

United Nations Development Programme

Country: Saudi Arabia

Project Document

Project Title: SAU10-83995: Socio-Economically Effective Human Development Planning

CCSF Outcomes: Cross-cutting outcomes 1-7 on Health, Education, Training, Transport, Manpower, Internal Trade, and Municipal Services.

Expected CP Outcomes: Cross-cutting outcomes 1-7 on Health, Education, Training, Transport, Manpower, Internal Trade, and Municipal Services.

Expected Outputs: Policies to enhance the social effectiveness and efficiency of services sectors.

Executing Entity: Ministry of Economy and Planning (MOEP)

Implementing Agencies: National Implementation (NIM)

Brief Description

The present project (2013-2014) intends to boost the Government's capacity in aligning strategic macro-economic planning to the human development in its broader and multi-dimensional sense. This envisages providing technical and advisory assistance to the Ministry of Economy and Planning in its efforts to formulate the forthcoming Tenth National Development Plan (10thNDP; 2015-19) and sustain the necessary national capacities for both the formulation and the follow-up processes. While the Ninth National Development Plan (9th NDP for 2010-14) has been making significant progress in building the physical capacity of public infrastructure and social services to an extent that full coverage in most of these services is expected to be achieved before the end of the NDP period, a need exists to further consolidate such achievements through embracing three broad outcomes: (1) **The Effectiveness of Services Delivery and Quality Enhanced, and (2) The Efficiency of Services of Key Sectors Promoted; (3) The Financial Sustainability of Services Ensured.** The assistance is targeted to the social and economic sectors that directly impact Human Development as delineated by the Millennium Development Goals (MDG) and their associated indicators. Primarily, Education & Training Sectors, Health Sector, Transportation Sector, Manpower Sector, Municipal Services Sector, and Domestic Trade Sector.

2-Year Project:	2013 - 2014	Total resources:	\$4,000,000
Current CPD:	2013-2017	Total allocated resources:	\$4,000,000
Start date:	01 Jan. 2013	• Regular	\$
End Date:	31 Dec. 2014	• Government:	\$4,000,000
PAC Meeting Date:		Unfunded budget:	Nil

Agreed by MOEP:

H. E. Mr. Ahmed Hakami,
Vice-Minister, Ministry of Economy and Planning

Signature: _____

Date: 5-1-2013

Agreed by UNDP:

Riyad Musa,
UN Resident Coordinator,
UNDP Resident Representative,

Signature: _____

Date: 5 Jan 2013

I. SITUATION ANALYSIS

Enabled by a sustained high level of oil revenues and a solid fiscal position, the Kingdom of Saudi Arabia has been able to accelerate its social and economic development, particularly during the period of the on-going Ninth National Development Plan (9thNDP; 2010-14). The 9thNDP allocations to development sectors amounted to \$385.7 billion (in constant 2009 dollars), and total actual investment in the first two years (2010-2011) of the 9thNDP are estimated to have reached \$165.3 billion. While all economic and social sectors benefited from this improved fiscal stance, sectors with the greater impact on human development have been the main beneficiaries, in line with 9thNDP priorities and government directives. These include: the **health sector**, the **education and training sectors**, the **housing sector**, and the **municipal services sectors**, among others. Actual physical indicators reflect the notable progress achieved in these various sectors.

In the Health Sector, 252 public and private hospitals with 34.5 thousand beds were in operation throughout the Kingdom in 2011, in addition to 117 hospitals with 14.23 thousand beds under construction. The average number of hospital beds per 10000 of the population reached 12.7 in 2011. Furthermore, the total number of operating primary care centres reached 2094 centres in 2011, with 7 additional centres under construction. In 2011 there was, on the average, one doctor for every 11.6 thousands of the population.

Similarly in the General Education Sector, the number of primary, elementary, intermediate and high schools reached 1667, 13628, 7999, and 5217 schools respectively in 2010. By the end of the 9thNDP in 2014, these numbers are expected to rise to 1818, 14748, 8570, and 5350 schools respectively. Furthermore, total enrolment in elementary, intermediate and high school stages reached 5 million students in 2010, while enrolment rates stood at 98%, 96%, and 92% in the respective stages.

Vocational and Technical training was also a main beneficiary of the on-going accelerated development in the Kingdom, where 94.3 thousand students are enrolled in technical colleges, and 21.7 thousand trainees undergoing training in vocational training centres. The numbers of Technical Colleges and Vocational Training centres are expected to rise from 50, and 112, respectively in 2011 to 99, and 150, by the end of the 9thNDP in 2014.

The Kingdom has also made significant progress in providing adequate housing for the needy and low income families, while supporting housing finance for most citizens.

Significant progress has also been made on municipal services leading to healthy environment and conservation of dear natural resources. The coverage rate of the water and sewage network has reached 81% and 46% respectively in 2011, while sewage treatment rate reached 54%, and the utilization rate of recycled water reached 18%. By the end of the 9thNDP the sewage treatment rate is expected to reach 63% and water reuse 25%.

In spite of the large expansion of the transportation system, mostly road transport, the growth in population coupled with rising economic activity, has increased pressures on the environment in the large urban centres. Increased traffic congestions on the kingdom's road network has been impacting productivity and pressuring the environment, especially with the modest availability of effective mass transport alternatives. The 9thNDP has embarked on the development of the national railroad network, and urban mass transport modes, but these are yet in their early stages of development with much effort to be expended over the coming years.

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

largest economy in the region, KSA is a global partner in development. As noted in the 2009 MDG Report, it provided \$95billion to 95 developing countries since 1973.

Notwithstanding these notable achievements in building the capacity and extending the coverage of these essential services, they do not however guarantee their effectiveness in realizing the multi-dimensional goals of human development. Neither do they guarantee the realization of the desired efficiency and cost effectiveness of the services. Furthermore, services provided at the present must be sustainable for the long term and capable of meeting rising demand due to income and population growth.

In General Education, quality and inclusiveness will be of the highest priority of the 10thNDP. Higher standards of excellence will be sought in all disciplines, especially in mathematics and the sciences, in order for the educational system to support the developmental goals of growth and diversification. Equally important would be the improvement in the process of providing education. This will entail raising the efficiency of the process and the productivity of the various factor inputs.

Similarly in Technical and Vocational Training improving the quality of the trainees and graduates in various areas of technical expertise is of vital importance for the economic and social development process, as it is vital for increasing the employment of the national workforce. Furthermore, the efficiency and effectiveness of the training function deserves special attention in the coming 10th NDP.

In the health Sector, the 10th NDP must translate the recent advances in the capacity and coverage of health services into improved public health indicators for the general population, especially for the very young and the elderly. Furthermore, the efficiency of health services needs to be improved and costs reduced in order to assure full coverage at high quality and affordable service. Whereas improving municipal services, especially sewage collection, treatment, and reuse are areas of continued focus of the development plans due to their direct and significant impact on human development, whether in its quality of life, or its environmental dimensions. Also recent delivery of service models that were selectively applied are expected to be further developed and expanded. These models aim at improving the efficiency of the various services and achieving sustainability.

The 10th NDP will give high priority to solving the growing traffic congestion problems in the major cities of the Kingdom. The impact on economic productivity notwithstanding, the congestions are causing substantial environmental pressures. It is expected that the development of efficient public transportation modes will be accelerated during the coming planning period.

The domestic trade market needs special attention in 10thNDP with the aim of strengthening competition, improved enforcement of various standards and specifications, preventing dumping, applying effective anti- smuggling policy and measures, and improved protection of consumer safety and health.

Given the heavy dependence of the various services on Government financing through the Annual Budget on the one hand, and the high dependence of the Budget on oil revenues that are unsustainable in the long term, on the other, it becomes an imperative for the Kingdom to develop and implement sustainable financial models for the various public services. This entails the formulation of efficient pricing policies that will not only insure sustainability, but also induce the conservation of resources and their rational use. The 10th NDP will have to address the issue of sustainability in its quest for diversification of the economic base and Government revenues.

Consequently, the upcoming Tenth National Development Plan (10thNDP; 2015-19), will focus on three Central Objectives for the services sectors: (1) **The Effectiveness of Services Delivery and Quality Enhanced;** (2) **The Efficiency of Services of Key Sectors Promoted;** and (3) **The Financial Sustainability of Services Ensured.** The 10thNDP will promulgate the associated policies for these three Central Objectives and set their targets for each of the services sectors. Furthermore, and in the context of the 10th NDP preparation, a system of performance indicators will be formulated, geared toward the measurement and monitoring of outcomes, rather than only outputs.

II. STRATEGY

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

This Project: **Socially Effective & Economically Efficient Human Development Planning** is designed to strengthen the on-going cooperation between the MOEP and UNDP, in specific sectors with direct impact on HD and the realization of the MDG. It also enforces the sustainability objective in the on-going cooperation program.

This is the first phase (2012-2014) in the framework of a four-year (2012-2016) capacity building programme for the Ministry of Economy and Planning, aimed at supporting the MOEP in the preparation of the Tenth National Development Plan (10thNDP; 2015-19). While KSA has registered significant progress in expanding the physical capacity and coverage of the various social and economic services, a key focus for the Government and this project is on the need to enhance the effectiveness of these services in supporting human development, to raise their efficiency and productivity, and to insure their sustainability.

As such this project focuses on three major sustainable development outcomes, and nine specific outputs for the first phase touching on issues deemed important for 10th NDP:

- (1) **The Effectiveness of Services Delivery and Quality Enhanced:** key priorities include: formulating the strategies and policies to be incorporated in the 10th NDP, with the central objective of enhancing the impact of selected services sectors on human development and achievement of the MDG. Devising the set of performance indicators associated with each of the policies and their targets that will enable the monitoring and follow-up of actual progress in achieving the Plan targets. And, capacity building in outcome-centred development.
- (2) **The Efficiency of Services of Key Sectors Promoted:** key priorities include: formulating the strategies and policies to be incorporated in the 10th NDP, with the central objective of raising the efficiency and productivity of service delivery, including policies on human power development in the various sectors. Developing and Incorporating best practice models for efficient delivery of these services. Devising the set of performance indicators associated with each of the policies and their targets that will enable the monitoring and follow-up of actual progress in achieving the Plan targets for this objective. And, capacity building in the area of efficiency and productivity enhancement.
- (3) **The Financial Sustainability of Services Ensured:** key priorities include: formulating strategies for financing the various services and insuring their

sustainability. Devising costing and pricing models. Developing innovative ownership and investment models, including public – private partnerships. Formulating the necessary policies for these priority areas for incorporation in the 10th NDP.

The present four-year programme, from Nov 2012 to October 2016, is formulated to lend necessary advisory services and technical support to MOEP's efforts in developing the national capacities in areas of substantive concern, including: Health, General Education, Technical & Vocational Training, Transport, Labour, Construction & Municipal Services, and Domestic Trade. In line with above notes, recommendations from outcome evaluations of the previous phase of cooperation conducted by UNDP, capacity development will be approached from its three aspects of individual, institutional and societal capacities. Societal capacity development will receive particular emphasis from the new programme as well as for better empowerment of MOEP in discharging its role as the national think-tank of Saudi Arabia.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Outcome 1: The Effectiveness of Services Delivery and Quality Enhanced ; Outcome 2: The Efficiency of Services of Key Sectors Promoted 3: The Financial Sustainability of Services Ensured				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Applicable Key Result Area (from 2008-13 Strategic Plan): Key Result 1: MDG Achievement				
Partnership Strategy: Ministry of Economy and Planning to mobilize various partner ministries towards achievement of the above outcomes				
Project title and ID (ATLAS Award ID): SAU10-83995 - Socio-Economically Effective Human Development Planning				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<u>Outcome 1: The Effectiveness of Services Delivery and Quality Enhanced</u>				
Output 1: Formulating the Service Effectiveness Enhancement Strategy (SEES) for the following sectors: <ul style="list-style-type: none"> - Health - General Education - Technical & Vocational training - Transport - Construction & Municipal Services - Domestic Trade Baseline: Outcome centred economic and social development emphasized. Indicators: <ol style="list-style-type: none"> 1. Direct linkage HD and other MDG indicators with NDP objectives and targets. 2. Enhanced line agency accountability to the national development strategy. 	<u>Targets: Nov. 2012 - Oct. 2014</u> 1.1 A comprehensive study is conducted on each sector that includes: <ul style="list-style-type: none"> - Assessment of present effectiveness of the service in terms of desired outcomes; - Identification of main challenges and issues; - Review of international best practices & benchmarks; - Proposing strategy and associated policies and programs to deal with the challenges and enhance effectiveness; - Proposing institutional requirements; - Devising a complete set of performance indicators associated with the policies; - Setting short and long term targets for the performance indicators; - Estimation of inputs including various costs and other resources.. 1.2 Training conducted on the	1.1 Conduct the study and support the formulation of the SEES. 1.2 Development of performance indicators for service effectiveness. 1.3 Implement workshops on the SEES. 1.4 Training on service effectiveness linked to HD and the MDGs. 1.5 Training on performance indicators and outcome based planning.	Ministry of Economy and Planning	<i>LT Health Advisor</i> <i>LT Education Advisor</i> <i>LT Training Advisor</i> <i>LT Transport Advisor</i> <i>LT Municipal Services Advisor</i> <i>LT Trade Advisor</i> <i>Macro-economic Advisor</i> <i>Support for workshops and publications</i>

	<p>enhancement of services effectiveness and their impact on HD and MDG.</p> <p>1.3 Training conducted on the performance indicators. <u>Targets: Nov. 2014- Oct. 2016</u></p> <p>1.4 Supporting the implementation of the SEES.</p> <p>1.5 Fine tuning the SEES based on assessment of actual implementation.</p>			
<p>Output 2: Incorporation of the Service Effectiveness Enhancement Strategy (SEES) into the 10th NDP</p> <p>Baseline: National policy for Service Effectiveness endorsed.</p> <p>Indicators:</p> <p>1. Human Development in Saudi Arabia is well integrated in the development process at the national and local levels.</p>	<p><u>Targets: Nov.2012- Oct. 2014</u></p> <p>2.1 Consultations on SEES are conducted with stakeholders.</p> <p>2.2 New effectiveness policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector.</p> <p>2.3 SEES objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan Document.</p> <p><u>Targets: Nov.2014- Oct. 2016</u></p> <p>2.4 Incorporating any changes and modifications in the SEES into the 10th NDP during the intra-Plan Review Process.</p>	<p>5.1 Conduct workshops and seminars on SEES for all stakeholders with the aim of developing consensus around its objectives and policies.</p> <p>5.2 Preparation of the 10th NDP Policy Paper for the respective sectors.</p> <p>5.3 Support the formulation of the Operational Plans of the 10th NDP for the respective sectors.</p> <p>5.4 Support the drafting of the 10th NDP Plan Document sections for the respective sector.</p>	<p>Ministry of Economy and Planning</p>	

<p>Output 3: Integrating the SEES Performance Indicators Into 10thNDP Follow-up System and Information Database</p> <p>Baseline: Enhanced objectivity and transparency in the monitoring and assessment of development performance.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 2. Improved agency accountability. 3. Strengthened institutional capacity. 	<p><u>Targets: Nov.2012- Oct. 2014</u></p> <ol style="list-style-type: none"> 3.1 Ranking the SEES objectives and assignment of weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders. 3.2 Incorporating the SEES Performance Indicators into the relevant sector and national databases. <p><u>Targets: Nov.2014- Oct. 2016</u></p> <ol style="list-style-type: none"> 3.3 Incorporating any revisions to SEES objectives ranking and performance indicators in the NDP Follow-up System and Information Database. 	<ol style="list-style-type: none"> 6.1 Produce a document outlining the Objectives of the SEES, their relative weights and ranking. In addition to the associated policies and their performance Indicators with their relative weights. 6.2 Support the incorporation of the SEES into the Plan Follow-up System. 6.3 Support the incorporation of the Performance Indicators into the sector database. 6.4 Support the 10th NDP Follow-up and Plan Review Process. 	<p>Ministry of Economy and Planning</p>	
<u>Outcome 2: The Efficiency of Services of Key Sectors Promoted</u>				
<p>Output 4: Assessment of Services Efficiency for the Following Sectors:</p> <ul style="list-style-type: none"> - Health - General Education - Technical & Vocational training - Transport - Labor - Construction & Municipal Services - Domestic Trade <p>Baseline: Improved services delivery and reduction of their environmental footprint.</p>	<p><u>Targets: Nov. 2012-Oct. 2014)</u></p> <ol style="list-style-type: none"> 4.1 A comprehensive study of Service Efficiency Improvement is conducted on each sector that includes: <ul style="list-style-type: none"> - Assessment of present efficiency of the service in light of best practices, and local and international benchmarks; - Identification of main challenges and issues; - Review of International best practices & benchmarks; - Proposing strategy and associated policies and programs to deal with the challenges of raising efficiency; - Proposing institutional 	<ol style="list-style-type: none"> 4.1 Conduct the study and support the formulation of the SEIS. 4.2 Development of performance indicators for Efficiency Improvement. 4.3 Implement workshops on the SEIS. 4.4 Training on performance indicators and outcome based planning. 	<p>Ministry of Economy and Planning</p>	<p><i>LT Health Advisor</i> <i>LT Education Advisor</i> <i>LT Training Advisor</i> <i>LT Transport Advisor</i> <i>LT Municipal Services Advisor</i> <i>LT Labour Advisor*</i> <i>LT Trade Advisor</i> <i>Support for workshops and publications</i></p> <ul style="list-style-type: none"> • <i>Addition to pervious team for Outcome 1 above.</i>

<p>Indicators:</p> <ol style="list-style-type: none"> 1. Improved utilization of resources and conservation. 2. Reduced costs of services. 3. Improved environment and reduced environmental pressures. 	<p>requirements;</p> <ul style="list-style-type: none"> -Devising a complete set of performance indicators associated with the policies; -Setting short and long term targets for the performance indicators; -Estimation of inputs including various costs and other resources <p>4.2 Training conducted on the enhancement of services efficiency.</p> <p>4.3 Training conducted on the performance indicators.</p> <p><u>Targets: Nov.2014- Oct. 2016</u></p> <p>4.4 Supporting the implementation of the Service Efficiency Improvement Strategy (SEIS).</p> <p>4.5 Fine tuning the SEIS based on assessment of actual implementation.</p>			
<p>Output 5: Incorporation of the Service Efficiency Improvement Strategy (SEIS) into the 10th NDP.</p> <p>Baseline: National policy for Service Efficiency Improvement.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 4. Principles of resource conservation and optimal delivery of services in Saudi Arabia are well integrated in the development process at the national and local levels. 	<p><u>Targets: Nov.2012- Oct. 2014</u></p> <ol style="list-style-type: none"> 5.1 Consultations on SEIS are conducted with stakeholders. 5.2 New efficiency policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector. 5.3 SEIS objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan Document <p><u>Targets: Nov.2014- Oct. 2016</u></p> <ol style="list-style-type: none"> 5.2 Incorporating changes and modifications in the SEIS into the 10th NDP during the intra-Plan Review Process. 	<ol style="list-style-type: none"> 5.1 Conduct workshops and seminars on SEIS for all stakeholders with the aim of developing consensus around its objectives and policies. 5.2 Preparation of the 10th NDP Policy Paper for the respective sectors. 5.3 Support the formulation of the Operational Plans of the 10th NDP for the respective sectors. 5.4 Support the drafting of the 10th NDP Plan Document sections for the respective sector. 		




<p>Output 6: Integrating the SEIS Performance Indicators Into 10thNDP Follow-up System and Information Database</p> <p>Baseline: Enhanced objectivity and transparency in the monitoring and assessment of development performance.</p> <p>Indicators:</p> <ul style="list-style-type: none"> 5. Improved agency accountability. 6. Strengthened institutional capacity. 	<p><u>Targets: Nov.2012- Oct. 2014</u></p> <p>6.1 Assign ranking for the SEIS objectives and weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders.</p> <p>6.2 Incorporate the SEIS Performance Indicators into the relevant sectoral and national databases</p> <p><u>Targets: Nov.2014- Oct. 2016</u></p> <p>6.3 Incorporating any revisions to SEIS objectives ranking and performance indicators in the NDP Follow-up System and Information Database.</p>	<p>6.1 Produce a document outlining the Objectives of the SEES, their relative weights and ranking. In addition to the associated policies and their performance Indicators with their relative weights.</p> <p>6.2 Support the incorporation of the SEES into the Plan Follow-up System.</p> <p>6.3 Support the incorporation of the Performance Indicators into the sector database.</p> <p>6.4 Support the 10th NDP Follow-up and Plan Review Process.</p>	<p>Ministry of Economy and Planning</p>	
Outcome 3: The Financial Sustainability of Services Ensured				
<p>Output 7: Strategies for the Financial Sustainability of the Following Services.</p> <ul style="list-style-type: none"> – Health – General Education – Technical & Vocational Training – Transport – Labor – Construction & Municipal Services – Domestic Trade <p>Baseline: Stable fiscal environment and reduced long-term uncertainty of</p>	<p><u>Targets: Nov.2012-Oct. 2014)</u></p> <p>7.1 A comprehensive study of Service costs and revenues is conducted on each sector that includes:</p> <ul style="list-style-type: none"> – Estimation of the Investment and operational needs for maintaining the service over the medium and long term. – Estimation of the present and future cost of service. – Identification of present and future sources of revenues. – Analysis of main challenges and issues; – International best practices & benchmarks pricing and revenue 	<p>7.1 Conduct the study and support the formulation of the Financial Sustainability Strategy (FSS).</p> <p>7.2 Development of performance indicators for Financial Sustainability.</p> <p>7.3 Implement workshops on the FSS.</p> <p>7.4 Training on performance indicators and outcome based planning.</p>	<p>Ministry of Economy and Planning</p>	<p><i>LT Health Advisor</i> <i>LT Education Advisor</i> <i>LT Training Advisor</i> <i>LT Transport Advisor</i> <i>LT Municipal Services Advisor</i> <i>LT Labour Advisor</i> <i>LT Trade Advisor</i> <i>LT Macroeconomist*</i> <i>Support for workshops and publications</i></p> <p><i>* Addition to pervious team for Outcome 2 above.</i></p>


<p>development.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Decreasing reliance of Government Budget on unstable & unsustainable oil revenues. 2. Improved conservation of resources and reduced environmental impact of development. 	<p>generation in services ;</p> <ul style="list-style-type: none"> –Proposing strategy and associated policies and programs to achieve financial sustainability. –Proposing institutional requirements; –Devising a complete set of performance indicators associated with the policies; –Setting short and long term targets for the performance indicators; –Estimation of inputs including various costs and other resources <p>7.2 Training conducted on financing of services and financial sustainability.</p> <p>7.3 Training conducted on the performance indicators</p> <p><u>Targets: Nov.2014- Oct. 2016</u></p> <p>7.4 Supporting the implementation of the FSS.</p> <p>7.5 Fine tuning the FSS based on assessment of actual implementation.</p>			
<p>Output 8: Incorporation of the Financial Sustainability of Services (FSS) into the 10thNDP</p> <p>Baseline: National policy for the financial sustainability of</p>	<p><u>Targets: Nov.2012- Oct. 2014</u></p> <ol style="list-style-type: none"> 8.1 Consultations on FSS are conducted with stakeholders. 8.2 Financial sustainability policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector. 8.3 FSS objectives, policies, 	<p>8.1 Conduct workshops and seminars on FSS for all stakeholders with the aim of developing consensus around its objectives and policies.</p> <p>8.2 Preparation of the 10th NDP</p>	<p>Ministry of Economy and Planning</p>	

<p>services. Indicators:</p> <p>3. Principle of financial sufficiency and sustainability of services in Saudi Arabia are well integrated in the development process at the national and local levels.</p>	<p>programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan Document.</p> <p><u>Targets: Nov.2014- Oct. 2016</u></p> <p>8.4 Incorporating changes and modifications in the FSS into the 10th NDP during the intra-Plan Review Process.</p>	<p>Policy Paper for the respective sectors.</p> <p>8.3 Support the formulation of the Operational Plans of the 10th NDP for the respective sectors.</p> <p>8.4 Support the drafting of the 10th NDP Plan Document sections for the respective sector.</p>		
<p>Output 9: Integrating the FSS Performance Indicators Into 10th NDP Follow-up System and Information Database</p> <p>Baseline: Enhanced objectivity and transparency in the monitoring and assessment of development performance.</p> <p>Indicators:</p> <p>4. Improved agency accountability.</p> <p>5. Strengthened institutional capacity.</p>	<p><u>Targets: Nov.2012- Oct. 2014</u></p> <p>9.1 Assign ranking for the FSS objectives and weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders.</p> <p>9.2 Incorporate the FSS Performance Indicators into the relevant sector and national databases</p> <p><u>Targets: Nov.2014- Oct. 2016</u></p> <p>9.3 Incorporating any revisions to FSS objectives ranking and performance indicators in the NDP Follow-up System and Information Database.</p>	<p>9.1 Produce a document outlining the Objectives of the SEES, their relative weights and ranking. In addition to the associated policies and their performance Indicators with their relative weights.</p> <p>9.2 Support the incorporation of the SEES into the Plan Follow-up System.</p> <p>9.3 Support the incorporation of the Performance Indicators into the sector database.</p> <p>9.4 Support the 10th NDP Follow-up and Plan Review Process.</p>		

Annual Work Plan


Year 1: Jan 2013- December 2013


EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
Outcome 1: The Effectiveness of Services Delivery and Quality Enhanced									
Output 1: Formulating the Service Effectiveness Enhancement Strategy (SEES) for the following sectors: <ul style="list-style-type: none"> • Health • General Education • Technical & Vocational training • Transport • Construction & Municipal Services • Domestic Trade Baseline: Indicators: Targets: Related CP outcome:	1.1 A comprehensive study is conducted on each sector that includes: <ul style="list-style-type: none"> – Assessment of present effectiveness of the service in terms of desired outcomes; – Identification of main challenges and issues; – Review of international best practices & benchmarks; – Proposing strategy and associated policies and programs to deal with the challenges and enhance effectiveness; – Proposing institutional requirements; – Devising a complete set of performance indicators associated with the policies; – Setting short and long term targets for the performance indicators; – Estimation of inputs including various costs and other resources.. 1.2 Training conducted on the enhancement of services effectiveness and their impact on HD and MDG. 1.3 Training conducted on the					MOEP	Government		
									
									

	performance indicators								
Output 2: Incorporation of the Service Effectiveness Enhancement Strategy (SEES) into the 10th NDP Baseline: Indicators: Targets: Related CP outcome:	2.1 Consultations on SEES are conducted with stakeholders. 2.2 New effectiveness policies and programs incorporated into the 10 th NDP Policy Paper of the respective service sector. 2.3 SEES objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10 th NDP Plan Document.					MOEP	Government		
Output 3: Integrating the SEES Performance Indicators Into 10 th NDP Follow-up System and Information Database Baseline: Indicators: Targets: Related CP outcome:	3.1 Ranking the SEES objectives and assignment of weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders. 3.2 Incorporating the SEES Performance Indicators into the relevant sector and national databases.					MOEP	Government		
<i>Sub-Total Outcome 1</i>								<i>LT Health Advisor LT Education Advisor LT Training Advisor LT Transport Advisor</i>	<i>\$727,500</i>

									<i>LT Municipal Services Advisor</i> <i>LT Labour Advisor</i> <i>LT Trade Advisor</i> <i>LT Macroeconomist</i>
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Outcome 2: The Efficiency of Services of Key Sectors Promoted

<p>Output 4: Assessment of Services Efficiency for the Following Sectors:</p> <ul style="list-style-type: none"> • Health • General Education • Technical & Vocational training • Transport • Labor • Construction & Municipal Services • Domestic Trade <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>4.1 A comprehensive study of Service Efficiency Improvement is conducted on each sector that includes:</p> <ul style="list-style-type: none"> –Assessment of present efficiency of the service in light of best practices, and local and international benchmarks; –Identification of main challenges and issues; –Review of International best practices & benchmarks; –Proposing strategy and associated policies and programs to deal with the challenges of raising efficiency; –Proposing institutional requirements; –Devising a complete set of performance indicators associated with the policies; –Setting short and long term targets for the performance indicators; –Estimation of inputs 					MOEP	Government		
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	including various costs and other resources 4.2 Training conducted on the enhancement of services efficiency. 4.3 Training conducted on the performance indicators.								
Output 5: Incorporation of the Service Efficiency Improvement Strategy (SEIS) into the 10 th NDP. <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	5.1 Consultations on SEIS are conducted with stakeholders. 5.2 New efficiency policies and programs incorporated into the 10 th NDP Policy Paper of the respective service sector. 5.3 SEIS objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10 th NDP Plan Document					MOEP	Government		
Output 6: Integrating the SEIS Performance Indicators Into 10 th NDP Follow-up System and Information Database <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	6.1 Assign ranking for the SEIS objectives and weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders. 6.2 Incorporate the SEIS Performance Indicators into the relevant sectoral and national databases								
<i>Sub-Total Outcome 2</i>								<i>LT Health Advisor</i> <i>LT Education Advisor</i> <i>LT Training Advisor</i>	\$689,000

								<i>LT Transport Advisor</i> <i>LT Municipal Services Advisor</i> <i>LT Labour Advisor</i> <i>LT Trade Advisor</i> <i>LT Macroeconomist</i>	
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Outcome 3: The Financial Sustainability of Services Ensured

<p>Output 7: Strategies for the Financial Sustainability of the Following Services.</p> <ul style="list-style-type: none"> • Health • General Education • Technical & Vocational Training • Transport • Labor • Construction & Municipal Services • Domestic Trade <p><i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i></p>	<p>7.1 A comprehensive study of Service costs and revenues is conducted on each sector that includes:</p> <ul style="list-style-type: none"> -Estimation of the Investment and operational needs for maintaining the service over the medium and long term. -Estimation of the present and future cost of service. -Identification of present and future sources of revenues. -Analysis of main challenges and issues; -International best practices & benchmarks pricing and revenue generation in services ; -Proposing strategy and associated policies and programs to achieve financial sustainability. -Proposing institutional requirements; -Devising a complete set of performance indicators associated with the policies; -Setting short and long term 				MOEP	Government		
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	<p>targets for the performance indicators; – Estimation of inputs including various costs and other resources</p> <p>7.2 Training conducted on financing of services and financial sustainability.</p> <p>7.3 Training conducted on the performance indicators</p>								
<p>Output 8: Incorporation of the Financial Sustainability of Services (FSS) into the 10th NDP</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>8.1 Consultations on FSS are conducted with stakeholders.</p> <p>8.2 Financial sustainability policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector.</p> <p>8.3 FSS objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan Document.</p>					MOEP	Government		
<p>Output 9: Integrating the FSS Performance Indicators Into 10th NDP Follow-up System and Information Database</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome</i></p>	<p>9.1 Assign ranking for the FSS objectives and weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders.</p> <p>9.2 Incorporate the FSS Performance Indicators into the relevant sector and national databases</p>								
<i>Sub-Total Outcome 3</i>								<i>LT Health Advisor</i> <i>LT Education Advisor</i> <i>LT Training</i>	\$610,000

								<i>Advisor</i> <i>LT Transport</i> <i>Advisor</i> <i>LT Municipal</i> <i>Services Advisor</i> <i>LT Labour Advisor</i> <i>LT Trade Advisor</i> <i>LT Macroeconomist</i>	
TOTAL YEAR 1									\$2,000,000

Annual Work Plan



Year: January 2014-December 2014

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
<u>Outcome 1: The Effectiveness of Services Delivery and Quality Enhanced</u>									
Output 1: Formulating the Service Effectiveness Enhancement Strategy (SEES) for the following sectors: <ul style="list-style-type: none"> • Health • General Education • Technical & Vocational training • Transport • Construction & Municipal Services • Domestic Trade 	1.4 A comprehensive study is conducted on each sector that includes: <ul style="list-style-type: none"> – Assessment of present effectiveness of the service in terms of desired outcomes; – Identification of main challenges and issues; – Review of international best practices & benchmarks; – Proposing strategy and associated policies and programs to deal with the challenges and enhance effectiveness; – Proposing institutional requirements; – Devising a complete set of performance indicators associated with the policies; – Setting short and long term 					MOEP	Government		


Baseline: Indicators: Targets: Related CP outcome:	<p>targets for the performance indicators; – Estimation of inputs including various costs and other resources..</p> <p>1.5 Training conducted on the enhancement of services effectiveness and their impact on HD and MDG.</p> <p>1.6 Training conducted on the performance indicators</p>								
Output 2: Incorporation of the Service Effectiveness Enhancement Strategy (SEES) into the 10th NDP Baseline: Indicators: Targets: Related CP outcome:	<p>2.4 Consultations on SEES are conducted with stakeholders.</p> <p>2.5 New effectiveness policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector.</p> <p>2.6 SEES objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan Document.</p>					MOEP	Government		
Output 3: Integrating the SEES Performance Indicators Into 10 th NDP Follow-up System and Information Database Baseline: Indicators: Targets: Related CP outcome:	<p>3.3 Ranking the SEES objectives and assignment of weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders.</p> <p>3.4 Incorporating the SEES Performance Indicators into the relevant sector and national databases.</p>					MOEP	Government		
<i>Sub-Total Outcome 1</i>								<i>LT Health</i>	<i>\$701,000</i>

								<i>Advisor</i> <i>LT Education Advisor</i> <i>LT Training Advisor</i> <i>LT Transport Advisor</i> <i>LT Municipal Services Advisor</i> <i>LT Labour Advisor</i> <i>LT Trade Advisor</i> <i>LT Macroeconomist</i>	
<u>Outcome 2: The Efficiency of Services of Key Sectors Promoted</u>									
<p>Output 4: Assessment of Services Efficiency for the Following Sectors:</p> <ul style="list-style-type: none"> • Health • General Education • Technical & Vocational training • Transport • Labor • Construction & Municipal Services • Domestic Trade <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>4.2A comprehensive study of Service Efficiency Improvement is conducted on each sector that includes:</p> <ul style="list-style-type: none"> –Assessment of present efficiency of the service in light of best practices, and local and international benchmarks; –Identification of main challenges and issues; –Review of International best practices & benchmarks; –Proposing strategy and associated policies and programs to deal with the challenges of raising efficiency; –Proposing institutional requirements; –Devising a complete set of performance indicators 					MOEP	Government		

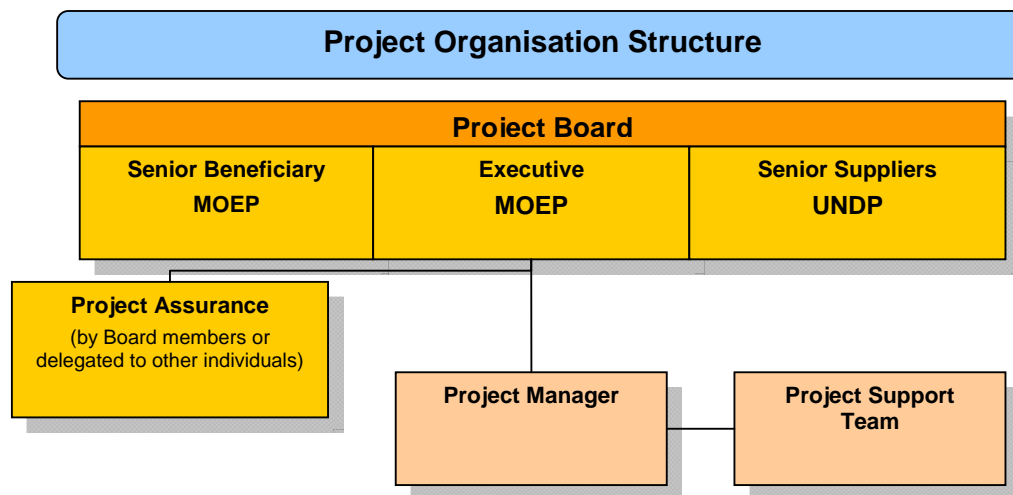
	<p>associated with the policies;</p> <ul style="list-style-type: none"> - Setting short and long term targets for the performance indicators; - Estimation of inputs including various costs and other resources <p>4.4 Training conducted on the enhancement of services efficiency.</p> <p>4.5 Training conducted on the performance indicators.</p>								
<p>Output 5: Incorporation of the Service Efficiency Improvement Strategy (SEIS) into the 10th NDP.</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>5.4 Consultations on SEIS are conducted with stakeholders.</p> <p>5.5 New efficiency policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector.</p> <p>5.6 SEIS objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan Document</p>					MOEP	Government		

<p>Output 6: Integrating the SEIS Performance Indicators Into 10thNDP Follow-up System and Information Database</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>6.3 Assign ranking for the SEIS objectives and weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders.</p> <p>6.4 Incorporate the SEIS Performance Indicators into the relevant sectoral and national databases</p>														
<p><i>Sub-Total Outcome 2</i></p>												<p><i>LT Health Advisor</i></p> <p><i>LT Education Advisor</i></p> <p><i>LT Training Advisor</i></p> <p><i>LT Transport Advisor</i></p> <p><i>LT Municipal Services Advisor</i></p> <p><i>LT Labour Advisor</i></p> <p><i>LT Trade Advisor</i></p> <p><i>LT Macroeconomist</i></p>	<p><i>\$636,000</i></p>		
<p><u>Outcome 3: The Financial Sustainability of Services Ensured</u></p>															
<p>Output 7: Strategies for the Financial Sustainability of the Following Services.</p> <ul style="list-style-type: none"> • Health • General Education • Technical & Vocational Training • Transport • Labor 	<p>7.2A comprehensive study of Service costs and revenues is conducted on each sector that includes:</p> <ul style="list-style-type: none"> – Estimation of the Investment and operational needs for maintaining the service over the medium and long term. – Estimation of the present and future cost of service. – Identification of present and future sources of revenues. 					<p>MOEP</p>		<p>Government</p>							

<ul style="list-style-type: none"> • Construction & Municipal Services • Domestic Trade <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<ul style="list-style-type: none"> – Analysis of main challenges and issues; – International best practices & benchmarks pricing and revenue generation in services ; – Proposing strategy and associated policies and programs to achieve financial sustainability. – Proposing institutional requirements; – Devising a complete set of performance indicators associated with the policies; – Setting short and long term targets for the performance indicators; – Estimation of inputs including various costs and other resources <p>7.4 Training conducted on financing of services and financial sustainability.</p> <p>7.5 Training conducted on the performance indicators</p>								
<p>Output 8: Incorporation of the Financial Sustainability of Services (FSS) into the 10thNDP</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>8.4 Consultations on FSS are conducted with stakeholders.</p> <p>8.5 Financial sustainability policies and programs incorporated into the 10th NDP Policy Paper of the respective service sector.</p> <p>8.6 FSS objectives, policies, programs, and time relevant targets are incorporated into the respective Operational Plans and the 10th NDP Plan</p>					MOEP	Government		

	Document.								
Output 9: Integrating the FSS Performance Indicators Into 10 th NDP Follow-up System and Information Database <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome</i>	9.3 Assign ranking for the FSS objectives and weights for the associated policy indicators as required by the Plan Follow-up System, through a collaborative process with stakeholders. 9.4 Incorporate the FSS Performance Indicators into the relevant sector and national databases								
<i>Sub-Total Outcome 3</i>								<i>LT Health Advisor</i> <i>LT Education Advisor</i> <i>LT Training Advisor</i> <i>LT Transport Advisor</i> <i>LT Municipal Services Advisor</i> <i>LT Labour Advisor</i> <i>LT Trade Advisor</i> <i>LT Macroeconomist</i>	\$ 610,000
TOTAL YEAR 2									\$2,000,000
2-Year Total									4,000,000

IV. MANAGEMENT ARRANGEMENTS



Execution Arrangements

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

Project Board

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

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

Project Assurance

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

National Project Manager

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

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

Prior Obligations and Requisites

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

Summary of Inputs to the Project

For UNDP:

Eight long-term project advisors as follows:

1. *LT Health Advisor (24 months);*
2. *LT Education Advisor (24 months);*
3. *LT Training Advisor (24 months);*
4. *LT Transport Advisor (24 months);*
5. *LT Municipal Services Advisor (24 months);*
6. *LT Labor Advisor (24 months);*
7. *LT Trade Advisor (24 months);*
8. *LT Macroeconomist (24 months).*

For the Ministry of Economy and Planning (MOEP)

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

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

Payments	Amount in US\$	Contributor
Payment Due on 1 January 2013	1,000,000	Government of Saudi Arabia
Payment Due in June 2013	1,000,000	
Payment Due in December 2013	1,000,000	
Payment Due in June 2014	1,000,000	
Total	4,000,000	

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: 5% cost recovery for general management support (GMS) by UNDP headquarters and country office, and Direct cost for implementation support services (ISS) provided by UNDP and/or DESA at agency fee rates.

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

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

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

Annually

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

Quality Management for Project Activity Results

OUTPUT 1: The Effectiveness of Services Delivery and Quality Enhanced		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: 1 Jan 2013 End Date: 31 Dec 2014
Purpose	<i>Formulating national strategies for service delivery enhancement across key sectors of the economy</i>	
Description	<i>Comprehensive studies conducted to gauge performance of the key sectors. This includes assessment of current situation, identification of challenges, and review of best practices.</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>
Both quantitative and qualitative indicators will be used for setting of baselines as well as for the benchmarks (the latter shall also add focus-group opinions)	Sampling population of beneficiaries	Towards end of project
OUTPUT 2: The Efficiency of Services of Key Sectors Promoted		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: 1 Jan 2013 End Date: 31 Dec 2014
Purpose	<i>Assessment of service delivery to ensure maximum efficiency of cost-to-return analysis</i>	
Description	Study conducted on service efficiency on each sector, including (1) assessment of present efficiency of the service in light of best practices; and (2) local and international benchmarks	
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>
Quantitative and qualitative indicators for setting of baselines as well as for the benchmarks (the latter shall also add focus-group opinions)	Sampling population for survey in a representative manner	Towards end of project
OUTPUT 3: Financial Sustainability of Service Delivery Ensured		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: 1 Jan 2013 End Date: 31 Dec 2014
Purpose	<i>Developing strategies for the financial sustainability of health, general education, technical and vocational training, transport, labor, construction and municipal services and domestic trade.</i>	
Description		

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>
Both quantitative and qualitative indicators will be used for setting of baselines as well as for the benchmarks (the latter shall also add focus-group opinions)	Survey in a representative method	By project ed

VI. LEGAL CONTEXT

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

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

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

VII. ANNEXES

- 1. Risk Analysis/Risk Log**
- 2. Terms of Reference: for key project personnel**

Annex 1: Risk Analysis/Risk Log

Project Title:	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<p>Sufficiency of timeframe for achievement of outputs</p> <p><i>(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</i></p>	<p>When was the risk first identified</p> <p><i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i></p>	<p>Organizational</p> <p>Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information)</p> <p><i>(In Atlas, select from list)</i></p>	<p>Describe the potential effect on the project if this risk were to occur</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 3</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I =</p> <p><i>(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i></p>	<p>What actions have been taken/will be taken to counter this risk</p> <p><i>(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i></p>	<p>Who has been appointed to keep an eye on this risk</p> <p><i>(in Atlas, use the Management Response box)</i></p>	<p>Who submitted the risk</p> <p><i>(In Atlas, automatically recorded)</i></p>	<p>When was the status of the risk last checked</p> <p><i>(In Atlas, automatically recorded)</i></p>	<p>e.g. dead, reducing, increasing, no change</p> <p><i>(in Atlas, use the Management Response box)</i></p>
2	<p>Possible delays in recruitment of experts</p>		<p>Operational and Organizational</p>	<p>Text</p> <p>P =</p> <p>I =</p>					

ANNEXES

JOB DESCRIPTIONS

SENIOR ADVISERS

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning
POST TITLE: Senior Health Sector Adviser
DURATION : 24 Months
DATE REQUIRED: January 2013 - December 2014
DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the Health Sector Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Health Sector Adviser will be as follows:

- Formulate strategies and plans for the enhancement of the effectiveness of health services, raising their efficiency, and insuring their financial sustainability;
- Prepare Key Performance Indicators (KPI) for the health sector to measure and monitor the effectiveness, efficiency, and sustainability of health services;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of health services and the preparation of the annual follow-up report on the health sector;
- Provide technical assistance to the design and implementation of a National Health Information System;
- Prepare the Health Sector's Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10th NDP Operational Plan for the Health Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the health sector;
- Conduct workshops and seminars on the strategies and plans of the health sector for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff of the Health Department at MOEP on all aspects of health service development and management;
- And, undertake such other tasks relating to the health sector as requested by MOEP.

REPORTING: The Consultants will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in public health with demonstrable experience in health services planning, development and management. Substantial exposure to health services performance evaluation, health services efficiency studies, and health services financing. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning
POST TITLE: Senior General Education Adviser
DURATION : 24 Months
DATE REQUIRED: January 2013 - December 2014
DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the General Education Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the General Education Adviser will be as follows:

- Formulate strategies and plans for the enhancement of the effectiveness of general education (primary, elementary, intermediate, and secondary education), raising efficiency, and insuring financial sustainability;
- Prepare Key Performance Indicators (KPI) for the general education sector to measure and monitor the effectiveness, efficiency, and sustainability of education services;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of general education services and the preparation of the annual follow-up report on the general education sector;
- Provide technical assistance to the design and implementation of a National Education Information System;
- Prepare the General Education Sector's Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10th NDP Operational Plan for the General Education Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the general education sector ;
- Conduct workshops and seminars on the strategies and plans of the general education sector for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff of the Education Department at MOEP on all aspects of education sector development & management;
- And, undertake such other tasks relating to the education sector as requested by MOEP.

REPORTING: The Consultants will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in general education with demonstrable experience in general education planning, development and management. Substantial exposure to education systems performance evaluation, education services efficiency studies, and education services financing. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning

POST TITLE: Senior Training Adviser

DURATION : 24 Months

DATE REQUIRED: January 2013 - December 2014

DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the General Training Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Training Adviser will be as follows:

- Formulate strategies and plans for the enhancement of the effectiveness of Vocational and Technical Training, raising their efficiency, and insuring financial sustainability;
- Prepare Key Performance Indicators (KPI) for the training sector to measure and monitor the effectiveness, efficiency, and sustainability of training services;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of training services and the preparation of the annual follow-up report on the training sector;
- Provide technical assistance to the design and implementation of a National Training Information System;
- Prepare the Technical & Vocational Training Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10th NDP Operational Plan for the Training Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the training sector ;
- Conduct workshops and seminars on the strategies and plans of the training sector for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff at MOEP on all aspects of training programs planning, development & management;
- And, undertake such other tasks relating to the training sector as requested by MOEP.

REPORTING: The Consultants will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in human resources development or related field, with demonstrable experience in technical and vocational training program planning, development, and management. Substantial exposure to training programs formulation, performance evaluation, training programs efficiency studies, and training programs financing. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning
POST TITLE: Senior Transport Adviser
DURATION : 24 Months
DATE REQUIRED: January 2013 - December 2014
DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the Transport Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Training Adviser will be as follows:

- Formulate strategies and plans for the development of urban and national mass transportation systems.
- Formulate strategies and plans for the enhancement of the effectiveness of the Urban Transport Systems, for raising their efficiency, and insuring their financial sustainability;
- Formulate strategies and plans for the optimal integration of the urban transportation systems with the national and international transportation networks.
- Prepare Key Performance Indicators (KPI) for the transport sector to measure and monitor the effectiveness, efficiency, and sustainability of transportation services;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of transportation services and the preparation of the annual follow-up report on the transport sector;
- Prepare the Transport Sector's Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10th NDP Operational Plan for the Transport Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the transport sector ;
- Conduct workshops and seminars on the strategies and plans of the transport for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff at MOEP on all aspects of transport services planning, development & management;
- And, undertake such other tasks relating to the transport sector as requested by MOEP.

REPORTING: The Consultants will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in transport systems engineering and planning or related field, with demonstrable experience in transport systems planning, development, and management. Substantial exposure to transport systems performance evaluation, productivity assessment, service financing and costing models. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning
POST TITLE: Senior Municipal Services Adviser
DURATION : 24 Months
DATE REQUIRED: January 2013 - December 2014
DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the Municipal Services Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Training Adviser will be as follows:

- Formulate strategies and plans for the enhancement of the effectiveness of Municipal Services, raising their efficiency, and insuring financial sustainability;
- Prepare Key Performance Indicators (KPI) for the municipal services sector to measure and monitor the effectiveness, efficiency, and sustainability of municipal services;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of municipal services and the preparation of the annual follow-up report on the municipal services sector;
- Provide technical assistance to the design and implementation of a National Municipal Services Information System;
- Prepare the Municipal Services Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10th NDP Operational Plan for the Municipal Services Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the municipal services sector ;
- Conduct workshops and seminars on the strategies and plans of the municipal services sector for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff at MOEP on all aspects of municipal services planning, development & management;
- And, undertake such other tasks relating to the municipal services sector as requested by MOEP.

REPORTING: The Consultants will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in civil or mechanical engineering or related field, with demonstrable experience in municipal services planning, development, and management. Substantial exposure to municipal services performance monitoring & evaluation, efficiency studies, services costing, and service financing. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning
POST TITLE: Senior Trade Adviser
DURATION : 24 Months
DATE REQUIRED: January 2013 - December 2014
DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the Trade Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Training Adviser will be as follows:

- Formulate strategies and policies for the enhancement of the operations of the domestic trade sector, raising its efficiency, improving competition, and discouraging anti competitive behavior;
- Propose policies and measures for efficient enforcement of products and commodity standards and specifications;
- Formulate antidumping and anti-smuggling strategies and measures.
- Formulate strategies and policies for consumer protection
- Formulate strategies and measures for protecting environmental health and safety.
- Prepare Key Performance Indicators (KPI) for the domestic trade sector to measure and monitor the effectiveness and efficiency of its various operations and processes.;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of domestic trade services and the preparation of the annual follow-up report on the sector;
- Prepare the Trade Sector's Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10thNDP Operational Plan for the Trade Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the trade sector ;
- Conduct workshops and seminars on the strategies and plans of the trade sector for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff at MOEP on all aspects of domestic trade issues, including market development and supervision;
- And, undertake such other tasks relating to the trade services and the domestic trade sector as requested by MOEP.

REPORTING: The Consultants will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in Trade Economics or related field, with demonstrable experience in domestic trade market development and management. Substantial exposure to domestic trade issues, market performance monitoring & evaluation, efficiency studies, competition studies, and consumer protection studies. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning
POST TITLE: Senior Manpower Adviser
DURATION : 24 Months
DATE REQUIRED: January 2013 - December 2014
DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the Manpower Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Manpower Adviser will be as follows:

- Formulate strategies and policies for the enhancing the efficiency of the labor market;
- Formulate strategies and plans for increasing labor productivity in the various sectors of the economy;
- Estimate manpower and skill requirements of development programs;
- Assess the effectiveness of Saudization strategy and related policies and propose policy enhancement and reforms;
- Formulate manpower development strategies for the various sectors of the economy;
- Prepare Key Performance Indicators (KPI) for the manpower sector to measure and monitor the effectiveness of various strategies and policies;
- Support the incorporation of the KPIs into the Plan Follow-up System, and the Sector and National Data Bases;
- Assist in the evaluation of the labor market and the preparation of the annual follow-up report on the sector;
- Prepare the Labor Sector Policy Paper for the 10th National Development Plan (10th NDP);
- Support the preparation of the 10thNDP Operational Plan for the Labor Sector, and the drafting of the 10th NDP Document;
- Participate in studies, analysis and formulation of objectives, policies and programs related to the labor sector ;
- Conduct workshops and seminars on the strategies and plans of the labor sector for all stakeholders with the aim of developing consensus around them;
- Provide on-the-job training to the national staff at MOEP on all aspects of manpower development, employment, and other labor market issues;
- And, undertake such other tasks relating to the manpower and labor sector as requested by MOEP.

REPORTING: The Consultant will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. or equivalent in Labour Economics or related field, with demonstrable experience in labour policy analysis and formulation. Substantial exposure to labour market issues, labour market performance monitoring & evaluation, labour productivity studies, and labour market efficiency studies. Ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

PROJECT: SAU10-83995: Socio-Economically Effective Human Development Planning

POST TITLE: SENIOR ECONOMIC ADVISER

DURATION : 24 Months

DATE REQUIRED: January 2013 - December 2014

DUTY STATION: Ministry of Economy and Planning, Kingdom of Saudi Arabia

DUTIES: Under the guidance of the National Project Manager, the Economic Adviser will report to the Deputy Minister of Planning and, through him, will liaise with the concerned Government Ministries and development agencies. The specific responsibilities of the Economic Adviser will be as follows:

- To advise and undertake the necessary activities for the preparation of economic and social performance reports on the various sectors of the national economy;
- To support the preparation of the Sectors Policy Papers for the 10th National Development Plan (NDP);
- To support the preparation of the Sectors Operational Plans for the 10th NDP, and in drafting the Plan Document;
- To advise on and undertake the necessary activities for the preparation of the periodic economic reports;
- To provide technical assistance in the field of sectoral planning and in the formulation of sectoral strategies;
- To provide technical assistance in the formulation of Key Performance Indicators for the various sectors of the economy;
- To assist in carrying out the relevant technical work to follow up the implementation of the development plan;
- To respond to specific requests for reviewing development programs, projects and policies, and their economic and social implications, as well as to advise on institutional arrangements for their implementation;
- To advise on improvements of database and information system relating to econometric and statistical modelling of economic and social progress;
- To provide on the job training to the national staff engaged in the planning process;
- To assist in organizing the training programs for the national staff;
- To undertake such other tasks relating to development planning advisory work.

REPORTING: The Consultant will prepare Work Progress Reports on the assignment for presentation to the National Project Manager, MOEP and UNDP.

QUALIFICATIONS: A Ph.D. in Economics, with at least 15 years work experience, and considerable knowledge of quantitative analyses and the ability to communicate results of research findings and undertake on the job training.

LANGUAGES: English. Arabic speaking and writing an advantage

END