected Output(s):	UNDP-managed funding mechanism for global post-2015 initiatives via citizen crowd-sourcing platform										
Implementing Partner:											
Brief Description											
<p>Saudi Arabia is one of the top southern providers of development assistance, and has been a partner in global development with the UN and countries around the world for over 50 years. Cooperation between UNDP and MOFA has evolved in this period, with a new focus expressed through this new initiative on engaging the expanding role and potential of the Kingdom in leading global development efforts through contributions to UN/UNDP global initiatives in countries around the world. As the world moves forward on the post-2015 and SDG frameworks for the Millennium Development Goals (MDGs) successor regime, new leadership by Saudi Arabia and other strategic partners for global partnerships is a priority.</p> <p>Building on the successful outcome of a series of Youth Dialogues initiated by the Government of Saudi Arabia and following the recommendations of Saudi youth, the project will help design and launch a new UNDP-managed global funding mechanism to channel voluntary philanthropic and citizen contributions from people around the world to UNDP work in countries around the world in thematic areas of resonance to the MDGs and the emerging post-2015 and SDG frameworks such as: poverty reduction and social inclusion, food-energy-water security, health, education and environmental sustainability. This will be undertaken through development of an innovative digital giving platform through which philanthropists and citizens can provide online cash contributions to specific areas of assistance as displayed on the web-based platform.</p> <p>The project will entail an initial design and piloting phase (January 2015 - December 2016) supported through initial contribution of \$2 million from the Saudi Government in which top global experts would be mobilized to help design and launch a new UNDP managed global funding mechanism and digital giving platform. Subsequent phase two of project activities (2017-onwards) would consolidate the link to the post-2015 and SDG frameworks and would be based on evaluations of results from this first phase, with a view to engaging a broader, more global base of contributions from philanthropists and citizens.</p>											
Key Result (Strategic Plan): Growth and Development are Inclusive and Sustainable Atlas Award ID: Start date: January 2015 End Date: December 2016 PAC Meeting Date: 14 July 2014 Management Arrangements: DEX Implementing Partner	<table border="0"> <tr> <td>Total resources required :</td> <td>\$ 2,000,000</td> </tr> <tr> <td>Allocated resources:</td> <td>\$ 2,000,000</td> </tr> <tr> <td> o Government of Saudi Arabia</td> <td>\$ 2,000,000</td> </tr> <tr> <td>In-kind Contributions</td> <td>N/A</td> </tr> <tr> <td>Parallel</td> <td>N/A</td> </tr> </table>	Total resources required :	\$ 2,000,000	Allocated resources:	\$ 2,000,000	o Government of Saudi Arabia	\$ 2,000,000	In-kind Contributions	N/A	Parallel	N/A
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Agreed by MOFA:

HE Dr. Yousef bin Terad Al Saadon, Deputy Minister for Economic and Cultural Affairs

Agreed by UNDP:

Dr. Ashok Nigam, UNDP Resident Representative

Ashok Nigam

10 Jan 2015

I. SITUATION ANALYSIS

Saudi Arabia is one of the top Southern providers of development assistance, and has been a partner in global development to countries around the world for over 40 years, with over \$100 billion of official development assistance to over 87 countries since 1973. In addition to official assistance, a growing area of focus has been mobilization of direct assistance from citizens, with increasing levels of philanthropy within the general public and private donors. This project will engage these growing trends by establishing a new global funding mechanism that provides access to philanthropists and citizens from countries around the world to contribute to UN/UNDP work around the world in various areas of development, such as poverty reduction and social inclusion, food-energy-water security, health, education and environmental sustainability.

This project takes place through cooperation between UNDP and the Ministry of Foreign Affairs (MOFA), with the idea for a new digital platform for citizen-support to global development arising from a youth dialogue in 2012 supported by UNDP and MOFA in which the potentials of ICT4D were explored. With the goal of channelling assistance from the people to the people and doing '*Digital Good*', this initiative is focused on developing a New Strategic Partnership to expand the role of the Kingdom of Saudi Arabia in providing assistance to global development efforts for achieving the Millennium Development Goals (MDGs) and the emerging post-2015 and Sustainable Development Goals (SDG) frameworks. As the world moves forward on achievement of the MDGs and their 2015 target date, as well as design of the post-2015 framework for the MDG successor regime, new strategic partners including Southern providers of development cooperation are a priority.

Enormous progress has been made towards achieving the MDGs. Global poverty continues to decline. More children than ever are attending primary school. Child deaths have dropped dramatically. Access to safe drinking water has been greatly expanded. Targeted investments in fighting malaria, AIDS and tuberculosis have saved millions. After 2015, efforts to achieve a world of prosperity, equity, freedom, dignity and peace will continue unabated. Future post-2015 and SDG development agendas, based on the Millennium Declaration in its totality, will be an important part of continued global action to address the root causes of poverty and inequality globally and within planetary boundaries, incorporating the broader aspects of new strategies for inclusive and sustainable human development.

UNDP's support for the MDGs and the post-2015 and SDG successor frameworks puts strategic partnerships and innovative measures such as the current project at the centre of all aspects of our work to achieve development around the world. In addition to our core partnerships with Governments and other UN agencies, UNDP focuses on innovative ways to engage citizens in the process of development, as the role of civil society in development takes new energy. People around the world are willing to make a difference and help others who are facing challenges, to do Digital Good and provide support from the people to the people. However, most average citizens face barriers to fully participate in the process.

The Post-2015 development funding mechanism to be established by the project would be linked to a digital giving portal to be managed by UNDP, with a review of options for innovative approaches and modalities to resource mobilization and fund management such as direct channelling of contributions to thematic areas and regions. This review of modalities would take place during project inception with lead roles of the Bureau for External Relations and Advocacy (BERA), the Bureau of Management (BOM) and the Bureau for Policy and Programme Support (BPPS), all key units in UNDP Headquarters with important roles for achieving the global outputs of the project. The Regional Bureau for Arab States (RBAS) together with UNDP Saudi Arabia will also play a key facilitation role between the different stakeholders.

II. STRATEGY

While efforts to achieve the MDGs have traditionally focused on the role of North-South flows of development assistance, the discourse of development assistance is changing to a more multi-polar form of cooperation. The world is now seeing greater levels of assistance from individual citizens and philanthropists not just from the North but also more and more from the South. . This is seen by many

as a turning point for development cooperation, with the growing role of individuals, philanthropists and citizens across the world, including the South of increasing relevance in the post-2015 and SDG era. This strategy seeks to support the ongoing rebalancing of the traditional North-South paradigm of cooperation and the provision of aid from traditional bi-lateral donors, usually governments from the North to their Southern counterparts. It seeks to adapt policies, programmes and operations to the new roles which the South is ready to play as leaders in development solutions, including the provision of additional space for individuals as global citizens and agents of change.

The United Nations Development Programme (UNDP) is the global development network for the United Nations system that is on the ground in 177 countries, with its headquarters in New York, USA. UN/UNDP efforts along these lines have taken on greater energy and priority in recent times across the Emerging South. Through its role as coordinator of the UN system at the country level and operations in over 177 countries around the world, UNDP partnerships bring to Saudi Arabia an opportunity to engage countries on common UN approaches to MDG achievement, which touch substantively on a number of specialized thematic areas of development cooperation.

Under the spirit of “*Doing Digital Good*”, the project will help design, launch and manage a UNDP-managed post-2015 development funding mechanism to channel voluntary contributions from philanthropists and citizens from around the world to UN/UNDP work in countries around the world in thematic areas such as poverty reduction and social inclusion, food-energy-water security, health, education and environmental sustainability.

The project will commence with an initial Phase 1 (January 2015– December 2016) of activities during which top global and local experts would help design and launch a new UNDP-managed global Post-2015 development funding mechanism and an affiliated digital giving platform. The first 6 months of the project work plan would focus on design and feasibility issues with a review of options and models for fund arrangements such direct channelling to specific themes , and web- and mobile-based platforms and modalities for engaging individuals and communities to channel support to UNDP initiatives around the world. The following 18 months of the project work plan would focus on launching and further upscaling the new global funding mechanism and digital giving platform alongside public campaigns for engaging contributions from philanthropists and citizens. It would also allow for a review of lessons learned during year one and an overall evaluation of the scheme with the development of a sustainability and expansion plan for 2017-onwards.

Through the digital platform, philanthropists and citizens would be able to provide online cash contributions to UN/UNDP work related to the MDGs and the post-2015 and SDG goals around the world in areas such as poverty reduction and social inclusion, food-water-energy security, health, education and environmental sustainability. Emerging trends in ICT for Development (ICT4D), propelled to a large extent by the diffusion of social media and mobile technologies, are bringing forward a paradigm change in the way people engage with and support global development. Today citizens have become key actors in the process where they directly provide content and information. As a result, individual support and engagement is being mainstreamed and has become one of the cornerstones of various non-profit development initiatives. Digital fundraising is also being effectively used to get citizens around the world to support specific activities and programmes by contributing not only financial resources but also local knowledge and innovations. The expertise of UNDPs specialised units will therefore be engaged in this effort.

New opportunities for digital and mobile communications will be engaged as part of Saudi Arabia’s global cooperation approach, under the spirit of “*Doing Digital Good*”, aimed at improving the quality of life for all human beings all around the world, by allowing online citizens to contribute their own resources and knowledge. During its full lifetime, the project is intended to emerge as a fully global but appropriately localised online and mobile platform engaging supporters around the world, where people can directly help all those in need and provide support to enhance basic quality of life. Support and cooperation from other Governments and other entities in the UN system may therefore also provide critical leverage to the initiative.

This will build on UNDPs long-standing expertise in management of UN/UNDP global fund systems for development, including the International Aid Transparency Initiative (IATI) and the open data initiatives In the spirit of the Saudi-International Youth Dialogue Forums which brought about the

initial idea of the project, the Initiative will also be used to bring together youth around the world engaging them in the initiative and the broader objective of bringing together citizens around the world to support human development. A team of Saudi Youth will be engaged in the project throughout its life providing input and support on implementation and functionality. Subsequent project activities after year one would further consolidate links to the post-2015 and SDG frameworks based on evaluations of results from this first phase, with a view to engaging additional countries to build a broader, more global base of contributions from philanthropists and citizens.

The project will build on the ongoing reviews of innovative approaches to resource mobilization being undertaken by UNDP at headquarter and local level. The Bureau for External Relations and Advocacy (BERA) would play the lead role in the day-to-day management of the project. An inter-Bureau working group with members from the Bureau of Management (BOM), the Bureau for Policy and Programme Support (BPPS), the Regional Bureau for Arab States (RBAS) together with UNDP Saudi Arabia would provide additional input and support. The Regional Bureau for Arab States (RBAS) together with UNDP Saudi Arabia will also play a key facilitation role between the different stakeholders.

During the first six months work plan of the project, UNDP will explore appropriate ways to manage the funding mechanism and the digital fundraising platform and contribution channeling process. This may build on expertise and models undertaken in the past by the Bureau for Policy and Programme Support (BPPS), the Bureau for External Relations and Advocacy (BERA) and the Bureau of Management (BOM)/Multi-Partner Trust Fund Office (MPTF), the latter of which provides dedicated fund management services. The project can also build on past and ongoing UNDP experiences with digital fundraising platforms and initiatives for citizen contributions and the IATI and open data initiatives. UNDP will also scan and map external crowd-funding online platforms to analyze the models and select the best fit for project needs.

The design of this Project Document has benefited immensely from the guidance, inputs and positive support of BPPS, BERA and RBAS among others. This included in 2013 and 2014 inter-bureau Project Appraisal Committees chaired by RBAS, and review of the project design by the Inter-Bureau working group.

III. RESULTS AND RESOURCES FRAMEWORK (2015-16)

Project title and ID (ATLAS Award ID): Post-2015 Development Platform				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1) Global UNDP-Managed Post-2015 Development funding mechanism and digital giving platform for Citizen Contributions</p> <p>Baseline: No strategic, financial mechanism for engaging philanthropists and citizens as emerging providers of financing for UNDP initiatives around the world to achieve post-2015 and SDG frameworks</p> <p>Indicators: - technical capacity of mechanism</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Series of options ready for review and selection on best approach for a new digital giving platform - Series of options ready as to identifying key messages and programme areas of greatest public interest <p>- United Nations General Assembly launch of Global Digital Giving Platform</p> <ul style="list-style-type: none"> - Initial selection of UNDP recipient post-2015 themes and channelling of any contributions. 	<p>Year 1</p> <ol style="list-style-type: none"> 1.1. Establishment of Project Team 1.2. Recruitment and deployment of international experts on digital fundraising, market research and database management 1.3. United Nations General Assembly launch of Global Digital Giving Platform 1.4. Lessons learned during year 1 and recommendations for scaling up <p>Year 2</p> <ol style="list-style-type: none"> Scale up programme to include additional markets. 1.5. Localizing outreach messages to new target audiences in new markets. 	<ol style="list-style-type: none"> 1.1. BERA 1.2. BERA, RBAS 1.3. BERA 1.4. BERA 1.5. BERA 	<p>\$325,000 International experts 160,000 Operations/management \$100,000 Travel \$370,000 Equipment/subcontracts \$20,000 Miscellaneous \$40,000 materials</p>

	- Lessons learned during year 1 and recommendations for scaling up	1.6. Scale up technology platforms for multiple markets. 1.7. Acquisition, developing and launch of communications products. 1.8. Scale up staffing plan for multiple markets. 1.9. Develop pilot to scale up to new countries and markets. 1.10. Additional countries joining the platform by end 2016.	1.6. BERA 1.7. BERA 1.8. BERA 1.9. Interbureau working group (WG)	
Output 2) Post-2015 and SDG Fundraising Campaign messages for citizens contributions identified	Targets (year 1) - Public outreach and campaign strategy for engaging contributions from individuals - Launch of campaign	Year 1 2.1 Identification of specific post-2015 themes for focus of assistance and modalities to channel of assistance to these themes. 2.2 Design and test public outreach messages, communications products and campaign strategy around post-2015 and SDG themes for engaging philanthropists and citizens in digital giving platform 2.3 Outreach to strategic partners for preparing effective roll-out of public campaign activities under the strategy 2.4 United Nations General assembly launch of Global Digital Giving Platform	2.1. BERA 2.2 BERA, BPPS 2.3 BERA 2.4. BERA	225,000 international experts \$160,000 operations/management \$280,000 equipment/sub-contracts \$50,000 Travel \$40,000 Workshops/meetings \$20,000 materials \$11,852 Miscellaneous
Indicators: - Effectiveness of messages to potential donors in sample markets	Targets (year 2)	Year 2		

	-scaling up to add more countries - Public outreach and campaign strategy for engaging contributions from individuals	2.5 Launch campaign activities targeting philanthropists and citizen contributions 2.6 Scale up to include additional markets	2.5. BERA, RBAS 2.6 BERA	
Output 3) Evaluation and Lessons learned and communication/reporting results	Targets (year 1) - Lessons learned and recommendations for year 2	Year 1 3.1 Drafting of lessons learned during year 1 and recommendations for year 2.	3.1 Inter bureaux WG	\$15,000 Evaluation sub-contract \$35,000
Baseline: -	Targets (year 2) - Overall evaluation of the scheme and recommendations for the development of a sustainability and expansion plan design of a Phase 2 (2017-onwards)	Year 2 3.2 Drafting of final evaluation report of the results of the first phase of the project to capture lessons learned in terms of challenges and successes for scaling up in year 2 to add more countries		
			Other	\$148,148 (GMS 8%)
			TOTAL	\$ 2,000,000

IV. ANNUAL WORK PLANS

2015 (year 1)									
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount/description	
Output 1) Global UNDP-Managed Post-2015 Development funding mechanism and digital giving platform for Citizen Contributions	1.1. Establishment of Project Team 1.2. Recruitment and deployment of international experts on digital fundraising, market research and database management 1.3. United Nations General Assembly launch of Global Giving Platform	X				BERA	Government of Saudi Arabia	\$140,000 International experts	
Baseline: No strategic, financial mechanism for engaging philanthropists and citizens as emerging providers of financing for UNDP initiatives around the world to achieve post-2015 and SDG frameworks		X	X			BERA	Government of Saudi Arabia	\$80,000 operations/management	
Indicators: - Technical capacity of mechanism					X	BERA, Interbureau WG, Saudi youth, Government of Saudi Arabia	Government of Saudi Arabia	\$50,000 Travel	
Targets: - Series of options ready for review and selection on best					X		Government of Saudi Arabia	\$200,000 Equipment/subcontracts	
							Government of Saudi Arabia	\$10,926 Miscellaneous	
							Government of Saudi Arabia	\$30,000 materials	

<p>approach for a new digital fundraising platform</p> <ul style="list-style-type: none"> - Series of options ready as to identifying key messages and programme areas of greatest public interest - United Nations General Assembly launch of Global Digital Giving Platform - Initial selection of UNDP recipient post 2015 themes and channelling of contributions -Lessons learned of year 1 and recommendation for year 2 																																																																																																											
<p>Output 2) Post-2015 and SDG Fundraising Campaign messages for citizen contributions identified</p> <p>Baseline: No financial contributions by philanthropists and citizens for UNDP initiatives around the world aligned to post-2015 and SDG frameworks</p> <p>Indicators: - Effectiveness of messages to potential donors in sample markets</p>	<p>2.1 Identification of specific post-2015 themes for focus of assistance and modalities to channel of assistance to these themes.</p> <p>2.2 Design and test public outreach messages, communications products and campaign strategy around post-2015 and SDG themes for engaging</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>BERA, BPPS, Saudi Youth, Interbureau WG, Government of Saudi Arabia</p>	<p>Government of Saudi Arabia</p>	<p>\$125,000 international experts</p> <p>\$80,000 operations/management</p> <p>\$140,000 equipment/sub-contracts</p> <p>\$20,000 Travel</p> <p>\$20,000 Workshops/meetings</p> <p>\$20,000 materials</p> <p>\$5000 Miscellaneous</p>																																																																																																									

Targets: - Public outreach and campaign strategy for engaging contributions from individuals - Launch of campaign	philanthropists and citizens in digital fundraising platform 2.3 Outreach to strategic partners for preparing effective roll-out of public campaign activities under the strategy 2.4 United Nations General assembly launch of Global Digital Giving Platform	X X X	X X X	UNDP BERA	Government of Saudi Arabia	\$15,000 Evaluation sub-contract
Output 3) Evaluation of results and lessons learned conducted Indicators: Digital platform Campaign messages Outreach Targets - Evaluation report and lessons learned recommendations for the next phase	3.1. Drafting of lessons learned of year 1 and recommendation for year 2.	X				\$74,074 (GMS 8%) \$ 1,000,000
TOTAL 2015						

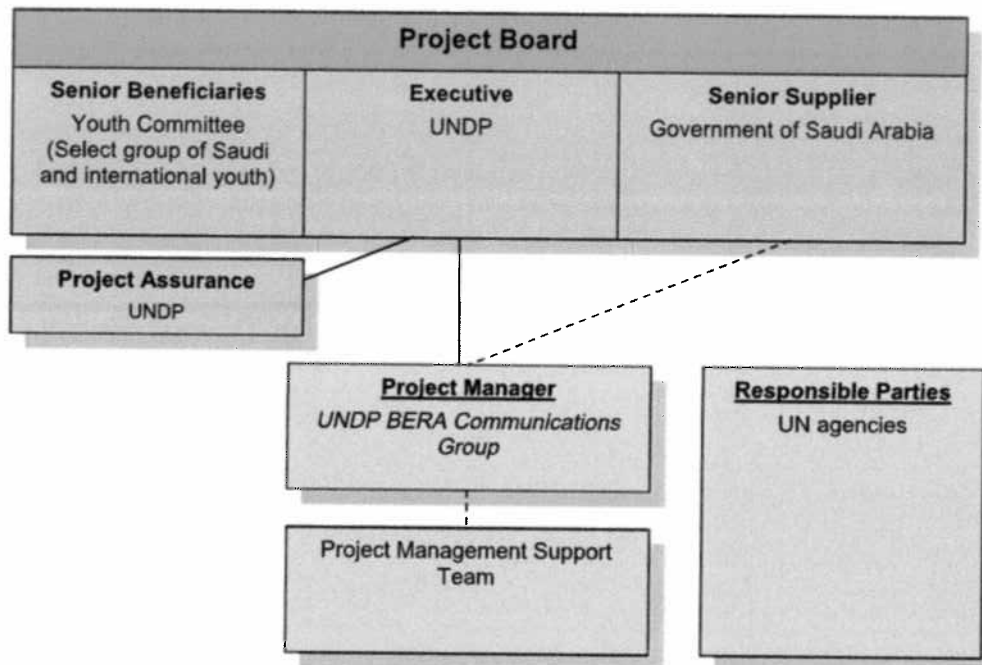
2016 (year 2)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount/description
		<p>Output 1) Global UNDP-Managed Post-2015 Development funding mechanism and digital fundraising platform for citizen Contributions</p> <p>Baseline: No strategic, financial mechanism for engaging philanthropists and citizens as emerging providers of financing for UNDP initiatives around the world to achieve post-2015 and SDG frameworks</p> <p>Indicators: - Technical capacity of mechanism</p> <p>Targets: - Series of options ready for review and selection on best approach for a new digital fundraising platform - Series of options ready as to identifying key messages and</p>	<p>Scale up programme to include additional markets.</p> <p>1.1 Localizing outreach messages to new target audiences in new markets.</p> <p>1.2 Scale up technology platforms for multiple markets.</p> <p>1.3 Acquisition, developing and launch communication of communications products.</p> <p>1.4 Scale up staffing plan for multiple markets.</p> <p>1.5 Develop pilot to scale up to new</p>		X		X	X
	X	X	X	X	UNDP BERA& Interbureau WG	Tbd	\$185,000 international experts \$80,000 operations/management \$50,000 travel \$170,000 equipment/subcontracts \$9,074 miscellaneous \$10,000 materials	
		X	X	X	UNDP BERA& Interbureau WG	Tbd		
		X	X	X	UNDP BERA& Interbureau WG	Tbd		
		X	X	X	UNDP BERA& Interbureau WG	Tbd		
		X	X	X	UNDP BERA	Tbd		

<p>programme areas of greatest public interest</p> <ul style="list-style-type: none"> - United Nations General Assembly launch of Global Platform - Initial selection of UNDP recipient post 2015 themes and channelling of any contributions - Evaluation of pilot phase and recommendations for scaling up for global contributions 	<p>countries and markets.</p> <p>1.6 Additional countries joining the platform by end 2016</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	Tbd	UNDP BERA & Interbureau WG	Tbd	Tbd	<p>\$100,000 intern. Experts</p> <p>\$80,000 operations/management</p> <p>\$140,000 equipment/subcontracts</p> <p>\$30,000 travel</p> <p>\$20,000 meetings</p> <p>\$10,000 materials</p> <p>\$6,852 miscellaneous</p>
<p>Output 2) Post-2015 and SDG Fundraising Campaign messages for Citizens contributions identified</p> <p>Baseline: No financial contributions by philanthropists and citizens for UNDP initiatives around the world aligned to post-2015 and SDG frameworks</p> <p>Indicators: - effectiveness of messages to potential donors in sample markets</p> <p>Targets: scaling up to add more countries to Public outreach and campaign strategy for engaging contributions from individuals</p>	<p>2.4. Launch campaign activities targeting philanthropists and citizen contributions</p> <p>2.5. scale up to include additional markets</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	Tbd	UNDP BERA	Tbd	Tbd	

<p>Output 3) Evaluation of results and lessons learned conducted</p> <p>Indicators: digital platform Campaign messages Outreach</p> <p>Targets: Evaluation report and lessons learned and recommendations for the development of a sustainability and expansion plan design of a Phase 2 (2017-onwards)</p>			<p>3.1. Overall evaluation of the scheme and recommendations for the development of a sustainability and expansion plan design of a Phase 2 (2017-onwards)</p>	<p>X</p>	<p>UNDP BERA</p>	<p>Tbd</p>	<p>\$35,000</p>	
							<p>TOTAL 2016</p>	<p>\$74,074 (GMS 8%)</p>
							<p>\$ 1,000,000</p>	

V. MANAGEMENT ARRANGEMENTS/PROJECT ORGANIZATIONAL STRUCTURE



Execution Arrangements

This project will be implemented under the DIM/DEX modality with activities implemented through UNDP DEX modality, whereby UNDP assumes implementation responsibility. All activities under the project will be done through standard Project Board mechanism to serve as a steering committee between MOFA and UNDP to ensure coherence of all activities under the project. UNDP will provide technical advisory support to all activities through the various UNDP Headquarters units noted above. UNDP will provide offices space and facilities for the Partnership facility/project office and other support in kind.

Project Board

The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required, including recommendation for approval of project revisions. It will involve various UNDP global and regional units as noted above via virtual conferencing facilities or travel as needs arise. Project reviews by this group are made on quarterly basis, or as necessary when raised by UNDP. This group is consulted by the Project Manager for decisions. This group contains three roles: executive representing the project ownership to chair the group, senior Supplier role to provide guidance regarding the technical assistance to the project, and senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

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.

Project Manager

The Project Manager will be a BERA Communications Group representative with authority to oversee the project on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for management and decision-making for the project. The 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. Project management will provide regular briefing through the Project Board to review progress and discuss emerging challenges or opportunities etc. Lessons learned will be developed after year 1 and a project evaluation will be undertaken to produce recommendations for the development of a sustainability and expansion plan and design of a Phase 2 (2017-onwards.)

Project Team

A project team will be established within UNDP BERA to provide management support to all activities under the project.

UNDP Inter-Bureau Working Group will support the project in achieving globally-oriented activities under Outcome 1 of the project - design and launch of the global UNDP-managed Funding mechanism and web-based contribution platform. The project will support a team of two staff and several short-term external advisors to be based in Headquarters to support these activities. The exact nature and management arrangements for the Funding mechanism and digital platform would be defined during inception activities in the beginning of the project. BERA Communications Group would lead on the management in close cooperation with and regular reporting to the Project Board. Specific support roles by UNDP Headquarters units would include:

- *Bureau for External Relations and Advocacy (BERA)*: advises UNDP direction and leads the organization with regard to strategic external engagement and resource mobilization, organization-wide communication and advocacy. Its responsibilities include engagement with all development partners, coordination of UNDP's work within the UN system and cooperation with the private sector, civil society and the philanthropic sector. BERA also leads UNDP efforts to form New Strategic Partnerships with emerging providers of development assistance from the South. BERA will lead development of New Strategic Partnership Agreement and Financial Agreements. The BERA Communications Group will lead design of architecture to effectively channel grants from web-based platform to identified themes in line with programme and operational policies and procedures.
- *Bureau for Policy and Programme Support (BPPS)*: leading UNDPs substantive engagement and advisory support to project activities around the world on issues related to MDG achievement and the post-2015 and SDG frameworks, such as poverty reduction and social inclusion, food-energy-water security, health, education and environmental sustainability. This includes leadership of its Headquarters based teams and staff outposted in Regional Offices for support to local project activities in each region where UNDP projects operate. BPPS will mobilize various thematic clusters and groups for identification of UNDP work around the world for receiving contributions.
- *Bureau of Management*: leads financial management, procurement, human resources and other operational matters within UNDP, including hosting and providing management support to large number of UN/UNDP trust funds and projects around the world. Possible BOM support roles to the project will be explored during project inception with regards appropriate funding payment mechanisms, One-UN approaches and reporting functions.

- *Regional Bureau for Arab States (RBAS)*: leading management and oversight of UNDP project activities and operations in the Arab region and hosting BPPS and BERA out-posted experts in various thematic areas for support to country activities. RBAS and the Saudi Arabia Country Office will have a facilitation and liaison role between UNDP and the Government of Saudi Arabia.
- **Terms of Reference/job descriptions** for the respective long term advisers and short term experts/consultants will be set out upon commencement of the project.

Prior Obligations and Requisites

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

The schedule of payments:

Payment: \$2,000,000 upon signature of the project.

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 8% cost recovery for general management support (GMS) plus direct cost for implementation support services (ISS) provided by UNDP on cost recovery basis.

MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures 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 the 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.
- a 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
- a 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

* This will be completed by the Project Manager upon inception of the project.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
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>

VIII. Risk Matrix

Risk	Description	Risk Level Likelihood and Consequences (C & L)		Mitigation
		L	C	
Political	UNDP's image and brand are damaged due to events beyond the influence of the project and potential donors are not interested in contributing to UNDP's work	L	C	Specific communication campaigns launched
		M	M	Branding and communication around the digital giving platform takes into account and addresses any concerns

	The Government of Saudi Arabia does not support the launch of the platform due to changes in the political context	L	L	Communication with the donor will be managed through the CO and the project will keep the donor well informed and up to date on project developments
Organizational	Funding for year two and beyond will not be mobilized endangering the sustainability of the platform	M	M	Careful monitoring of requirements as well as communication of results and detailed reporting will take place between the project and the main donor. Efforts will be made, in agreement with the donor, to approach other potential donors to expand the funding base.
Regulatory	It will be impossible to achieve that contributions to UNDP are tax exempt.	M	L	The project will identify relevant partners through which this can be achieved.

Legal Context

THIS GLOBAL PROJECT DOCUMENT WILL BE THE INSTRUMENT REFERRED TO AS SUCH IN ARTICLE I OF THE STANDARD BASIC ASSISTANCE AGREEMENT (SBAA) BETWEEN THE GOVERNMENTS PARTICIPATING AND THE UNITED NATIONS DEVELOPMENT PROGRAMME.

ANNEXES

Terms of Reference: TOR for key project personnel will be developed and attached after inception

Special Clauses: UNDP shall 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. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:

- (a) 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

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.”