



Project Document

Expected Outcome: Women Entrepreneurs with Assistance from PSF/PJC increased by 100% **Country:** Kingdom of Saudi Arabia

UNDP Programme Component:
Enhancing the Role of Women and Youth in National Development

Expected Output:
Economic Empowerment of Women

Implementing partner:
Prince Sultan Fund (PSF)

To Provide advisory and capacity development support to Prince Sultan Fund (PSF)/Princess Jawahir Center for Women Empowerment (PJC) to help achieve their goal of expanding access of women to livelihood opportunities.

Programme Period: 2 years
Project Title: Women Empowerment in Saudi Arabia
Project ID: SAU10/ 00077412
Project Duration: 24 months
Management Arrangement: NGO Execution

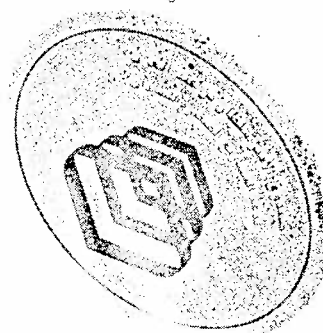
Total Budget: US\$ 200,000

Agreed by (Prince Sultan Fund):

Hana Al Zuhair P.P.
Deputy Secretary General

Signature: 

Date: 17/4/2011



Agreed by (UNDP):

Dr. Riyad Musa
UN RC/UNDP Resident Representative

Signature: 

Date: 5/4/11

Women Empowerment in Saudi Arabia
UNDP Project Document
Proposal ID 00061192

I. Situation Analysis:

The Ninth National Development Plan of Saudi Arabia (2010 – 2014), produced with technical support from UNDP/UNDESA and launched in August 2010, emphasizes the importance for the Kingdom to realize comprehensive, balanced and sustainable economic and social development as historical levels of budget allocations were assigned to social development projects. This objective expresses the developmental directions of the Kingdom and its will to accelerate the process of development, by improving standards of living and promoting quality of life by reducing unemployment rates. Hence raising the skill level and developing manpower (in this instance women capacity) fulfills the objective. The effective participation of Women in Saudi Arabia's development is clearly stated in the NDP. According to the ninth NPD, and despite progress in their health and education, participation of women in economic activity is still limited, compared with the total number of women of working age or the total labour force. The ratio of working Saudi women of working age (15 years and older) to total Saudi women in 2008 did not exceed 8.4%, and their participation in the labor force did not exceed 11.5%. This remains one of the lowest rates in the region.

The main feature of female participation in the labour market in 2008 is the predominance of the educated women. The ratio of employed Saudi women (15 years and older) without a certificate to total working women was 2.8%, compared with 7.4% for males.

Uneducated women are more challenged, especially in rural areas. In 2007, UNESCO estimated that 20.6 percent of Saudi women over the age of 15 were illiterate. With only 3 percent of female illiterates finding an active role in the labor market, over one million Saudi women find themselves unable to enter the labor market due to lack of education or appropriate skills, hence the need to provide assistance and skills to enable some to ensure a livelihood.

Diversification of female employment and achieving broader sectoral participation of women require not only expansion of employment opportunities for females in economic sectors other than education, but also ensuring that female graduates of all educational stages have the competencies needed for competition; hence the need for changes in the disciplinary structure of outputs of higher education.

As a result of the obvious need, Prince Sultan Fund (PSF) was founded by Prince Mohammed bin Fahd in 2007, in Dammam, to support women small enterprises nationally, as a financially independent non-profit organization, the fund provides technical and financial support to Saudi girls and women, as well as women's small existing projects. Projects submitted are varied and can range from a small home-based business to an enterprise employing 20+ people, men and women. Projects have so far covered a variety of sectors, focusing mainly on services, education, and health. The applicant presents her idea to a group of professionals selected by the Fund board. After screening a list of finalists is put together entitling applicants to take a 40-hour training programme on various business processes including business plans and feasibility studies. Once this is done, the women would have to present their business plans to the PSF board members for final approval.

The Fund aims at;

- 1- Supporting female entrepreneurs through capacity development programmes and vocational training; and

- 2- Empowering Saudi women as they become income earners and decision-makers in their households and communities.

As the practical experience is not available, the fund recognized the need to set up special training programmes to enhance PSF's operational efficiency and enhance women's skills. The newly established fund has approached the United Nations Development Programme (UNDP) to seek advisory and technical assistance in assessing the institutional and individual needs of PSF, developing its capacities, formulating development training programmes focusing mainly on leadership for young females, and exchanging best practices in the field.

Though a gender equality strategy, UNDP seeks to eliminate gender biases in national and international development; incorporate gender awareness into policies, programmes and institutional reforms; involve men to end gender inequality; and develop gender-sensitive tools to monitor progress and ensure accountability. To do so, UNDP currently offers a Gender Thematic Trust Fund and Democratic Governance Thematic Trust Fund aiming at assisting countries achieve their MDGs in terms of the empowerment of women socially, economically, politically etc...

II. Strategy

This project links to UNDP's ongoing CPD (2007-2011) through the fifth outcome of enhancing the role of youth and women in national development. It also supports the CPD UNDP is currently preparing (2012-2016) under the social empowerment objective with a focus on Women empowerment. To achieve this, UNDP proposes to ensure linkages with local, regional and international entities capable of providing expertise, lessons learned and training to enrich PSF capacities to deliver services aiming at providing better support to women entrepreneurs. Through its policy advice, UNDP hopes to take this project to a higher level through a cost-sharing partnership with PSF aiming at further enhancing the services PSF provides to women in their communities at a national level and ensure capacity development services to women entrepreneurs are offered to women applying from, not just the Eastern province but, to women from across the Kingdom of Saudi Arabia.

UNDP is also currently in talks with PSF/PJC for an equal co-financing to expand this project further providing capacity development to beneficiaries of the Fund for an added two-year period.

III. Objective, outcomes, outputs:

The main objective is to provide advisory and capacity development support to PSF/PJC, a local NGO in Saudi Arabia's Eastern Province to help achieve their goal of expanding access of women to livelihood opportunities. The approach taken is one of 'governance for poverty reduction' cooperating to support inclusion of women in mainstream economic activities in the country and enhance independence. Prince Sultan Fund (PSF), a large foundation supporting the Princess Jawahir Center (PJC), is a strategic partner to UNDP with a MOU on women's empowerment having been signed in October 2010. This partnership itself is a follow-up to various discussions which took place during the historic visit of the Administrator and Assistant Administrator/Regional Bureau Director in April 2010. The project will support both capacity assessments for the center and institutional and individual capacity development activities, to provide empowerment trainings to women and girls towards development of entrepreneurial skills, marking their roles and inputs in various fields - cultural, economical and social.

The main **outcomes** of this project are:

- 1- Supporting female entrepreneurs through capacity development programmes and vocational training; and
- 2- Empowering Saudi women as they become income earners and decision-makers in their households and communities.

The main outputs to achieve the above outcomes are:

- Institutional capacities required for PSF/PJC to deliver its mandate of nurturing women businesses and leadership developed
- Empowering the Saudi woman as an income-earner and a decision-maker mobilizing and utilizing all available and potential resources through PSF institutional and individual capacity development;
- Develop Leadership skills of 90 participants to enable them to fulfill their role as effective leaders within the community.
- Identify and train 20 women as trainers by developing their strengths and approaches to leadership

The proposed **activities** to achieve those outputs are:

- a. Desk review of the background documentation prepared
- b. International best practices prepared and delivered
- c. Consultative meetings with PSF/PJC board members, staff and stakeholders held identifying gaps and ensuring ownership at all levels
- d. Local, regional and international programs and initiatives that PSF/PJC should establish links with for mutual benefit identified.
- e. Leadership trainings provided for young women to help them identify their roles as leaders at the cultural, social and economical levels
- f. Training of trainers provided to ensure sustainability of empowerment, ensuring scientific feasibility of business studies

IV. Management Arrangements

This project will be nationally executed in accordance with the established UNDP procedures and guidelines. The Project Document will be signed between UNDP and the Prince Sultan Fund (PSF) in its role as the National Coordinating Authority and 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 PSF, and beneficiaries to manage direct and coordinate the activities, cost of these activities (ISS) will be incorporated in the budget.

The project will be nationally executed through Prince Sultan Fund (PSF). The National Project Director (NPD) will be in charge of the management of this project and will be the coordination focal point with UNDP. All project personnel will be under the guidance and supervision of an assigned project manager.

The amount estimated in the budget (**US\$ 200,000**) will be provided by the UNDP Democratic Governance Thematic Trust Fund.

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 PSF representative and UNDP. PB may invite representatives of other national organizations and international development partners to its meetings as required.

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 is 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.

PSF is responsible for appointing the Project Manager (can be an employee from the PSF), the person assigned for the position should be totally available for the position and not be engaged with other extra duties.

The Project Board consists of:

- Executive: Secretary General of PSF
- Senior Supplier: UNDP CO Resident Representative or Deputy Resident Representative
- Project Assurance: UNDP Programme Officer
- Project Manager

V. Legal Context

This Project Document shall be the legal instrument referred to as such in Article 1, Paragraph 1, of the Standard Basic Agreement of the technical cooperation between the Government of the Kingdom of Saudi Arabia and the United Nations Development Programme, which was signed by both parties on 4 January 1976.

Through the coordination with the concerned Government Institution, PSF shall be the Implementing Agency described in the Basic Agreement as the Cooperating Agency.

The procedures of procurements and financial expenditures will be within the frameworks of UNDP financial procedures and regulations.

The project document can be revised as necessary according to the approved changes made by both UNDP and PSF in order to produce the intended project outcomes. UNDP will conduct mandatory annual budgetary revisions, in consultation with PSF, to adjust the expenditures and allocation of funds in accordance with the project's performance requirements.

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 Annual Work Plan at the outset of the project.
- Annual Work Plan for every consecutive year

- 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.
- Final External Auditing of Project

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

I. Results and Resources Framework

Outputs	Impact and Intended Results	Indicative Activities (Strategy)	Type of Activities	Input/Timing/Relationship with other Partners	Cost in USD
Institutional capacities required for PSF/PJC to deliver its mandate of nurturing women businesses and leadership	<ul style="list-style-type: none"> -Improved institutional and individual capacities of PSF/PJC. -Assisting entrepreneurs to establish their businesses on scientific grounds. 	1.1 Desk review of the background documentation	Desk Review/ Home base	One International Consultants / Reports and Publications/Travels/Dissemination	30,000
		1.2 International best practices prepared and delivered	Interviews/ Meetings		
		1.3 Consultative meetings with PSF/PJC board members, staff and stakeholders held identifying gaps and ensuring ownership at all levels.	Desk review		
		1.4 Local, regional and international programs and initiatives that PSF/PJC should establish links with for mutual benefit identified	Desk work, Field visits		

Empowering the Saudi woman as an income-earner and a decision-maker mobilizing and utilizing all available and potential resources	Increased awareness, understanding and take-up of micro credit and micro finance and how to access it among the low income rural and urban women.	2.1 Leadership training for young women to identify their roles as leaders 2.2 Training of trainers	Workshops 90 Participants/ Three Consultants,/Publications/Catering/Travel/Dissemination	165,000
Audit Fees				5,000
Total				200,000

II. Annual Work Plan Budget Sheet
Year: 2011 - 2012

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		S1	S2	S3	S4		Funding Source	Budget Description
Output 1 Institutional capacities required for PSF/PJC to deliver its mandate of nurturing women businesses and leadership	Desk review of the background documentation prepared	X				UNDP		30,000
	International best practices prepared and delivered		X					
	Consultative meetings with PSF/PJC board members, staff and stakeholders held identifying gaps and ensuring ownership at all levels	X	X	X	X	One International Consultants/PSF	<ul style="list-style-type: none"> International consultant fees Travel and DSA 	
Output 2 Empowering the Saudi woman as an income- earner and a decision- maker mobilizing and utilizing all available and potential resources	Local, regional and international programs and initiatives that PSF/PJC should establish links with for mutual benefit identified		X	X	X			
	Leadership training for young women to identify their roles as leaders.		X	X		Three International Consultants/PSF	<ul style="list-style-type: none"> International consultant fees Travel Workshop fees (catering, material printing) 	77,500

Annex 1
Institutional Assessment Mission
Terms of Reference
International Consultancy Mission

I. Background:

Prince Sultan Fund (PSF) was founded by Prince Mohammed bin Fahd to support women small enterprises, as a financially independent non-profit organization, the fund provides technical and financial support to Saudi girls and women, as well as women' small existing projects.

The Fund aims at;

1. Supporting female entrepreneurs through capacity development programmes and vocational training; and
2. Empowering Saudi women as they become income earners and decision-makers in their households and communities.

As the practical experience is not available, the fund recognized the need to set up special training programmes to enhance PSF's operational efficiency. The newly established fund has approached the United Nations Development Programme (UNDP) to seek advisory and technical assistance in assessing the institutional and individual needs of PSF, developing its capacities, formulating development training programmes focusing mainly on leadership for young females, and exchanging best practices in the field.

II. Objective:

The main objective of this consultancy is to assess the existing institutional situation of PSF/PJC and identify its institutional and individual needs and capacities. The consultant will carry the following level of assessments:

Institutional analysis level:

Identify main factors: policies, programmes and trends needing enhancement

Capacity Issues:

Assess existing capacity to contribute to the proper implementation of work plans and suggest ways for enhancing capacities and strengthening the role of members and staff of PSF

Operations and activities level:

Identify strategic points of intervention and establish priorities with an annualized timeframe

III. Deliverables:

- a. In close consultation and collaboration with PSF staff and board members, the consultant will review relevant background documentation.
- b. Conduct Consultative meetings with PSF/PJC board members, staff and stakeholders held identifying gaps and ensuring ownership at all levels and prepare an executive summary covering the main findings and conclusions of each meeting.
- c. Submit a full report on the International best practices relevant to PSF/PJC.
- d. Identify local, regional and international programs and initiatives that PSF/PJC should establish links with for mutual benefit.

IV. Qualifications and Experience Required:

1. An advanced University Degree in education/social studies or related fields
2. At least 10 years previous experience in UNDP/UN or other technical assistance in areas related to education and youth development and women empowerment
3. Excellent communication and writing skills in Arabic and English

Annex 2

Leadership Training - TOT Terms of Reference International Consultancy Mission

I. Background:

Prince Sultan Fund (PSF) was founded by Prince Mohammed bin Fahd to support women small enterprises, as a financially independent non-profit organization, the fund provides technical and financial support to Saudi girls and women, as well as women' small existing projects.

The Fund aims at;

1. Supporting female entrepreneurs through capacity development programmes and vocational training; and
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As the practical experience is not available, the fund recognized the need to set up special training programmes to enhance PSF's operational efficiency. The newly established fund has approached the United Nations Development Programme (UNDP) to seek advisory and technical assistance in assessing the institutional and individual needs of PSF, developing its capacities, formulating development training programmes focusing mainly on leadership for young females, and exchanging best practices in the field.

II. Objective:

The main objective of the consultancy missions is to be developing the leadership capacity and empower women through series of training workshops to help them identify their roles as leaders at the cultural, social and economical levels. On a second set of workshops the consultants will identify a group of trainees to develop their capacities as trainers of the future.

The workshops will take place in three different regions in the Kingdom. Through each the consultants will carry the following tasks:

Training Of Trainers:

Develop and deliver three workshops in three various regions in the Kingdom each consist of five-days Training of Trainers to a group of 20 trainers –representatives of various sectors from the community. The participants will be provided with methods, tools and approaches. As a result, ToT will contribute to the empowering of the group of National Trainers with knowledge and skills in order to transfer the knowhow to the community.

Leadership Training:

Develop and deliver three workshops in three various regions in the Kingdom each consist of five-days leadership workshop to a group of 90 women –representatives of various sectors from the community. The participants will be provided with methods, tools and approaches to develop their leadership skills.

III. Deliverables:

1. In close consultation and collaboration with PSF and UNDP, the consultant will develop the concept of the ToT and teaching aids (including agenda, working methods and procedures, handouts and evaluation forms) which will be discussed with the Project Team.
2. Develop the final ToT programme.
3. Deliver ToT.
4. Concise presentation of the training session's content and of applied methods, including the most important, attractive ideas of participants on the discussed subjects.
5. Conclusions and recommendations based on lessons learned for future interventions
6. Develop the concept of the leadership workshop and teaching aids (including agenda, working methods and procedures, handouts and evaluation forms) which will be discussed with the Project Team.
7. Develop the final leadership programme.
8. Deliver Leadership training.
9. Concise presentation of the training session's content and of applied methods, including the most important, attractive ideas of participants on the discussed subjects.

IV. Qualifications and Experience Required:

1. An advanced University Degree in education/social studies or related fields
2. At least 10 years previous experience in UNDP/UN or other technical assistance in areas related to education and youth development and women empowerment
3. Experience with training of the trainers
4. Excellent communication and writing skills in Arabic and English

V. Duration:

TOT workshop consultancy is for 10 work/days and 5 days to deliver each workshop/ of 3 workshops.

Leadership workshop consultancy is for 10 work/days and 5 days to deliver each workshop/ of 3 workshops.

VI. Duty Station:

Al-Khobar, PSF offices