



**United Nations Development Programme
Kingdom of Saudi Arabia
Project Document**

Project Title: Support to Developing National Youth Strategy in the Kingdom of Saudi Arabia

Expected CP Outcome(s): Enhanced participation of the youth in national development through national strategies, policies and programmes targeting them.

Expected Output(s): Strategy for youth development produced and related programmes developed and implemented

Executing Entity: Ministry of Economy and Planning (MOEP)

Implementing Partner: MOEP

Programme Period:	2009 – 2011(18 months)
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	August, 2009
End Date	Jan., 2011
PAC Meeting Date	_____
Management Arrangements	NEX

Total resources required	US\$1,182,720
Total allocated resources:	_____
• Regular	_____
• Other:	_____
o Government	US\$1,182,720

Brief Description

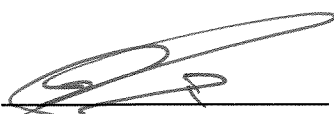
This project aims at enhancing participation of youth in national development processes, through formulation and adoption of a national strategy for Saudi youth encompassing the varied socio-economic and recreational dimensions pertinent to all partners.

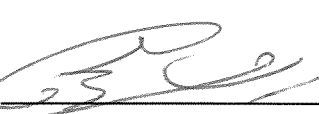
This project will provide the needed technical and advisory support to the Ministry of Economy and Planning (MOEP) for the development of the national youth strategy. It will survey and analyse youth concerns and aspirations; it will discuss all the findings in a series of workshops and seminars with a view to develop programmes that address these issues.

Furthermore, this project will strengthen the capacities of stakeholders involved, since the role of stakeholders is imperative throughout the formulation, implementation, monitoring and evaluation phase. As a result of the project; a strategy for youth development will be produced and related programmes will be developed and implemented.

Agreed by (Government):
Ministry of Economy and Planning (MOEP)
HE Ahmad Al-Hakami
Vice Minister

Agreed by (UNDP):
United Nations Development Program
Dr. Riyad Musa
Resident Representative

Signature: 
Date: 19/7/09

Signature: 
Date: 19-7-09

List of acronyms and abbreviations

MOEP	Ministry of Economy and Planning
GPYW	The General Presidency for Youth Welfare
UNDP	United Nations Development Programme
PB	Project Board
TAC	Technical Advisory Committee
UNDAF	United Nations Development Assistance Framework
TA	Technical Advisor
PMU	Project Management Unit
PA	Project Assurance
CPD	Country Programme Document
CPAP	Country Programme Action Plan
NEX	National Execution(Implementation)
PM	Project Manager

I. SITUATION ANALYSIS

Young people in all countries are both a major human resource for development and key agents for social change, economic development and technological innovation. Their imagination, ideals, considerable energies and vision are essential for the continuing development of the societies in which they live. The problems that young people face as well as their vision and aspirations are essential components of the challenges and prospects of today's societies and future generations. Thus, there is a special need for new impetus to be given to the design and implementation of youth policies and programmes at all levels. The ways in which the challenges and potential of young people are addressed by policy will influence current social and economic conditions and the well being and livelihood of future generations.¹

In its long term strategic perspective on development The Government of Saudi Arabia in the Eighth Development Plan recognises the role of youth in sustainable human development, and expresses its commitment to invest in youth by mobilising its capacities and resources for developing strategies that will enhance the role of youth in the national development process².

As statistics show, The Government of Saudi Arabia recorded several achievements related to youth, and is on target for achieving the Millennium Development Goals (MDGs). Youth (15-24 years) literacy rate reached 96.7%, with the ratio of literate female to literate males among the youth reaching 98:100³, the enrolment rate for primary education is 94.5% for boys and 93% for girls and the net enrolment in secondary and tertiary education stands at 65% for both. With an estimated annual population growth of 2.3%; the Saudi population is projected to reach 21.1 millions in 2015⁴. The crude birth rate is estimated at 27 per thousand, and the crude death rate at 4 per thousand. In addition to rapid population growth, the rural – urban composition of society is rapidly changing; Also the longevity of the population is increased, with life expectancy of 52 in 1970 to 73.7 in 2008⁵.

The age structure of the Saudi population is young. The percentage of population below the age of 15 constitutes 37% of the total population of 18.1 mil-2008. Nearly one out of five Saudis (21%)⁶ is in the 15-24 age group, pointing to the primacy of youth in the development of Saudi Arabia. This situation poses dramatic challenges for the Saudi Government and civil society in meeting the education, training, employment, health, and recreation needs of the youth.

Within the above context, youth societal concerns are wider and more pervasive than those merely relating to population size. The concerns are multi-sectoral, engaging both economic and social dimensions. While great achievements are registered in the field of education, issues relating to quality of education and relevance to market needs remain paramount.

1 World Programme of Action for Youth to the Year 2000 and Beyond

2 Ministry of Economy and Planning, The Eighth Development Plan, 2005-2009

3 Millennium Development Goals, Ministry of Development and Planning, 2008, page- 39

4 Department of Statistics and Information, Ministry of Economy and Planning

www.undp.org.sa/sa/index.php/en/human-development/human-development-in-Saudi-Arabia

5 Department of Statistics and Information, Ministry of Economy and Planning

6 Ministry of Economy and Planning on the web- statistics

II. STRATEGY NATIONAL GOAL, AND ACTIVITIES

Recognizing the importance of the role of youth in the national development process and the attempt to develop youth strategies and policies that will facilitate and encourage youth participation, are a major societal endeavours requiring the direct and indirect involvement of many partners, and engaging them on a multitude of levels. These partners include government agencies, civil society institutions, private sector, international and regional organizations, and of utmost importance youth themselves.

Commitment of the government to achieving these goals was evident in the Eight and draft Ninth National Development Plans, in which the government of Saudi Arabia recognized the importance of youth in development. Acting upon this assumption The Government of Saudi Arabia represented by Ministry of Economy and Planning (MoEP) requested UNDP KSA CO's technical and advisory assistance in its attempt to develop a national youth strategy containing programmes designed to enhance youth participation in the national development process.

In parallel, one of UNDP KSA country programme document's targets is to assist the government in enhancing youth participation in the national development process, through developing youth national strategies, policies, and programs targeting them.

The ultimate goal of this project is to develop a national youth strategy, with a comprehensive action plan including programmes and actions for implementation, that will directly impact the mainstreaming and efficient involvement and participation of youth in the national development process.

UNDP KSA CO will assist the Government by:

- Enhancing the managerial, technical and organizational capacities of MOEP, GPYW, and beneficiaries to manage, direct and coordinate the activities, particularly those relating to youth development, in an effective and efficient manner.
- Assist the Ministry of Economy and Planning to develop a national youth strategy, and support the formulation and implementation of programmes that will facilitate increasing youth involvement in the national development process.
- Mobilize the support of policy makers, stakeholders, partners and the society at large to advocate and assist youth empowerment through the creation of an environment that is conducive for increased productive participation.

UNDP KSA CO will support the Ministry of Economy and Planning in recruiting consultants, undertaking working visits (study tours) to selected countries to review actions and gain experience on how issues relating to youth have been addressed and integrated into development strategies and national programmes.

The main activities to be undertaken by the project include:

- Establishing of a task force to conduct comprehensive studies and surveys on Saudi Youth.
- Organizing youth consultation workshops in the different regions of the Kingdom to determine strategy themes.
- Undertaking working visits to selected countries with effective youth policies and programmes to gather first hand information and gain experience.

- Formulating a full-fledged national youth strategy document.
- Developing national youth programmes and assisting the Government in the actual implementation of these programmes.

Initiatives by the Government of Saudi Arabia, and UNDP KSA CO, addressing different issues of concern to youth were undertaken in the past two years, which complement the activities of this project. The results of these initiatives will contribute significantly to the formulation of the national youth strategy. Several studies were undertaken by King Abdul-Aziz's Centre for National Dialogue addressing issues related to youth education, health, employment, and dialogue.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>National goal: Enhancing the role of youth in national development</p> <p>Programme component: Enhancing youth participation in the national development process.</p> <p>CPD outcome: Enhanced participation of the youth in national development through national strategies, policies and programmes targeting them.</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Baseline: Full capacities and skills of youth is underutilized by society</p> <p>Target: National youth strategy produced</p> <p>Indicator: Quality strategy paper</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan):</p> <p>Partnership Strategy: The participatory approach to be adopted in the national implementation of this project will ensure that, in addition to MOEP who is the main implementing partner, together with relevant government ministries and departments, NGOs, the academia, local communities and most importantly the youth will be involved. To support this effort, a wealth of experiences and knowledge of UNDP, other UN agencies, and a network of regional and national development practitioners will be mobilized in order to help national partners to achieve the outcome of this project</p> <p>MOEP and UNDP will ensure that all necessary arrangements for coordination are made in a timely manner to ensure prompt development, implementation, and monitoring and evaluation. This will include an agreement on the division of responsibilities among participating agencies and national partners for the implementation of the activities, management of funds, coordination and review of project results.</p> <p>To provide overall strategic direction and make decisions on specific aspects of project implementation, a Project Board will be created and involve senior personnel of signatories to the project document with similar level of decision-making authority. It will also include a senior representative of the Beneficiaries. A Technical group consisting of representatives of related participating agencies will also be formed, their main task will be to provide technical advisory support to the project regarding the strategy development and possible implementation of changes to procedures Legal and regulatory frameworks. They will have ad hoc meetings as required to coordinate their individual and joint efforts.</p> <p>Project title and ID (ATLAS Award ID): SAU10/XXX</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 National youth strategy document developed and nationally endorsed and disseminated</p>	<p>2009 - 2010</p>	<p>1.1 A background study on the status of youth in Saudi Arabia to be done by one of the National Youth Research Centres or a combination of an international consultant and a national consultant</p> <p>1.2 Creation of a database including studies and statistics</p> <ul style="list-style-type: none"> • Collecting Results from Previous youth related surveys and studies • Stocktaking of Youth- involving organizations and youth local initiatives ▪ List of all organisations working with youth in KSA ▪ List of available youth related publications, Studies, reports, and strategies <p>1.3 Establishing Working Infrastructure for the Development of the NYS</p> <ul style="list-style-type: none"> • Identifying the national stakeholders • Recruiting or appointing the project team (Project Manager, Technical Advisor, and an Administrative Assistant) • Facilitating their introduction into their new working environment. • Equipping the project unit with furniture, computers and communication <p>1.4 Forming committees and working teams</p> <ul style="list-style-type: none"> • Identifying Project Board members • Establishing Technical Advisory Committee <p>1.5 Developing a national comprehensive survey to find</p>	<p>MOEP</p> <p>UNDP & Partners</p>	<p>International, regional and national consultants,</p> <p>logistics Workshops</p> <p>Hotels arrangement</p> <p>Transportation</p> <p>Miscellaneous</p>

		<p>out youth challenges, hopes and aspirations</p> <ul style="list-style-type: none"> • Forming survey and statistics team • Establishing a mechanism to survey youth's hopes and aspirations all over the Kingdom • Conducting the Survey(Sampling) • Collecting and analysing information <p>1.6 Organizing specialised study tours</p> <ul style="list-style-type: none"> ▪ Conducting study tours to selected countries with good experiences in incorporating youth issues in their national development 		
		<p>1.7 Developing the national youth strategy themes:</p> <ul style="list-style-type: none"> • Preparing a paper to be discussed at workshops that will include thematic issues of concern and strategy's vision and mission statements • Organizing maximum of 13 (male) national Consultations and focus groups workshops to identify thematic concerns and enrich strategy's themes. • Organizing a maximum of 13 (female) national Consultations and focus groups workshops to identify thematic concerns and enrich strategy's themes. • Identifying and appointing National/ Regional consultants according to the themes • Forming themes-working groups. • Discussing the themes papers. • Drafting the themes final reports including full action plan and M&E plan 	<p>MOEP, UNDP & partners</p>	<p>International, regional and national experts, workshops training materials and logistics</p>

		<p>1.8 Developing draft national youth strategy document:</p> <ul style="list-style-type: none"> ▪ Compiling and consolidating the themes Reports into draft strategy document including the M&E plan ▪ Launching and disseminating the strategy at the national level ▪ Recording lessons learned ▪ Estimating the cost of the strategy's action plan and related programmes. • Approving the strategy <p>1.9 Editing and printing the strategy</p> <ul style="list-style-type: none"> ▪ Proof reading and editing of the youth strategy document. • Revising and Editing draft strategy document ▪ Design and print 	<p>MOEP, UNDP, Media, partners, stakeholders, and beneficiaries</p>	<p>International, regional and national experts, training consultants, media consultants, media, designers and logistics</p>
<p>Output 2 Monitoring and Evaluation</p>		<p>2.1 Building a mechanism for Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Identifying and recruiting a M&E specialist • Preparing M&E strategy • Conduct training on M& E techniques for major stakeholders • Implementing M&E strategy • Annual project evaluation 	<p>MOEP & UNDP</p>	<p>International, regional, national Consultants</p>

Project's Planned Budget

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTIES				PLANNED BUDGET			Estimated Amount (US\$)	
		2009				2010				Fund	Donor	Budget	Description	2009	2010			
		1	2	3	4	1	2	3	4									
Conducting a background study	Identifying and recruiting consultants		X							MOEP	30071	00210	71300	Regional consultant		35,000		
	Conducting the study regarding youth issues	X								UNDP	30071	00210	71400	National consultant		15,000		
	Recording results and lessons learned	X								YOUTH PART.	30071	00210	71600	Travel		7,000		
														Sub-Total		57,000		
Establishing a project management unit for developing a national youth strategy.	Identifying and recruitment of Project Manager	X	X	X	X	X	X	X	X	DITTO	30071	00210	71400	Project Manager(Regional		168,000		
	Recruitment of project support personnel	X	X	X	X	X	X	X	X		30071	00210	71300	Technical Advisor		96,000		
	Equipping the unit with needed equipments	X									30071	00210	71400	Administrative assistant		12,000		
											30071	00210	71600	Local Travel		5,000		
											30071	00210	72200	Office Equipment		5,000		
Creating a Database	Database Creation										30071	00210	71400	National consultant		15,000		
														Sub-Total		286,000		
Organizing study tours	Undertake study tours to selected countries with good experience in developing youth strategies.		X	X						DITTO	30071	00210	71400	Travel		25,000		
			X	X														
Forming committees and working teams	Committees allowance as per sessions conducted.	X	X	X	X	X	X	X	X	DITTO	30071	00210	71600	Allowances		25,000		
														Sub-Total		5,000		
Youth Focus groups meetings	Distribution and collection of questionnaires	X								DITTO	30071	00210	71300	Inter. Consultant		5,000		
	Analyzing questionnaires		X								30071	00210	71600	Travel (Surveys)		20,000		
	Drafting lessons learned		X								30071	00210	71200	Allowance		30,000		
														Sub-Total		10,000		
Developing a theme background paper.	Identifying and recruiting consultant.										30071	00210	71300	Inter. Consultant		60,000		
														Sub-Total		15,000		
Developing the national youth strategy themes reports	Identifying and hiring themes consultants (26) focus group workshops and national consultations to identify thematic concerns and produce the strategy's themes reports.		X							DITTO	30071	00210	71300	Persons Local		0		
			X								30071	00210	72100	Persons Local		70,000		
			X								30071	00210	71600			130,000		
			X								30071	00210	71600			15,000		
														Sub-Total		215,000		
Developing a draft national youth strategy document	Compiling the themes into draft strategy National workshop for strategy feedback			X						DITTO	30071	00210	71300	Perons Regional		15,000		
	Cost estimation			X							30071	00210	72100	Workshops		10,000		
	Approval of strategy document			X							30071	00210	71400	Person local		5,000		
				X										Sub-Total		30,000		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE				PLANNED BUDGET			Estimated Amount (US\$)	
		2009				2010				PARTIES	Fund	Donor	Budget	Description	2009	2010		
		1	2	3	4	1	2	3	4									
Final strategy document launch in a national gathering.	Proof-reading and editing of strategy					X							30071	00210	72100	Printing		15,000
	Designing and printing strategy's document					X							30071	00210	72100	National conferences		50,000
	Official Launch of the national youth strategy of KSA.							X										
	Identifying and recruiting M&E specialist					X										Sub-Total	0	65,000
Building a monitoring and evaluation mechanism	Preparing a M&E plan					X						MOEP	30071	00210	72300	Person Local (CD)		15,000.00
	Annual Evaluation Report							X				UNDP	30071	00210	72100	Training		25,000.00
																Sub-Total	0	40,000.00
																Total	343,000.00	681,000.00
Project Total																		1,024,000.00
Miscellaneous	Emergencies expenses 10%																	102,400.00
Sub-Total																		1,126,400.00
GMS	5% of total project budget																	56,320.00
Grand Total																		1,182,720.00

Schedule of Payment In US Dollars

Date of Payment	Amount of Payment	Beneficiary
To be paid in August 2009	266,666.67	Kingdom of Saudi Arabia
To be paid in March 2010	305,351.11	
To be paid in August 2010	305,351.11	
To be paid in December 2010	305,351.11	
Grand Total	1,182,720.00	

V. MANAGEMENT ARRANGEMENTS

This project will be nationally implemented in accordance with the established UNDP procedures and guidelines. The Project Document agreement will be signed between the Ministry of Economy and Planning and UNDP in its role as Government Coordinating Authority and national Implementing partner, which will retain ultimate responsibility on behalf of the government.

UNDP KSA CO will provide technical and advisory support in enhancing the managerial, technical and organizational capacities of MOEP, GPYW, and beneficiaries to manage, direct and coordinate the activities, particularly those relating to developing youth strategy and related plan of action, as well as monitoring and evaluation of the strategy in an effective and efficient manner. It will also assist the Ministry of Economy and Planning in recruiting consultants, and undertaking working visits (study tours) to selected countries to review actions and gain experience on how issues relating to youth have been addressed and integrated into development strategies and national programmes.

A *Project Board* (PB) will be established at the start of the programme to provide strategic guidance and review progress of the implementation of the project. The Project Board will be entrusted with approval of any major changes in the work plan, budget,...etc. Any changes in the milestones and outputs of the project will be agreed upon by the project board. The PB will be chaired by MOEP representative, and composed of high-level representatives from MOEP, the General Presidency for Youth Welfare, and UNDP. PB may invite representatives of other national organizations and international development partners to its meetings (Terms of Reference in Annex II)

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 respective UNDP Programme Officer will hold the Project Assurance role for the Project Board. The Board will at its discretion delegate this role as they see fit.

The *Project Manager* has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project under the supervision of the PB. His 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.

MOEP is responsible for appointing the Project Manager (can be an employee from the ministry itself), the person assigned for the position should be available for the position full-time and not be engaged with other extra duties.

The Project Board consists of:

- Executive: HE Vice Minister of MOEP
- Senior Supplier: UNDP CO DRR
- Senior Beneficiary:
 - Senior representative from MOEP
 - Senior Representative from the General Presidency for Youth Welfare
- Project Assurance: UNDP Programme Officer
- Project Manager:

A *Technical Advisory Committee* will be formed and include personnel of relevant government departments. Representatives of youth, academia, relevant NGO's, and technical experts of related international development programmes may be invited to participate in the TAC. The committee will discuss present procedures and the proposed changes required with the project team and provide advisory support to the project regarding the possible implementation of changes to procedures as well as the legal and regulatory frameworks. A representative of the MOEP will chair the TAC. A Technical Advisor will assist the chair in managing the regular operations of the TAC (Terms of Reference in Annex III)

A *Project Management Unit* (PMU) comprised of a Project Manager (PM), a Technical Advisor and support staff, will be created at the beginning of the project (see TOR in Annexes III and IV). All Project staff will be recruited by a committee representing UNDP, MOEP and the Project Manager on an open and competitive basis.

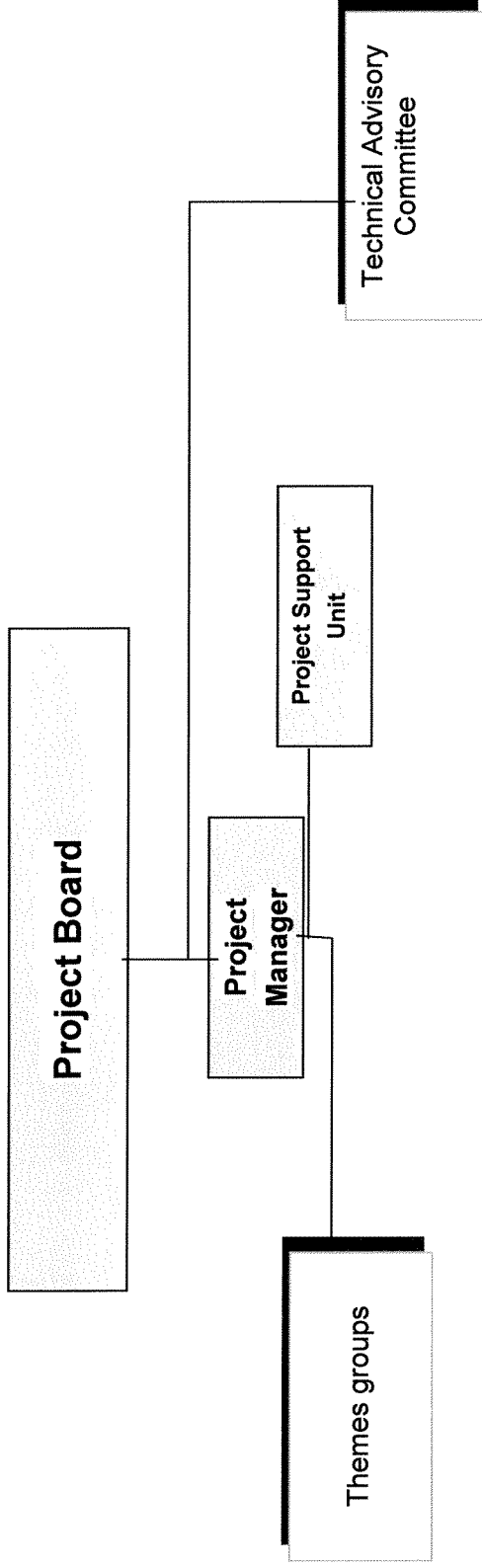
PMU will be responsible for planning overall management of project activities, reporting, accounting, monitoring of the project. The Project Manager will lead the unit, and will be accountable to the Project Board and to UNDP for the production of outputs, the achievement of the project objectives and the use of project resources. UNDP will also be responsible for the recruitment of Project Staff in coordination with MOEP and following competitive recruitment processes. The recruitment will take place in the first quarter of project implementation.

MOEP is a strategic implementation partner, offering the use of the necessary facilities, equipment, and services available in support of the implementation of the project activities. Additionally, the MOEP Staff will also work closely with the project team to provide further technical support as needed.

The project will be implemented over 12-18 months with a total budget of US \$1,182,720. Financing the activities will be provided by the government of Saudi Arabia, through MOEP. Funds will be managed jointly by MOEP and UNDP KSA CO according to the applied UNDP financial and management procedures. The amount estimated in the budget (\$1,182,720) will be deposited in a joint project account administered by UNDP.

UNDP will assist in its ability to build partnerships, especially with the different interested stakeholders, coordinate between the various parties involved, obtain knowledge from global sources and experiences, and assist with fund raising efforts. UNDP will be the budget holder under the National Implementation modality and will provide training to the Project Staff if needed on the execution modality. UNDP will charge 5% on the management of the government cost share contribution. Financial advances will be transferred to the project per a clear payment schedule (can be on a quarterly basis), upon request from the Project Manager, in accordance with Article VII of the Project Cooperation Agreement.

PROJECT STRUCTURE



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project Manager will develop and submit the following:

- Detailed project work plan at the outset of the project.
- Quarterly progress reports to the Project Board (QPR).
- Annual Project progress report at the end of each year (APR).
- Terminal Report, one month after completion of all project activities should be submitted to UNDP.

These documents will provide critical information and lessons learned regarding the effectiveness of the implementation of the project and the delivery of outputs.

The Project Board will meet every four months in order to take stock of the progress of the project. All stakeholders will also participate in an annual Tripartite Review Meeting (TPR) and a terminal Tripartite Review Meeting (TPR) at the end of the project duration, where a Terminal Report highlighting the main achievements, results, and lessons learned will be reviewed and discussed. An independent evaluation will also be commissioned at project cost if warranted and funds are available. The project is subject to auditing yearly, in accordance with UNDP regulations.

A quality assurance technical team will be formulated from the TAC in order to review all the project deliverables during all the phases.

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 I), a risk log shall be activated in Atlas and regularly updated by the Project Manager reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a monthly and Quarterly Progress Reports (QPR) 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 Lessons-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. As a 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.

VII. EXIT STRATEGY

The UNDP exit from the project will occur when one or more mutually agreed trigger points have been reached, usually identified through continuous monitoring of the project by the PM. The process will involve the following steps:

1. The PB is advised that trigger points have been reached and a meeting between the UNDP and relevant stakeholders is convened to discuss whether the UNDP's handover process will commence or the UNDP's involvement will be extended. In the case of positive triggers, the UNDP's involvement will most likely cease as per the original agreement, whereas in the case of negative triggers, further discussion about options for moving the initiative forward may be required.
2. Once the UNDP's withdrawal is agreed, the handover process is activated. This may be as simple as compiling relevant documentation or may involve working with staff who will assume responsibility for activities previously undertaken by the project.
3. Upon completion of the handover, a final report is drafted and delivered to the PB and UNDP. The report should be formally acknowledged by the PB and UNDP
4. The UNDP's withdrawal is communicated to the key stakeholders.
5. Project related electronic documents (including e-mails) are archived to CD. At least two copies are made; one copy is to be given to the PB, the other to be retained by the UNDP. Paper documents not available electronically should also be copied and handed over to the PB.

Quality Management for Project Activity Results

OUTPUT 1: National youth strategy document developed and nationally endorsed and disseminated		
Activity Result 1 (Atlas Activity ID)	Conducting a background study On the status of youth in Saudi Arabia	Start Date: 1/10/2009 End Date: 30/11/2009
Purpose	The background study will provide information that will be the cornerstone in strategy development	
Description	The study to be undertaken either by a combination of an international consultant together with a national consultant or by one of the leading youth research institutions in the Kingdom	
Quality Criteria	Quality Method	Date of Assessment
Study results	compare obtained results with similar studies done in other countries	End of Q4-2009

OUTPUT 1: National youth strategy document developed and nationally endorsed and disseminated		
Activity Result 1 (Atlas Activity ID)	Establishment of project management unit	Start Date: 1/8/2009 End Date: 30/9/2009
Purpose	A <i>Project Management Unit</i> (PMU) comprised of a National Project Manager (NPM), A Technical Advisor (Team Leader), Admin. & Finance assistant PMU will be established at the beginning of the project	
Description	<ul style="list-style-type: none"> - Advertising, Selection and Recruitment of project personnel - Acquisition of Project equipment and facilities - Office installation and office costs/operations 	
Quality Criteria	Quality Method	Date of Assessment
Highly qualified people appointed following UNDP rules and regulations	Compare obtained job description along with the required qualification with another project with similar size and type. compare obtained results with required qualifications	End of Q3-2009

OUTPUT 1: National youth strategy document developed and nationally endorsed and disseminated		
Activity Result 1 (Atlas Activity ID)	Forming Committees and working teams	Start Date: 1/8/2009 End Date: 30/9/2009
Purpose	The formed committees and teams will assist the project management unit by giving guidance and technical advice on sectoral issues, change in legislations, which will aid and ease the process of formulating the youth strategy and build a sense of ownership for the implementation stage	
Description	<ul style="list-style-type: none"> • Establishing a Project Board • Establishing Technical Committee 	
Quality Criteria	Quality Method	Date of Assessment
Committees and teams formed and harmonised	Level of representation of related partner institutions	End of Q3-2009

OUTPUT 1: National youth strategy document developed and nationally endorsed and disseminated		
Activity Result 1 (Atlas Activity ID)	Base line youth related information for developing the strategy	Start Date: 1/10/2009 End Date: 30/12/2009
Purpose	National surveys to explore youth needs, hopes and aspirations	
Description	<ul style="list-style-type: none"> • Forming surveys and statistics team • Establishing a mechanism to survey youth's hopes and aspirations all over the Kingdom • Conducting the survey • Collecting and analysing information 	
Quality Criteria	Quality Method	Date of Assessment
Results obtained represent youth views all over the kingdom	representativeness of samples Compare the survey methodology with that of other countries	End of Q4-2009

OUTPUT 1: National youth strategy document developed and nationally endorsed and disseminated		
Activity Result 1 (Atlas Activity ID)	Youth strategy themes	Start Date: 1/3/2010 End Date: 30/7/2010
Purpose	Preparing the strategy themes reports	
Description	<ul style="list-style-type: none"> • Drafting theme paper • Organizing 13 (male) national consultations Focus group workshop to identify strategy's thematic concerns and enrich the strategy content. • Organizing 13 (female) national consultations Focus group workshop to identify strategy's thematic concerns and enrich the strategy content • National/ regional consultants identified and appointed according to the themes • Forming themes-working groups. • Drafting the themes final reports including full action plan and M&E plan 	
Quality Criteria	Quality Method	Date of Assessment
Reports produced represent and follow directions of similar reports prepared in other countries and satisfy youth hopes and aspirations	Compare the process with similar process in other countries	End of Q2-2010

OUTPUT 1: National youth strategy document developed and nationally endorsed and disseminated		
Activity Result 1 (Atlas Activity ID)	Draft national youth strategy document	Start Date: 1/7/2010 End Date: 31/1/2011
Purpose	youth strategy document	
Description	<ul style="list-style-type: none"> ▪ Compile and consolidate the themes document into draft strategy document including the M&E plan ▪ Launching and disseminating the strategy at the national level ▪ Recording lessons learned ▪ Estimating the cost of the strategy's action plan and related programmes. • Approving the strategy ▪ Proof-reading and editing of the strategy document. • Revising and Editing draft strategy document • Design and print 	
Quality Criteria	Quality Method	Date of Assessment
Quality strategy document includes an action plan for implementation	Workshop feedback Compare the process with similar process in other countries	End of Q3-2010

OUTPUT 2: Building a <i>Monitoring and Evaluation mechanism</i>		
Activity Result 1 (Atlas Activity ID)	Mechanism for M&E	Start Date: 1/12/2010 End Date: 31/1/2011
Purpose	To monitor and evaluate the implementation of the strategy's action plan and activities and programs proposed	
Description	This activity will be implemented through: <ul style="list-style-type: none"> • Identifying and recruiting a M&E specialist • Preparing M&E strategy • Implementing M&E strategy • Preparing an annual evaluation report 	
Quality Criteria	Quality Method	Date of Assessment
The full framework for M&E Reports prepared as per UNDP rules and regulations	Feedback from experts and stakeholders compare obtained results with similar process in other projects	Ongoing with strategy implementation

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, 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.
3. 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.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. 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.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [6] 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.
8. 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) [5%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
9. 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.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Kingdom of Saudi Arabia and UNDP, signed on 3 Muharram 1396 (4 January 1976).

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:

- a) 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;
- b) 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.

IX. ANNEXES

Annex I: Risk Analysis

#	Description	Type	Impact & Probability	Countermeasures/ Management Response
1	Ability to identify qualified Project Manager, qualified personnel, consultants and trainers. Ability to identify appropriate institutions for the implementation of the action plan	Operational	P =3 I = 3	<ul style="list-style-type: none"> - Utilize organizational resources of all partners to identify institutions and staff needed - Assistance from countries with previous experience is highly recommended
2	Lack of qualified local experts needed for implementing technical activities of the project.	Technical	P =3 I = 3	<ul style="list-style-type: none"> - Utilize the regional / international experience available. - Encourage the local experts to conduct such activities by providing full cooperation and support.
3	Lack of coordination among the concerned institution, partner or committee especially among the academic and research institutions, making it difficult to get the adequate data and information needed for implementing the different activities of the project.	Organizational	P =3 I = 3	<ul style="list-style-type: none"> - More focus on the importance of such project for different parties involved. - Utilize political will which is very clear from the directions and guidance being made by the central government to the concerned institutions, partners and committees.
4	Lack of awareness among the youth, the community and even at the decision-making level regarding youth strategy issues.	Technical	P =3 I = 4	<ul style="list-style-type: none"> - Raising awareness of the youth, the community and decision-makers.
5	Shortage of time officials will allocate to this project at the national level given their wide range of responsibilities	Organizational	P =3 I = 3	<ul style="list-style-type: none"> - Using political will as a tool for convincing concerned institutions to allocate more time for the officials working with this pioneering Project.

Annex II

Terms of Reference for Project Board (PB) DUTIES AND RESPONSIBILITIES

The Project Board (PB) will provide overall strategic guidance to the project and review the progress of the implementation process.

Specifically, the PB will:

- Appoint the Project Manager
- Approve any changes in the milestones or budget of the project
- Provide the overall vision and steering to the project
- Review and approve the work plan and quarterly reports submitted by the Project Manager.
- Secure continuous and proper high-level government support to the project
- Ensure proper support from the institutions involved in the project
- If appropriate, design and approve a communications strategy for the project as well as a potential fund raising strategy.
- Verify the production of all the deliverables of the project
- Give final approval for all outputs of the project
- Approve all project expenditures.

The PB will be chaired by HE the Vice Minister of Economy and Planning and composed of high-level representatives of the General Presidency for Youth Welfare , and senior executive from UNDP (RR, or DRR).

The PB may invite representatives of other national organizations and international development partners to its meetings.

The PB will be constituted at the start of the project and will meet on a quarterly basis.

The PB will approve the TOR of any other job title mentioned in the work plan budget sheet.

Annex III
Terms of Reference for Technical Advisory Committee (TAC)
DUTIES AND RESPONSIBILITIES

The Technical Advisory Committee will provide the required technical support to all activities of the project as well as contribute to the achievement of its outputs in practical terms.

More specifically, the TAC will:

- Discuss present procedures and proposed changes by the project staff, international consultants and stakeholders
- Provide technical advisory support to the project in regards to the possible implementation of changes to procedures and legal and regulatory frameworks
- Facilitate full access to all relevant organizational information on youth related matters
- Interface with institutional representatives to secure full support for the project
- Report its activities to the PB (minutes of meetings) through the TAC chair.

The TAC will be created at the beginning of the project and is expected to meet at least on a monthly basis.

The TAC will consist of members of present youth strategy committee at MOEP representing relevant government agencies.

The TAC will be chaired by a high-level representative of the MOEP.

Annex IV

Terms of Reference of Project Manager (PM) DUTIES AND RESPONSIBILITIES

In this framework, under the guidance of the MOEP, the Project Manager will supervise all project operations and report to the Project Board (PB).

Specifically, the PM will:

- Manage and administer the day-by-day operations to ensure effective implementation of the project
- Supervise and guide the PMU ;
- Provide leadership and strategic thinking to ensure that project activities focus on critical areas;
- In collaboration with TAC and PMU, draft the terms of reference for national and international consultants, identify consultants, and contract them with PB approval;
- Prepare detailed full project work plan, and quarterly work plans for the implementation of the project
- Supervise project personnel and consultants, monitoring and reviewing their assignments;
- Keep representatives of the Project Board informed of the progress of the project via monthly and quarterly reports;
- Plan and coordinate the monitoring mechanisms of the project in collaboration with PB and external partners to prepare project monitoring and evaluation;
- Develop and submit quarterly financial reports along with narrative progress reports.

COMPETENCIES AND SKILLS

- Advanced university degree in public management, social science or other related discipline.
- Minimum 10 years working experience in the field of public administration and development, including a minimum of 5 years experience in managing complex projects related to youth organizations development.
- Previous experience in international development projects related to youth.
- The candidate must speak and report fluently in Arabic and English, is a good communicator and has excellent networking skills.
- Proficiency in the use of personal computers especially Microsoft Office tools

Annex V

Terms of Reference for Technical Advisor (TA)
DUTIES AND RESPONSIBILITIES

In this framework, under the guidance of the Project Manager (PM), the Technical Advisor (TA) will work closely with the Project Manager and will supervise all project operations and report to the PM. Specifically, the TA will:

- Follow up on implementation of the work plan;
- Coordinate with consultants and implementing firms
- Prepare monthly and quarterly reports;
- Assist in preparing quarterly project technical reports;
- Monitor closely on-going project activities against the work plan;
- Provide all necessary technical assistance to project consultants;
- Coordinate the training programme for the staff as indicated in the project document; it is important that the Technical Advisor be a dynamic and pro-active individual who will be committed to, and accountable for, making progress in the project.

The Technical Advisor will be supervised by the Project Manager;

The Technical Advisor will be responsible for all issues related to the implementation of project activities;

COMPETENCIES AND SKILLS

- University degree in public management, computer science or other job-related discipline.
- Minimum 5 years working experience in the field of youth development.
- Previous experience in international development projects is considered an advantage.
- The candidate speaks and reports fluently in Arabic and English, and has good coordination and networking skills.
- He is knowledgeable of software and networking standards and can use most popular personal productivity software.

Terms for Reference for Admin/ Finance Assistant
DUTIES AND RESPONSIBILITIES

The Administrative / Finance Assistant will work under the supervision of the Project Manager. Responsibilities will include:

- To assist in office management, including administrative liaison with the Government whenever necessary;
- To Prepare the financial transactions and accounts of the project and project annual and quarterly budgets and to supervise the Monthly accounts;
- To administer all financial transactions, procurement and disbursement of funds in accordance with UNDP and the government rules and regulations;
- To submit all the required quarterly and annual reports and statements.
- To assist in all administrative and managerial procedures and actions;
- Travel arrangements (international and local) including arrivals, transportation and allowances.
- To inform experts on arrival on any administrative and financial matters;
- To stay fully informed of available personnel policies, rules and regulations; including recruitment, transfers, assignments, personnel classification and pay, training, studies relating to local salary scales; and
- To supervise, organize and manage communications and records.

COMPETENCIES AND SKILLS

- University degree in Accounting, Finance or Public Administration.
- Minimum 5 years of work experience in the field of administration and finance,
- Preferably experience in financial management of a complex project related to organizational development
- Previous experience in international development projects is considered an advantage.
- The candidate speaks and reports fluently in Arabic and English,
- Good communicator and has excellent networking skills.

The proposed time table plan of the National Youth Strategy Formulation

The Task	2009								2010								2011		
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
The background study																			
The creation of database																			
Establishing the project management unit																			
Committees Formation																			
Conducting Youth survey																			
Organizing study tours																			
preparing themes paper																			
producing themes final reports																			
preparing draft strategy document																			
discussing the draft and getting feedback																			
preparing the final strategy document																			
launching the strategy document																			
Building M&E system																			