



**GOVERNMENT OF SAUDI ARABIA
UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT AND BUDGET**

Project Number: SAU10-59363
Project Title: Capacity development for policy-oriented human development and urban governance indicators
Source of Funds: DGTTF
Management Arrangement: National Implementation (NIM)
Designated Institution: Municipality of Al-Madinah, Saudi Arabia
Budget Code: 'A'
Revision Reason:
Operational Start Date: 1 February 2010
Field Work Completion: 31 December 2011

Budget	US\$ 96,000
Total budget:	US\$ 96,000
Allocated resources:	
• DGTTF	US\$ 96,000

Justification: The present project intends to create the necessary institutional framework for interactions among different stakeholders with the objective of replicating the experience of MUON in other cities across Saudi Arabia. The approach is to expose concerned staff in at least three of the thirteen provinces in the Kingdom to methods of generating, analyzing and applying urban governance indicators in the decision-making process. Such capacity development intervention will encourage women trainees. It is planned that UNDP will provide Implementation Support Services (ISS) for the delivery of the technical component of the project.

On behalf of:	Signature	Date	Name/Title
Government		28/7/2010	Eng. Abdulaziz Al-Hussein Mayor, Al-Madinah Municipality
UNDP		28/7/2010	Dr. Riyadh Musa Resident Representative

Part I: Situational Analysis

Saudi Arabia is on track to achieving the MDGs by 2015 as demonstrated by the latest NMDG report for 2009. However, monitoring of progress towards certain targets is hampered by lack of data. The Government is also adamant on overcoming several development challenges imposed by pockets of poverty in urban areas and relative poverty in remote rural areas, in addition to regional imbalances of development, gender inequality particularly in the labor market participation.

In early 2003, UNDP assisted the regional Government of Al-Madinah to establish and maintain a local urban observatory in an attempt to monitor progress in achieving the UN-Habitat Agenda for human settlements and to contribute to the eradication of poverty through improved urban governance. Since then, Al-Madinah Urban Observatory Network (MUON) has turned into a success story as a timely first step in establishing more coordinated planning structures, by providing a one-stop shop for information linked to every aspect of urban planning. In this respect, MUON has engendered a reputation transcending Saudi Arabia to the Arab States region at large, as a professional advisor on means of augmenting local abilities to collect, manage and maintain and use information on urban governance.

Highlighting the MUON as a best practice, UNDP intends to develop the national capacities of various sectors of the central Government and the provinces in generating and applying policy-oriented urban governance indicators with greater emphasis on the correlations among urban indicators and how to utilize them as a tool for MDG-plus acceleration and, ultimately, to realize human development in its broadest sense.

The innovativeness of this endeavor stems from the fact that it will be the first platform to bring together all concerned Government partners along with the international development partners and the Civil Society as far as possible. The project will also be catalytic in urging regional institutions to adopt the HDI concepts and the MDG-plus measurement tools to achieve genuine improvements in quality of life. This will result in numerous niches for future programmatic interventions at the regional levels where UNDP can project its comparative advantages of impartiality and the capability to providing policy and advisory, as well as technical, support for production of regional HDRs and MDGRs.

Part II: Strategy

The UNDP-supported project to establish and operate Al-Madinah Urban Observatory Network (SAU10-14710) is a success story at the national and sub-regional levels. Since its establishment in 2003, MUON has triggered wide-ranging debate around development issues at the regional and national levels. It generated and maintained a set of governance indicators, both the globally recognized ones and those specifically designed for Al-Madinah such as indicators of pilgrimage and visiting population.

The present project intends to create the necessary institutional framework for interactions among different stakeholders with the objective of replicating the experience of MUON in other cities across Saudi Arabia. The approach is to expose concerned staff in at least three of the thirteen provinces in the Kingdom to methods of generating, analyzing and applying urban governance indicators in the decision-making process. Such capacity development intervention will encourage gender equality.

Al-Madinah experience in establishing the urban observatory network will be replicated in Riyadh and Makkah which have expressed interest in getting technical support from UNDP in this respect. The third city could be Asir, the project will later decide the third city for the experience replication.

This project will build on the MUON project, which constitutes the national baseline in terms of generation and use of urban governance indicators for policy-making at the regional level. The intended result of the current DGTTF project is to open niches for UNDP interventions in 3 provinces and the potentiality to forge partnerships with the remaining provinces and cities in Saudi Arabia.

UNDP's A Users' Guide to Measuring Local Governance and UN-Habitat's Urban Governance Index shall constitute the framework of reference for the set of urban and governance indicators to be generated and analyzed in each of the three cities.

Part III: Results and Resources Framework

Intended Outcome as stated in Country Programme: Public institutions at the national and regional level more capable to respond to citizens needs in quality and effectiveness of services.

Outcome Indicator as stated in the CP, including baseline and target: Quality service delivery is challenged by population growth and regional development

Partnership Strategy: In the framework of the present partnership between UNDP and Al-Madinah Urban Observatory Network, this intervention will mobilize technical assistance to design a model of robust institutional platform to generate and maintain urban and governance indicators. Partnership with a country of best practice will be explored in the framework of South-South Cooperation. The cities of Riyadh and Makkah have expressed interest in getting UNDP's technical support; in addition, Asir will be most probably included as the third city for replication of Al-Madinah Urban Observatory Network.

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Intended Outputs	Output Targets for 2010	Indicative Activities	Inputs
<p>1. Generation, analysis and use of policy-oriented urban governance indicators mainstreamed in regional development</p> <p>Output 1 Baseline Indicator:</p>	<p>i. At least 3 provinces produced comparable urban governance indicators</p>	<p>3 regional workshops on urban governance and provincial planning</p>	<p>International experts and national consultants</p>
	<p>ii. At least 65 officials trained from provinces on generation, analysis and uses of the urban governance indicators</p>	<p>A focus group meeting to showcase the best practice in urban governance planning will be showcased and regional needs will be addressed</p> <p>Design and finalize a training manual for urban governance in Saudi Arabia</p>	<p>International Experts</p> <p>International and National Consultants</p>
<p>2. Consensus built around the use of urban governance indicators in decision-making process</p> <p>Output 2 Baseline Indicator:</p>	<p>i. Policy debate initiative at national level on correlations among various urban governance and MDG-plus indicators</p>	<p>Comprehensive training sessions in 3 provinces</p> <p>Study conducted on correlations among various indicators at local level</p>	<p>International Experts</p> <p>International and National Consultants</p>
	<p>ii. Regional MDG-plus report produced in at least one province</p>	<p>National seminar organized on urban governance and MDG-plus indicators</p> <p>Regional MDG-plus of Al-Madinah produced</p>	<p>International Experts and National Consultants</p> <p>National Consultants</p>

Part IV: Management Arrangement

Execution Arrangements

This project will be implemented under the National Implementation (NIM) modality with the Municipality of Al-Madinah assuming responsibility for a large part of administrative control in conjunction with the UNDP Office in Riyadh.

UNDP will provide substantive, management and technical support to the project through the UNDP Office in Riyadh using ISS modality.

Project Board

The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the National Project Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the National Project Manager. This group is consulted by the National Project Manager for decisions when management tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

This group contains three roles:

- Executive representing the project ownership to chair the group,
- Senior Supplier role to provide guidance regarding the technical feasibility of the project, and
- Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

The Project Board has the following members:

Municipality of Al-Madinah, Saudi Arabia (Project Manager as Executive and Senior Beneficiary) and potentially officials from other interested municipalities (as executive)

United Nations Development Programme, UNDP (as Senior Supplier)

Project Assurance

Project Assurance is the responsibility of each Project Board member, but the role can be delegated. 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. A UNDP Programme Officer typically holds the Project Assurance role for the UNDP's Board member, and a similar government representative would undertake this role for the Project Manager.

National Project Manager

The National 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 down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project. The National Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager is appointed by the Municipality of Al-Madinah.

Part V: Legal Context

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of the Kingdom of Saudi Arabia and the United Nations Development Programme, signed by the parties on 04 January 1976. The host country implementing agency shall, for the purposes of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Coordinator/ Resident Representative (or Officer in Charge) only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- (a) Revisions in, or addition of, any of the annexes of the project document;
- (b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- (c) Mandatory annual revisions which rephase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>Output 2: Consensus built around the use of urban governance indicators in decision-making process <i>Baseline: Lack of standardized formats for policy-oriented data</i> <i>Indicators: Urban governance indicators and MDG-plus widely used to inform decision-making processes at regional levels</i> <i>Targets: At least three provinces agreed on a unified set of urban governance data-generation methods</i> <i>Related CP outcome: Public institutions at the national and regional level more capable to respond to citizens needs in quality and effectiveness of services.</i></p>	<p>1. Correlations among urban indicators and MDG-plus indicators mainstreamed in policy debate at national level - Study conducted on correlations among urban governance indicators and MDG-plus</p>					UNDP	20004	Int'l/National Consultants	4,250
	<p>- Training conducted on MDG-plus</p>					Government/UNDP	20004	Int'l Consultants	18,000
	<p>- Regional MDG-plus Report produced in one province</p>					Government	20004	National Consultants	5,351
ISS									1,923
GMS (5%)									1,476
TOTAL									31,000