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**United Nations Development Programme**  
**Country: Saudi Arabia**  
**Project Document**

**Project Title:** Capacity Development for Sustainable Public Service Management

**Project ID:** SAU10/86404

**Expected CP Outcome(s):**  
*(Those linked to the project and extracted from the CP)*

**Expected Output(s):** Improved Road and Public Transport Services by applying Intelligent Transport Systems  
Sustainable Waste Management Strategy for AMANA

**Executing Entity:** Riyadh Municipality (AMANA), Kingdom of Saudi Arabia

**Implementing Agencies:** UNDP

**Project Description**

Riyadh Municipality is the responsible agency for public services of the capital city Riyadh. The transport system is presently undergoing modernization including upgrading of the road and public transport network, and the introduction of Intelligent Transport Systems to improve transport efficiency and safety. Other public service such as the waste management system has developed over time to cope with the growing demand for waste disposal of the expanding city. In future the waste management system for Riyadh will face additional challenges and needs to address appropriate methods for waste collection and disposal, recycling of material, as well as environmental and health concerns. Therefore, the project addresses through capacity building two activity fields: (1) Intelligent Transport Systems and (2) Sustainable Waste Management. For both fields advice by experts is important for successfully achieving these tasks. Project activities give special focus on:

- Improving road and public transport services by applying intelligent transport systems, and
- Developing a sustainable waste management strategy for AMANA

Programme Period:	2012 – 2016
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	SAU10/73710
Start date:	1 <sup>st</sup> June 2013
End Date	31 May 2014
PAC Meeting Date	28 May 2013
Management Arrangements	NIM

Total resources required	<b>US \$ 500,000</b>
Total allocated resources:	\$.....
Government	\$ 500,000
Unfunded budget:	_____

Agreed by (Riyadh Municipality) H.E. Eng. Abdullah AL Mogbel  
Date: 28 May 2013

Agreed by (UNDP): Dr Riyad Musa  
Date: 28 May 2013



## I. SITUATION ANALYSIS

The population of Riyadh city is nearing 5 million and urban development is continuously expanding. This growth poses challenges to the Municipality of Riyadh (AMANA) to deliver public services to the citizens. The city's road network is expanding, where AMANA, the Ar-Riyadh Development Authority and the Ministry of Transport implement their road program. A new public transport system will include metro railway lines with subsidiary bus transportation. The traffic management of the city is also undergoing modernization where the Traffic Police introduced modern traffic violation detection and enforcement devices. Further traffic management measures include the development of intelligent transport systems and enhancing the road design and traffic engineering. The many development efforts by different agencies call for coordination to avoid fragmentation since the transportation system shall serve the people of the city across jurisdictional lines. In the field of Intelligent Transport Systems, the Ministry of Transport and the Ar-Riyadh Development Authority have advanced in designing and implementing ITS applications on their parts of the road infrastructure. To yield best benefits of smart traffic management techniques Intelligent Transport Systems need high levels of integration to service traffic and transportation information for the entire transport network to users. ITS on municipal roads shall contribute to improve traffic management, enhance road safety, improve parking management, and provide public transport services information.

With regard to waste management, the ninth development plan of Saudi Arabia notes "as a result of expansion of commercial and industrial activities, the volume of solid waste has grown in absolute terms, as well as per capita, while recycled waste is still below 35%. Landfills are also under pressures, the most important of which are the decrease in assumed lifespan due to the increasing quantities of waste and encirclement by residential land subdivisions. Intensive efforts are needed under the Ninth Development Plan to address such environmental pressures and challenges." Saudi Arabia has one of the world's highest per capita levels of waste generation. Meanwhile, only modest capacities exist for effectively management such waste through Sustainable Materials Management. Scope exists in particular for improving rates of reduction, reuse and recycling systems for Riyadh while addressing health and environmental concerns. Based on best practices the waste management strategy of AMANA needs a review while addressing waste collection, disposal, resource management, and other related special features including waste avoidance strategies.

Saudi Arabia is a high-income country with very high average human development indicators. The country has made good strides in past decades towards various socio-economic measures, but issues of environment remain as a major risk for sustainability of these hard won results. In this context, the 9<sup>th</sup> National Development Plan (NDP; 2010-14), has the overall theme of sustaining development. The NDP is based on the tenets of a Long-Term 2025 Strategy and its overarching target of having the Kingdom as, "a developed, thriving and prosperous economy, built on sustainable foundations."

Based on the **Standard Basic Agreement** signed between the Government of Saudi Arabia and the United Nation's Development Programme in 1976, Article I stipulates that UNDP shall assist the government in its development projects as Article II stipulates that assistance could be in the form of advisory experts and consultants.

To support this goal, the new **UNDP Country Programme (2012-16)** has **three outcomes** on social empowerment, energy and environmental sustainability, and mainstreaming sustainable development into the national economy. Energy and environment has emerged as a specific Outcome for the first time since the launch of UNDP cooperation in the Kingdom in 1965. In particular, UNDP supports Saudi Arabia as it seeks to develop new Green Economy frameworks to have sustainability measures emerge as catalysts for growth while preserving increasingly scarce resources for future generations. New projects are underway on issues such as energy efficiency, water resource management, and sustainable transport.



## II. STRATEGY

UNDP is the largest UN agency in provision of assistance in the area of energy & environment, with over \$3billion of cooperation over the past 20 years, assisting countries to reduce vulnerability to ecological change, integrate sustainability into national development policies and frameworks, and increase access to the best available alternative technologies. Cooperation partners may also benefit from UNDP's role as lead UN entity at the country levels, building on the expertise and best practices found in the global **UNSolid Waste in the World's Cities Report**. Partners will also benefit from UNDP's global initiatives on Sustainable Materials Management (SMM).

The UN General Assembly Resolution A/64/L.44/Rev.1 on "Improving Global Road Safety" adopted in 2010 focuses on road safety as national priorities.

AMANA in cooperation with UNDP assistance will address with this project capacity building in two activity fields: (1) Improved Road and Public Transport Services by applying Intelligent Transport Systems and (2) Sustainable Waste Management Strategy for AMANA.

In the field of Intelligent Transport Systems, AMANA needs to develop an architectural framework for ITS that defines applicable ITS service domains and service groups. Further, in view of the given challenges of the city's developing transport sector ITS services applications shall be identified in coordination with all concerned stakeholders and be formulated in an ITS Integration and deployment Plan for the city of Riyadh. This plan may then guide the coordinated implementation of ITS in Riyadh.

In the field of Waste Management, AMANA will review the existing waste management strategy and practices. A thorough assessment and analysis shall identify important issues for sustainable waste collection, disposal, and resource management, and provide direction for improving efficiency and sustainability of AMANA's Waste Management Strategy and Programs while learning from best international practices.

UN Experts assigned through UNDP and short-term consultants play a vital role in providing specialized expertise to AMANA. The experts will assist AMANA in identifying and evaluating related issues, draft work programmes, terms of references, proposals for policies, and other papers as deemed necessary in working towards the overall project objectives. Assist in preparing and facilitating workshops and seminars, and cooperate with concerned departments and contracted consultants and assist AMANA in monitoring and coordination of such project activities.

The team of UN Experts comprises specialized long-term experts, supplemented by short-term experts, will jointly work with AMANA staff. AMANA appropriates necessary resources and own staff to these activities through special assignments, allocation of financial and other resources, and project management as deemed necessary under the overall coordination and management of the National Project Coordinator.

It is understood that end objective of this project would not be achieved within a one year project timeline and assumed that the project would be extended for five more years to achieve intended goal.



### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

#### 3. Mainstreaming Sustainability into Development

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Baseline:** Modest ability of previous strategies to achieve results in geographic balance of development

**Target:** Strategies serve as effective frameworks for balanced development

**Applicable Key Result Area (from 2012 -2016 Strategic Plan):**

**Partnership Strategy: UNDP – Riyadh Municipality(AMANA)**

**Capacity Building for Sustainable Public Service Management SAU10/73710**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013-2014)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>1. Improved Road and Public Transport Services by applying Intelligent Transport Systems</b></p> <p>1.1 ITS Deployment and Integration Plan</p> <p>1.2 Design of ITS Pilot Projects</p> <p>1.3 ITS task force support</p> <p><b>Baseline:</b> A number of ITS installations have been partially deployed but an overall plan and architecture for ITS has not been prepared.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Adoption of the ITS plan</li> <li>• ITS projects being implemented</li> </ul>	<p>1.1 – TOR prepared (2013)</p> <p>1.1 – Consultants recruited for ITS Plan Study (2014)</p> <p>1.1 – ITS Deployment and Integration Plan for Riyadh Municipality (2014)</p> <p>1.2 - NTS ITS Design Studies (2016, 2017, 2018)</p> <p>1.3 – ITS Task Force Support, Analysis, issues papers, presentations (2014, 2015, 2016, 2017, 2018)</p>	<p><b>1. ITS Deployment and Integration Plan</b></p> <ul style="list-style-type: none"> <li>▪ Preparing TOR for ITS Deployment and Integration Plan and ITS Design studies</li> <li>▪ Selecting consultants</li> <li>▪ Coordinating consultants field work and report preparation for ITS Studies</li> </ul> <p><b>2. Design of ITS Pilot Projects</b></p> <ul style="list-style-type: none"> <li>▪ Preparing TOR for ITS Design studies</li> <li>▪ Selecting consultants</li> <li>▪ Coordinating consultants field work and report preparation for ITS Plan</li> </ul> <p><b>3. ITS task force support</b></p> <ul style="list-style-type: none"> <li>▪ Analysis, report drafting, and advisory for ITS and related development</li> </ul>	AMANA	National and international staff



**Intended Outcome as stated in the Country Programme Results and Resource Framework:**  
**3. Mainstreaming Sustainability into Development**

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Baseline: Modest ability of previous strategies to achieve results in geographic balance of development

Target: Strategies serve as effective frameworks for balanced development

**Applicable Key Result Area (from 2012 -2016 Strategic Plan):**

**Partnership Strategy: UNDP – Riyadh Municipality(AMANA)**

**Capacity Building for Sustainable Public Service Management SAU/10/73710**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013-2014)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>2. Sustainable Waste Management Strategy for AMANA</b></p> <p>2.1 Sustainable Waste Management Strategy for AMANA</p> <p>2.2 Waste Management task force support</p> <p><b>Baseline:</b> Present waste management system is lacking sustainability elements</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• New waste management strategy drafted</li> <li>• Waste management practice include sustainability elements</li> </ul>	<p>2.1 – Waste Management Analysis (2013,2014)</p> <p>2.1 – Waste Management Strategy drafted (2014)</p> <p>2.2 - Waste Management task force support, analysis, issues papers, presentations (2014) and if project extended, (2015, 2016, 2017)</p>	<p><b>2.1 Waste Management Strategy</b></p> <ul style="list-style-type: none"> <li>▪ Review of waste management practices</li> <li>▪ Considering issues for improving Riyadh's Waste Management System</li> <li>▪ Reviewing, Updating and Drafting a Sustainable Waste Management Strategy for Riyadh</li> <li>▪ Provide training to key staff at the Amana</li> <li>▪ Prepare a long-term awareness strategy in the city. This should be done with the option of enforcement at one point. Some activities may be started during this project. However, the vision should be long term.</li> <li>▪ Workshops and seminars to involve as many governmental agencies and NGOs as possible and to disseminate results.</li> </ul> <p><b>2.2 Task force support</b></p> <ul style="list-style-type: none"> <li>▪ Analysis, report drafting, and advisory for waste management and related areas</li> </ul>	<p>AMANA</p>	<p>National and international staff</p>



## ANNUAL WORK PLAN

YEAR: 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<b>1. Improved Road and Public Transport Services by applying Intelligent Transport Systems</b> <b>Baseline:</b> A number of ITS installations have been deployed but an overall plan and architecture for ITS has not been prepared. <b>Indicators:</b> <ul style="list-style-type: none"> <li>Adoption of the ITS plan</li> <li>ITS projects being implemented</li> </ul> <b>Targets: ongoing process</b> Related CP outcome:	<b>ITS Deployment and Integration Plan</b> Preparing TOR for ITS Deployment and Integration Plan and design studies Selecting consultants	XXX	XXX	XXX	XXX	AMANA	AMANA	International staff (long-term/short-term)	180,000
<b>2. Sustainable Waste Management Strategy for AMANA</b> <b>Baseline:</b> Present waste management system is lacking sustainability elements <b>Indicators:</b> <ul style="list-style-type: none"> <li>New waste management strategy adopted</li> <li>Waste management practice include sustainability elements</li> </ul> <b>Targets: ongoing process</b> Related CP outcome:	<b>Waste Management Strategy</b> Review of waste management practices Considering issues for improving Riyadh's Waste Management System <b>Task force support</b> Analysis, report drafting, and advisory for waste management and related areas	XXX	XXX	XXX	XXX	AMANA	AMANA	International staff (long-term/short-term)	180,000
Audit								National staff/Translator	10,000
Miscellaneous									5,000
Sub total									11,190
GMS (5%)									476,190
									23,810
<b>TOTAL (USD)</b>									<b>600,000</b>



#### IV. MANAGEMENT ARRANGEMENTS

The Riyadh Municipality (AMANA) will nationally execute the project. AMANA assumes ultimate responsibility on behalf of the Government for the overall management of project activities, reporting, accounting, monitoring and evaluation of the project and audit of the use of Government cost sharing contribution to the project. Due to the magnitudes of the project size and its diversified technical aspects and responsibilities, requirements for the project management arrangements include the following roles:

**Project Board:** consist of the project coordinator, representative from UNDP, representative from the Ministry of Foreign Affairs and a representative from (other relative entities). The main role of the board will be making consensus management decisions for the project when guidance is required by the National Project Coordinator, including recommendation for UNDP/ AMANA approval of project revisions. In order to ensure UNDP's ultimate accountability, final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by the group are made at designated decision points during the running of the project, or as necessary when raised by the National Project Coordinator. The group is consulted by the National Project Coordinator for decisions when project tolerances (normally in terms of time and budget) have been exceeded.

**Project Assurance:** The Project Assurance role supports to the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP representative holds the Project Assurance role the National Project Coordinator and Project Assurance roles should never be held by the same individual for the same project.

**National Project Coordinator:** his responsibilities will be associated with the coordination of the different activities with UNDP and main counterparts representing the executing agency. The National Project Coordinator has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints put down by the Project Board. The National Project Coordinator is responsible for day-to-day management and decision-making for the project. The National Project Coordinator'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 Coordinator is appointed by the Implementing Partner.

**Administrative Assistance:** Whose responsibility will focus on carrying out the administrative and financial support to the project activities including audit, with UNDP and the concerned government and (other relative entities)

UNDP Organization will render its support and assistance normally provided to all technical cooperation projects. In addition, UNDP Country Office in Saudi Arabia will provide further support to AMANA required for the execution, monitoring, reporting, evaluation, and auditing of the project as well as management of the project's financial resources suitable to the needs and requirements of the project's expenditures. In addition to the assistance that UNDP normally provides to projects during their life cycle, the UNDP country office will provide further support to the Municipality to facilitate the project work, which includes the following:

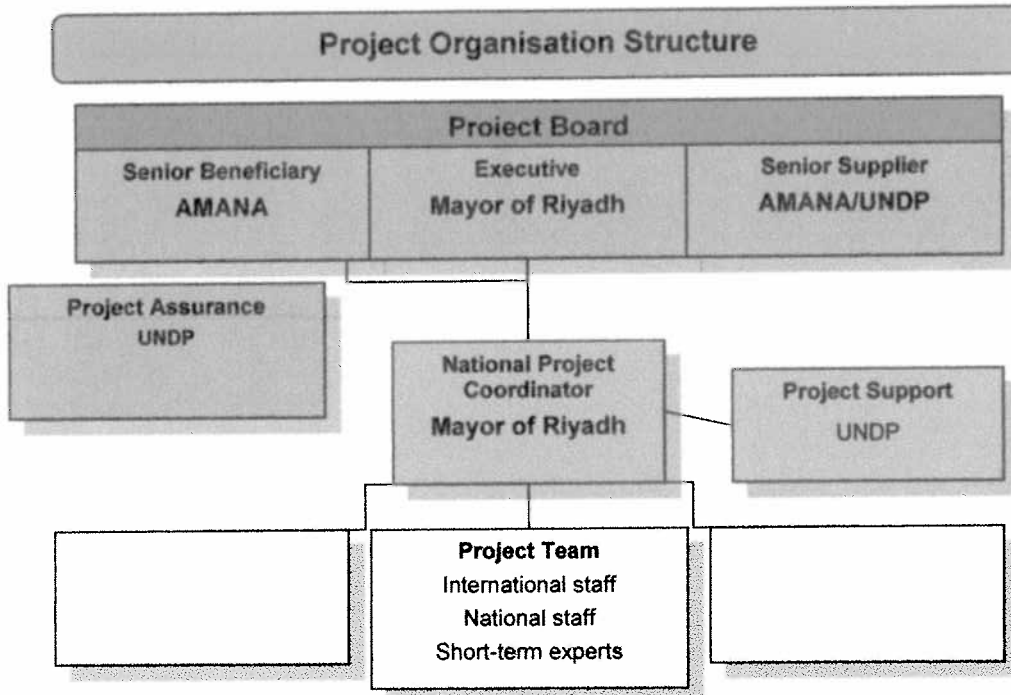
- Support to reporting: The UNDP country office will assist the AMANA in fulfilling the reporting requirements;
- Facilitation of project activities: The UNDP country office will assist the project staff in all matters regarding their residency in Saudi Arabia and their travel needs in a timely and effective manner.

The amount estimated in the budget (USD 489,694) will be deposited with UNDP. Thereafter, payments for items identified in the matrix (budget) of each of the component projects will be made by UNDP after receiving disbursement instructions from the National Project Coordinator. A financial report will be submitted to AMANA the end of the project for the purpose of review and



endorsement. In the event that both parties decided to close this Programme and certain funds remained unutilized, UNDP will return the unutilized balance, after clearing all contractual commitments, to the AMANA or transfer to a successor phase of this Project depending on the preference of AMANA

The budgets are subject to review as needs arise and there is enough flexibility to transfer among project budget activities.



## PROJECT INPUTS

### Direct Government inputs:

- a) Project personnel
  - National Project Coordinator
  - Counterpart staff and support staff as needed
  - Consultants / Experts
- b) Office premises, office equipment and furniture
- c) Printing, publishing and communication expenses

### United Nations inputs:

- a) International project personnel:
  - Senior Transport Economist
  - Waste Management Expert
  - Short-term Experts
- b) National project personnel:
  - Administrative Officer
  - Translator







## Quality Management for Project Activity Results

<b>OUTPUT 1: 1.Improved Road and Public Transport Services by applying Intelligent Transport Systems</b>		
<b>Activity Result 1.1</b> (Atlas Activity ID)	<b>1.1 ITS Deployment and Integration Plan</b> Preparing TOR for ITS Deployment and Integration Plan and design studies Selecting consultants	Start Date: 01/07/2013 End Date: 31/05/2014
<b>Purpose</b>	Setting the ground for ITS deployment	
<b>Description</b>	Preparing TORs , Selecting Consultants	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
TORs ready	TORs approved by National Coordinator	31/05/2013
<b>Activity Result 1.2</b> (Atlas Activity ID)	<b>1.2 Task force support, Analysis, report drafting, and advisory for ITS and related areas</b>	Start Date: 01/07/2013 End Date: 31/05/2014
<b>Purpose</b>	Reports reviewed and prepared for ITS	
<b>Description</b>	Desk review	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Reports produced	Reports approved by National Coordinator	31/05/2014

<b>OUTPUT 2: Sustainable Waste Management Strategy for AMANA</b>		
<b>Activity Result 2.1</b> (Atlas Activity ID)	<b>2.1 Waste Management Strategy</b>	Start Date: 01/07/2013 End Date: 31/05/2014
<b>Purpose</b>	Review of waste management practices	
<b>Description</b>	Considering issues for improving Riyadh's Waste Management System	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Desk review finalized	Report approved by National Coordinator	31/05/2014
<b>Activity Result 2.2</b> (Atlas Activity ID)	<b>2.2 Task force support</b>	Start Date: 01/07/2013 End Date: 31/05/2014
<b>Purpose</b>	Analysis, report drafting, and advisory for waste management and related areas	
<b>Description</b>	Sustainability element included in report	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Report Produced	Report approved by National Coordinator	31/05/2014



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## VI. LEGAL CONTEXT

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

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

The procedures of procurements and financial expenditures will be within the frameworks of either Ministry of Transport or UNDP (which is most effective) financial procedures and regulations.

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

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## VII. RISK CONSIDERATION



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## OFFLINE RISK LOG



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Project Title: Capacity Building for Sustainable Public Service Management

ID: SAU/10/73710

Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Recruitment of Senior Transport Economist	November 2013	Staffing	Medium/Medium	Advertise TOR, expedite the recruitment process	AMANA / UNDP			
2	Recruitment of Waste Management Expert	August 2013	Staffing	Medium, Medium	Advertise TOR, expedite the recruitment process	AMANA / UNDP			
3	Recruitment of local staff	June 2013	Staffing	Medium/Medium	Advertise TOR, expedite recruitment process	A MANA/ UNDP			
4	Risk of not achieving outputs if project not extended for 5 years	June 2013	Financial	High/Medium	Amana to secure funding for future years	AMANA			



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## VIII. ANNEXES

Annex 1: Terms of Reference for International Project Personnel

Annex 2: Special Clauses



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## ANNEX

### Terms of Reference for International Project Personnel

- Post Title: Senior Transport Economist
- Post Title: Waste Management Expert



## ANNEX 2

### Special Clauses

1. The schedule of payments

#### Payment Schedule

<u>DATE</u>	<u>AMOUNT (USD)</u>
June 2013	500,000
<b>Total</b>	<b>US\$ 500,000</b>

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:



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- (a) [5%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) [2.5%]Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."