

United Nations Development Programme
Country: Saudi Arabia
Project Document

Project Title: SAU10-85223: Capacity Development for Efficient Saudi Diplomacy

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

Expected CP Outcomes: Cross-cutting outcomes 1-7 on 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 Foreign Affairs (MOFA)

Implementing Agencies: National Implementation (NIM)

Brief Description


This project intends to further the national efforts of the foreign diplomacy in Saudi Arabia, which in currently adamant on developing core competencies of the cadres of diplomats. Ministry of Foreign Affairs (MOFA) has recently designed a training program for Saudi diplomats in close cooperation with relevant national and foreign institutions with the key objective of preparing a pool of personnel to handle the upcoming membership of Saudi Arabia in the Security Council during the term 2014-2015.

The present intervention, building on UNDP's demonstrated worldwide strengths in capacity development, takes MOFA's above efforts into the broader context of sustainable human development in terms of two parallel outputs: 1) developing national capacities towards professional diplomatic excellence, including placement of a core pool of 24 diplomats to get on-the-job training in the UN System; and 2) promoting methods, tools and skills for negotiation, reporting on commercial, economic, cultural, and scientific aspects of bilateral relations, public diplomacy strategy.

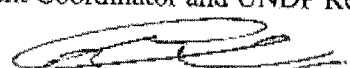
The project is conceived to draw on the substantive and programmatic strength of the United Nations Institute of Training and Research (UNITAR). In this respect, the project represents an opportunity to forge a long-term partnership between MOFA, UNDP and UNITAR in optimizing efficiency of the international diplomatic functions of Saudi Arabia.

| | | | |
|-------------------|----------------|----------------------------|-----------|
| 2-Year Project: | 2013 - 2014 | Total resources: | \$500,000 |
| Current CPD: | 2012-2016 | | |
| Start date: | 01 Jan 2013 | Total allocated resources: | \$500,000 |
| End Date: | 31 Dec 2014 | • Regular: | \$ |
| | | • Government: | \$500,000 |
| PAC Meeting Date: | 9 January 2013 | Unfunded budget: | Nil |

Agreed by MOFA:

H. H. Prince Khalid bin Saud bin Khalid Al-Saud
 Assistant Minister of Foreign Affairs,
 Ministry of Foreign Affairs
 Signature: 
 Date:

Agreed by UNDP:

Dr. Riyad Musa,
 UN Resident Coordinator and UNDP Resident Representative,
 Signature: 
 Date:

I. SITUATION ANALYSIS

Saudi Arabia has emerged as an important diplomatic partner in UN and other global processes. The Kingdom's participation and engagement in diplomatic affairs is guided by the Ministry of Foreign Affairs (MOFA)'s strategic vision of boosting its diplomatic missions and functions. The MOFA strategy calls for the Kingdom to continue and expand its pioneering role in the diplomatic affairs and new strategic partnerships that contribute to the creation of an international order based on justice and mutual human principles leading to a secure and prosperous world.

Key to this ambitious strategy is a need to continually develop capacities of the Kingdom's diplomatic core. Through this new programme between UNDP and the Government, an intensive set of on-job trainings and learning opportunities will be provided for young and mid-level Saudi diplomats related to the main Committees under the UN General Assembly (UN-GA). The overriding objective of this effort is to sustain a pool of Saudi diplomats who are qualified and capable to efficiently implement the national mandate of foreign affairs in the most professional manner that meets the leadership role of Saudi Arabia in world politics.

Saudi Arabia is witnessing a rapid progress on various aspects of socio-economic development locally with progress on economic diversification, infrastructure, health, education, finance and domestic trade contributing to the well-being of the nation. Within this process, Saudi Arabia attaches great importance to human resources development, the main target of the new 9th National Development Plan (2010-14). The current initiative aligns with the NDP in terms of developing capacity of Saudi youth to emerge as future leaders in the nation.

It is considered as significant and professional to establish a strong link between the burgeoning medium-term national priorities (as expressed by the five-year plans of MOFA and as sectorally detailed in the annual work plans of the corporate divisions) and the changing requirements of the national diplomatic capacities in a framework of a life-long learning process. This project is to provide MOFA with advisory services to achieve this ambitious quest for a perfect merger between theory and vision, on the one hand, and practice, on the other.

II. STRATEGY

Phase 1 of the cooperation (Jan-Dec 2013) will involve conducting a series of on-job trainings and simulated trainings over a one-year period for 24 young Saudi diplomats within key UN entities, working on matters related to the committees of the UN-GA, such as peace and security; economic and financial affairs; and social, humanitarian and cultural affairs. This would be facilitated by the United Nations Institute for Training and Research (UNITAR) who would play a lead role in the project for all capacity development activities. The on-job-trainings would be phased into four sessions with 6 persons in each batch placed in roles in the UN system (including programmes and funds) working on matters related to and overlapping with the work of the GA Committees through the facilitation role of UNITAR. They would be coupled with UNITAR facilitated trainings on related topics of international relations, and would supplement trainings already being provided by the MOFA Institute for Diplomatic Studies (IDS). It is expected that through the technical assistance MOFA will have a young core of Saudi diplomats well versed in the various operations and substantive debates in the UN-GA. The programme would also provide close monitoring, performance assessment and overall evaluation of capacity development results.

It is also expected that a Phase 2 of the cooperation (Jan-Dec 2014) could be developed based on the lessons learned and successes of the first year activities. The longer-term programme could include further on-job placements in UN entities. It could also include further trainings, including on Security Council functions during Saudi Arabia's membership 2014-15 and building on trainings on SC matters undertaken with Columbia University, IDS and UNITAR in 2012. Future activities could also include support for review and enhancement of HR policies and institutional arrangement with MOFA to address more systematic and institutional capacity needs.

In this respect, the proposed project will focus on two major outputs to be implemented in two phases as detailed in the above strategy. The outputs are:

(1) National capacities developed towards professional diplomatic excellence:

- 1.1 In-depth theoretical knowledge and professionally firm practical training to nurture all skills of diplomatic negotiations, alignment of the international relations requirements and the national development priorities in simulation settings to be designed in cooperation with specific centres of excellence.

It is to be noted that parts of this component of training have already been accomplished through the Institute of Diplomatic Studies and University of Columbia. On this basis, the training structures and contents will be used for future trainees.

- 1.2 Placements for a core pool of 24 diplomats to get on-the-job training in actual or simulated settings in the UN System. The work shall be on a rotational basis to empower this pool deliver MOFA's vision in the short-term as well as in the long-term.

- 1.3 Multilateral diplomacy training program designed and delivered for national diplomats, first abroad and second in Saudi Arabia

(2) Methods, tools and skills promoted with respect to negotiation, reporting on commercial, economic, cultural, and scientific aspects of bilateral relations, public diplomacy strategy:

- 2.1 A study conducted to define cultural tenets of diplomacy and linkages to contemporary politics and international relations
- 2.2 Twinning arrangements developed with universities and research institutions as well as with countries of best practices
- 2.3 Partnerships forged with universities and research institutions to supplementing the relevant national efforts in this respect.
- 2.4 Public diplomacy strategy formulated.
- 2.5 Training kits developed for the core diplomatic functions (negotiation, reporting, and comprehension of legal instruments).

The present one-year project (Jan 2013-Dec 2013) is the precursor for the next phase of the project (Jan 2014-Dec 2014). On this basis, the budget of the project is dedicated to the first phase with the expectation that a full-fledged Project Document will be developed and signed later for the subsequent phase.

III. RESULTS AND RESOURCES FRAMEWORK

| <p>Intended Outcome: Outcome 1: Efficiency of diplomatic functions promoted and aligned to the national priorities</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Applicable Key Result Area (from 2008-13 Strategic Plan): Key Result 1: MDG Achievement</p> <p>Partnership Strategy: Ministry of Foreign Affairs to forge partnership with UNDP and UNITAR focusing on promotion of the efficiency of the diplomatic functions. General Assembly Secretariat will be engaged with regards to on-job placements in GA committees.</p> <p>Project title and ID (ATLAS Award ID): SAU10-85223 - Capacity Development for Efficient Saudi Diplomacy</p> | | | |
|--|--|---|--|
| INTENDED OUTPUTS | OUTPUT TARGETS FOR (YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES |
| <p>Outcome 1: Efficiency of diplomatic functions promoted and aligned to the global and national priorities</p> | | | |
| <p>Output 1: National capacities developed towards professional diplomatic excellence</p> <p>Baseline: A 12-month training programme designed and delivered engaging 24 national diplomats in theoretical orientations to diplomacy</p> <p>Indicators:</p> <ol style="list-style-type: none"> Effective discharge of Saudi Arabia's mandate in the Security Council and General Assembly Compendium of substantive reading materials for each sector of diplomacy | <p><u>Targets: Jan 2013 - Dec. 2013</u></p> <ol style="list-style-type: none"> Multilateral diplomacy training program designed and delivered for national diplomats, first abroad and second in Saudi Arabia with practical training in simulation settings Placements for 24 diplomats to get on-the-job training in various key UN entities to work on matters related to the work of the General Assembly and the Security Council | <ol style="list-style-type: none"> Designing multilateral diplomacy training program (bilingual unified training kit) Delivering training abroad Capturing lessons learned and revising training programs Delivering training in-house Designing schedules of rotational placements for 24 diplomats (March – Dec 2013) Reporting on collective performance of 24 diplomats Establishing and moderating a discussion group for each key diplomacy sector (theme) | <p>MOFA and UNITAR</p> <p>1.1.1 Three day training programme on multilateral conferences and diplomacy to take place in Geneva or New York and to include a negotiation simulation exercise</p> <p>1.1.2 Five day training programme on negotiation skills and techniques specifically tailored to the work of the Security Council and General Assembly, to take place in Saudi Arabia</p> <p>1.1.3 Three day Training of Trainers programme to take place in location of choice to ensure the future sustainability of training delivery in-house</p> <p>1.1.4 Translation of UNITAR's training material, including Manual for UN delegates, into Arabic language</p> <p>1.1.5 Monitoring and evaluation of training impacts to inform design and delivery of strategy in 2014</p> <p>1.2.1 Coordination, supervision, monitoring and evaluation of on-job</p> |

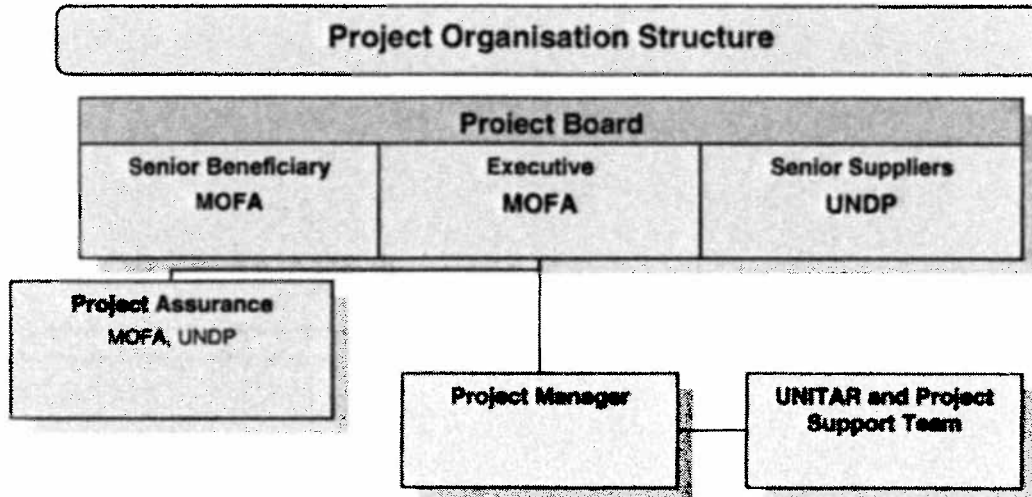
| | | | |
|---|--|---|---|
| <p>Output 2: Methods, tools and skills promoted with respect to negotiation, reporting on commercial, economic, cultural, and scientific aspects of bilateral relations, public diplomacy strategy</p> <p>Baseline: A set of government policies for MOFA head office and diplomatic missions was developed in 2001</p> <p>Indicators:</p> | <p><u>Targets: Jan 2014 - Dec. 2014</u></p> <p>2.1 A study conducted to define cultural tenets of diplomacy and linkages to contemporary politics and international relations</p> <p>2.2 Twinning arrangements developed with universities and research institutions and countries of best practices</p> <p>2.3 Partnerships forged with universities and research institutions to supplementing the relevant national efforts in this respect.</p> <p>2.4 Public diplomacy strategy formulated</p> <p>2.5 Training kits developed for the core diplomatic functions (negotiation, reporting, and comprehension of legal instruments).</p> | <p>2.1 Desk review to research cultural tenets of diplomacy</p> <p>2.2 Administering survey for multi-disciplinary engagement to define diplomacy within local culture</p> <p>2.3 Five study tours for twinning arrangements</p> <p>2.4 Forging partnerships with universities and research institutions (including UNU)</p> <p>2.5 Conducting study on public diplomacy</p> <p>2.6 Organizing focus group (multi-disciplinary) to review public diplomacy report</p> <p>2.7 Desk review to formulate training kits for core diplomatic functions</p> | <p>placements for all 24 diplomats in key UN entities, to work on matters related to the SC and/or UN-GA.</p> <p>2.2 Coordination of online discussion forums for each of the key diplomatic sectors (themes) using UNITAR online e-Learning platform</p> |
| MOFA | | | |

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 | Amount (\$) |
| Outcome 1: | | | | | | | | |
| 1. Multilateral diplomacy training program designed and delivered for 24 national diplomats, first abroad (Geneva or New York) and second in Saudi Arabia with practical training in simulation settings 2. Placements for 24 diplomats to get on-the-job training in various key UN entities to work on matters related to the work of the General Assembly and the Security Council | 1.1 Three day training programme on multilateral conferences and diplomacy to take place in Geneva or New York and to include a negotiation simulation exercise | X | | | | MOFA and UNITAR | Government of Saudi Arabia | 52,000USD |
| | 1.2 Five day training programme on negotiation skills and techniques specifically tailored to the work of the Security Council and General Assembly, to take place in Saudi Arabia | X | | | | | | 62,000USD |
| | 1.3 Three day Training of Trainers programme to take place in location of choice to ensure the future sustainability of training delivery in-house | X | | | | | | 50,000USD |
| | 1.4 Translation of UNITAR's training material, including Manual for UN delegates, into Arabic language | | | X | | | | 25,000USD |
| | 1.5 Monitoring and evaluation of training impacts to inform design and delivery of strategy in 2014 | | X | | X | | | 5,000 USD |
| | 2.1 Coordination, supervision, monitoring and evaluation of on-job placements for all 24 diplomats in key UN entities, to work on matters related to the SC and/or UN-GA. | X | | X | | | | 40,000USD |
| | 2.2 Coordination of online discussion forums for each of the key diplomatic sectors (themes) using UNITAR online e-Learning platform | X | | X | | | | 16,000USD |

IV. MANAGEMENT ARRANGEMENTS



Execution Arrangements

This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP's NIM modality, whereby MOFA 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 MOFA 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: Assistant Minister for Foreign Affairs (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier), MOFA 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 MOFA. The National Project Manager and Project Assurance roles will never be held by the same individual in MOFA.

National Project Manager

The National Project Manager will be the Assistant Minister of Foreign Affairs 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 Foreign Affairs through letter to UNDP. MOFA 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.

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

| Payments | Amount in US\$ | Contributor |
|-----------------------------------|-----------------------|-----------------------------------|
| Payment Due on 1 Feb 2013 | 250,000 | Government of Saudi Arabia |
| Payment Due on 1 July 2013 | 250,000 | |
| Total | 500,000 | |

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 UNITAR 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

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria.

| OUTPUT 1: National capacities developed towards professional diplomatic excellence | | |
|--|---|---|
| Activity Result 1 (Atlas Activity ID) | Multilateral diplomacy training program | Start Date: 1 Jan 2013 End Date: 31 Dec 2014 |
| Purpose | Designed and delivered for 24 national diplomats, first abroad (Geneva or New York) and second in Saudi Arabia with practical training in simulation settings | |
| Description | <p>1.1 Three-day training programme on multilateral conferences and diplomacy to take place in Geneva or New York and to include a negotiation simulation exercise</p> <p>1.2 Five-day training programme on negotiation skills and techniques specifically tailored to the work of the Security Council and General Assembly, to take place in Saudi Arabia</p> <p>1.3 Three-day Training of Trainers programme to take place in location of choice to ensure the future sustainability of training delivery in-house</p> <p>1.4 Translation of UNITAR's training material, including Manual for UN delegates, into Arabic language</p> <p>1.5 Monitoring and evaluation of training impacts to inform design and delivery of strategy in 2014</p> | |
| 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> |
| <p>Number of diplomats who complete each face-to-face course</p> <p>Number of diplomats who consider the training to have met their learning needs</p> <p>Translation of the UNITAR's Manual for UN delegates into Arabic language</p> | <p>Ex-ante and ex-post training evaluations to be delivered before and after the face-to-face training activities, in accordance with Kirkpatrick evaluation methodologies</p> <p>Issuance of Manual for UN delegates to Saudi Arabia's diplomats (in Arabic language)</p> | <p>Evaluation report to be published before 1st January 2014</p> |

| OUTPUT 2: Methods, tools and skills promoted with respect to negotiation, reporting on commercial, economic, cultural, and scientific aspects of bilateral relations, public diplomacy strategy | | |
|--|---|---|
| Activity Result 1 (Atlas Activity ID) | On-the-job training | Start Date: 1 Jan 2013 End Date: 31 Dec 2014 |
| Purpose | Placements for 24 diplomats to get on-the-job training in various key UN entities to work on matters related to the work of the General Assembly and the Security Council so that diplomats are well versed in the various operations and substantive debates in the UN-GA. | |
| Description | Designing schedules of rotational placements for 24 diplomats (March – Dec 2013) and monitoring, supervising and reporting on collective performance of 24 diplomats. Establishing and moderating a discussion group for each key | |

| diplomacy sector (theme). | | |
|--|--|---|
| 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> |
| Number of diplomats who complete each on-job placements Number of diplomats who consider the training to have met their learning needs Number of diplomats who use the online discussion forum facility to engage with others and discuss key topics of interest | Training evaluations delivered | Evaluation report to be published before 1st January 2014 |

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. Letter of Agreement between MOFA and UNITAR**
- 3. Terms of Reference: for key project personnel**

I. Risk Analysis /Risk Log

| Project Title: Capacity Development for Efficient Saudi Diplomacy | | Award ID: SAU10-85223 | | Date: 1 January 2013 | | | | | |
|---|---|--|--|--|---|---|--|--|---|
| # | Description | Date Identified | Type | Impact & Probability | Countermeasure / Mngt response | Owner | Submitted, updated by | Last Update | Status |
| 1 | Coordination with UNITAR (and presence of UNITAR in New York to manage activities) (In Atlas, use the Description field. Note: This field cannot be modified after first data entry) | When was the risk first identified (In Atlas, select date. Note: date cannot be modified after initial entry) | Organizational Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) (In Atlas, select from list) | Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = 3 Enter impact on a scale from 1 (low) to 5 (high) I = 3 (In Atlas, use the Management Response box. Check "critical" if the impact and probability are high) | What actions have been taken/will be taken to counter this risk UNITAR appointed a Focal Point to reside in NY (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) | Who has been appointed to keep an eye on this risk (In Atlas, use the Management Response box) | Who submitted the risk UNDP/MO FA (In Atlas, automatically recorded) | When was the status of the risk last checked (In Atlas, automatically recorded) | e.g. dead, reducing, increasing, no change (In Atlas, use the Management Response box) |
| 2 | Limited placements in SC: how to select from 24 diplomats? | | Operational and Organizational | P = 3 I = 2 | Compensatory placements in GA and UN Agencies to be identified by UNITAR | | UNDP | | |
| 3 | Extent of MOFA's involvement in discussion groups | | Operational and Organizational | P = 2 I = 1 | | | | | |

II. Letter of Agreement between MOFA and UNITAR
(To be submitted by UNITAR for signature)

NB UNITAR and UNDP exchanged e-mail communications on 7 and 15 January 2013 to the following effect:

1. UNITAR will engage the Saudi diplomats in the period from now until May 2013, when the one-the-job training placements will be identified.
2. UNITAR agrees to start the project implementation one week or two following signature. This will be done in terms of preparing a kit of reading materials to be distributed to the Saudi diplomats. The distribution of such materials will be accompanied by an inception meeting between UNITAR's representative (the project focal point in New York) and the diplomats to give an idea about the whole programme during 2013.