



PROJECT DOCUMENT
Kingdom of Saudi Arabia

Project Title: Support to King Salman Youth Center to Develop National Youth Indicators

Project Number: SAU10-100733

Implementing Partner: King Salman Youth Center (KSYC)

Start Date: 29 June 2016 **End Date:** 29 June 2017 **PAC Meeting date:** 2 June 2016



Brief Description

King Salman Youth Center (KSYC), a well-established non-governmental organization, is aiming to provide a number of well-targeted thematic data and indicators in specific areas towards the achievement of the development transformation of the Kingdom and the full realization of youth potential.

The project intends to deliver two main outputs. The first output is the creation of three disaggregated youth-focused indicators in priority areas, which will be identified during the implementation phase of the project. The second output is the production of a report on Saudi Youth based on aforementioned identified priority areas and corresponding indicators.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Effective Strategies and institutions for social empowerment on youth, women and the poor. Indicative Output(s): National Youth Strategy and institutional capacities and policies to increase youth empowerment. Youth exchanges.	Total resources required:	US\$210,000	
	Total resources allocated:	US\$210,000	
		UNDP TRAC:	
		KSYC:	US\$210,000
		Donor:	
		Government:	
In-Kind:			
Unfunded:			

Agreed by:

King Salman Youth Center	UNDP
Hani Al Mogbil Executive Director	Ashok Nigam UN Resident Coordinator, UNDP Resident Representative
	
Date: 29 June 2016	Date: 29 June 2016

DEVELOPMENT CHALLENGE

Throughout its continuous development path, the Kingdom of Saudi Arabia has witnessed remarkable progress in various socio-economic development aspects. This progress has been channelled to achieve greater human development, evidence shows that Saudi Arabia has reached higher levels in the global Human Development Index (HDI) of the United Nations Development Programme (UNDP), as it has been increasing annually by 0.81 percent to reach the status of Very High Development category in 2014 from that of middle-income ranking in the 1990s.¹

The youth population in Saudi Arabia is significant; around 38% of the total Saudi population fall between the ages of 15-34 years old.² The Government of Saudi Arabia has recognized the importance of harnessing the potential of its young people through education. Around \$57 billion from the 2015 budget was channeled into education and training, a staggering 25 percent of the Government's annual spending.³ Yet, issues related to the quality of education and relevance to the market needs remain dominant especially with the increasing unemployment rate among Saudi youth (20-29) to 28.6% in 2014.⁴ Overall, issues not only span socio-economic development spectrum, but they are multidimensional in nature, thus, require a multidisciplinary approach in tackling them.

Currently, the Kingdom is embarking on a strategic transformation (Vision 2030) with an aim to achieve long-term development goals and reflect the Kingdom's strengths and capabilities. This ambitious transformation will harness the comparative advantage of the Kingdom as a major regional and international player while stimulating and diversifying the economy. The vision places youth at the heart of this transformation thus turning this demographic challenge to an opportunity for growth through the generation of a strong base of empowered youth to lead the development process in the Kingdom.⁵

Vision 2030 states that "together we will continue building a better country, fulfilling our dream of prosperity and unlocking the talent, potential, and dedication of our young men and women". In line with that vision, non-governmental organizations (NGOs) are equally keen to work alongside the government to sustain this momentum. NGOs, by the very nature of their grass-roots presence, have the ability to reach the young people and channel their untapped potentials into the development.

Within the above context, and in order to develop well-informed policies and strategies targeting youth, the decision-makers will need robust, accurate, and specific set of data and indicators to establish baselines and measure changes for each intervention targeting youth and/or any other group. Hence, NGOs can play a vital role in providing a number of well-targeted thematic data and indicators in specific areas at the local level towards the achievement of the development transformation of the Kingdom and the full realization of youth potential.

A number of entities have been engaged in addressing youth related issues and concerns. Among those entities is the King Salman Youth Center (KSYC), whose strategy is to provide direction and guidance for youth to support them in achieving their goals; to develop youth abilities and potentials to contribute in their society; and to empower them to achieve their personal and social initiatives.⁶ Therefore, KSYC can play an integral role to provide disaggregated youth related indicators that are in line with what the country envisions.

Under the umbrella of formerly the Millennium Development Goals (MDGs) and currently the Sustainable Development Goals (SDGs), UNDP has been providing extensive support in the area of capacity development of young people and youth-led organizations. UNDP engages with relevant stakeholders through outreach, advocacy, thought leadership, global networks, and policy debates.

¹ Saudi Arabia human development profile <http://hdr.undp.org/en/countries/profiles/SAU>

² General Authority for Statistics, 2014

³ Higher Education in the Kingdom of Saudi Arabia: National Indicators and International Comparisons, 2015: <http://ohe.gov.sa/Lists/OHEReports/Attachments/14/Report.pdf>

⁴ Saudi Economic Report (SECOR) 2014: <http://www.mep.gov.sa/en/wp-content/plugins/pdf-viewer-for-wordpress/web/viewer.php?file=/en/wp-content/uploads/2016/04/REPORT-E-1.pdf>

⁵ <http://vision2030.gov.sa/en>

⁶ <http://www.ksync.org.sa/about-center>

In addition to support to the mainstreaming of youth issues in development planning and inter-ministerial and inter-sectorial coordination.

While SDGs collectively contribute to realizing the KSYC's vision to achieve international leadership in motivating and supporting youth⁷, Goals 3,4,5 and 8 are of direct relevance to the work of the center and its aspirations to lead the path towards youth's empowerment in the country, and the region.

In addition, UNDP has provided support to a number of national initiatives including the National Youth Strategy, Princess Al Anood Center for Youth Development (Warif), and the Youth Exchange Programme for the Ministry of Foreign Affairs. While at the regional level, initiatives such as the Arab Knowledge Report and Arab Knowledge Index⁸ are also attributable to UNDP's support⁹.

The UNDP's comparative advantages lie largely in its core mandate of basic social services; its strong links to global expertise and international best practices; its commitment to help the country achieve national goals; and its relationship of trust with relevant entities.

UNDP's work on youth is guided by a number of global frameworks and tools including; globally the World Programme of Action of Youth (WPAY); the United Nations System-wide Action Plan (UN Youth Swap), and UNDP Youth Strategy.

In this light, the proposed cooperation between KSYC and UNDP will prove fruitful. It will entail a provision of technical assistance from UNDP's part to empower KSYC in effectively carrying out its mandate and becoming a catalytic source of information for decision-makers that shall be used as benchmarks to assess the progress made within youth related themes.

I. STRATEGY

This project intends to support the Kingdom's ongoing efforts towards fully realizing the potential of Saudi youth by promoting active youth participation in the development process. This can only be achieved if policies and strategies targeting youth are well-informed. Non-governmental organizations can play a vital role in the decision-making process by providing robust quality youth-related data and indicators.

The enabling environment is the mandate and direction of the Vision 2030, where youth empowerment and active participation are catalyst for the success of the vision. In addition, the vision entails creating partnerships between governmental, non-governmental, and private sectors to work together towards empowering the society throughout the transformational development. This direction will contribute to the ongoing efforts by the government to adapt, implement, monitor and evaluate the implementation of the SDGs achievement in the Kingdom.

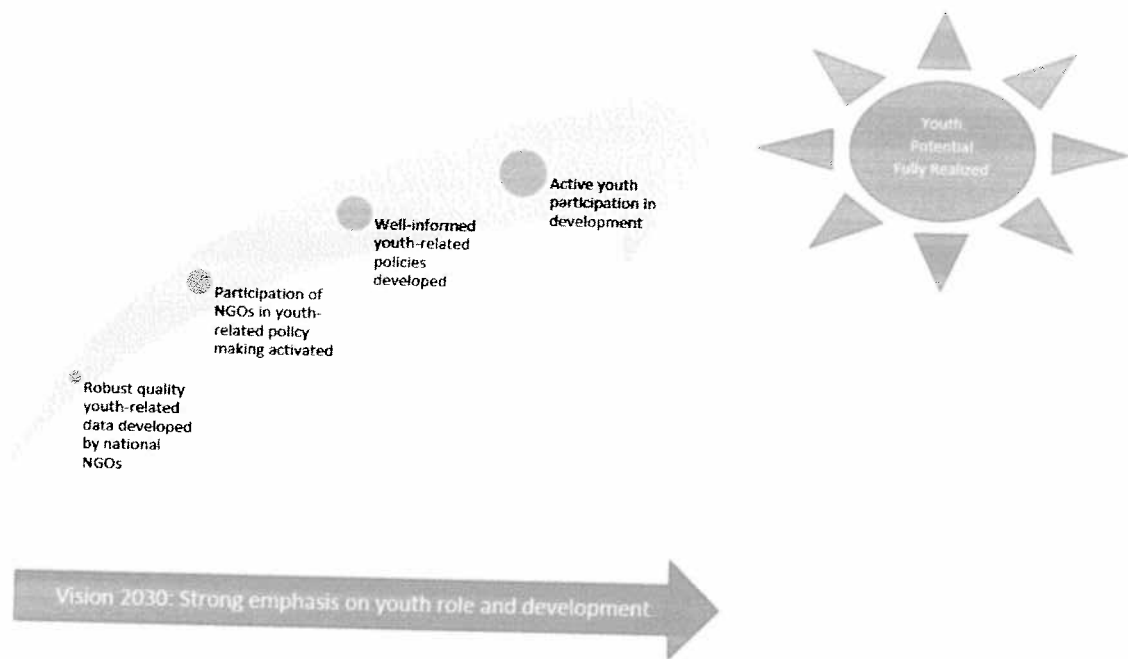
UNDP will provide the needed technical expertise to KSYC for establishing a national set of youth indicators and produce a corresponding report to inform policy-makers, hence starting a trend where youth NGOs are active participants informing the decision-making process.

Private sector entities and/or national NGOs will be contracted by KSYC to conduct the required surveys and developed the agreed upon indicators under a close cooperation and supervision of UNDP on the quality and content of the deliverables.

⁷ <http://www.ksyc.org.sa/about-center?lang=en>

⁸ http://www.knowledge4all.com/uploads/files/AKI2015/PDFEn/AKI2015_Full_En.pdf

⁹ <http://www.undp.org/content/dam/rbas/report/UNDP-GENERAL-REPORT-ENG.pdf>



II. RESULTS AND PARTNERSHIPS

Expected Results

The project intends to deliver two main outputs. The first output is the creation of three youth-focused indicators in priority areas, which will be identified during the implementation phase of the project. The second output is the production of a report on Saudi Youth on aforementioned identified priority areas.

UNDP's strong links to global expertise and international best practices is intended to be utilized through the hiring of national and international experts, whom will undertake a thorough desk review of existing national and international youth-related indicators. Afterwards, a report will be produced with recommendations on themes and methodologies. Guided by the report, focus groups discussions will be conducted to identify the indicators under priority areas. The final deliverable of this phase will be the adoption, development and production of the three national youth indicators.

The second output entails conducting a thorough thematic desk review on the status of youth as per the identified priority areas. The final deliverable of the second output is the production of a report on Saudi Youth on the identified thematic priority areas and relevant indicators.

Throughout the project implementation, UNDP as neutral body will oversee the quality and the content of the analysis, indicators developed, and status report. In addition to providing advice to KSYC on the implementation of the surveys by the identified service provider.

The planned interventions are best suited to achieve the intended results in which an entailment of mapping of existing indicators will be built upon in order to come up with needed indicators and report. Additionally, and most importantly, the focus groups will include youth in an attempt to ensure their ownership of both the indicators and report.

The change to be seen and attributed to the project will be the attainment of benchmarks - indicators and report - which will be used as both assessment and reference tools with regards youth related issues within identified themes.

Resources Required to Achieve the Expected Results

- UNDP will mobilize UNDP leading youth expertise and national expertise to build the background research about best practices and provide recommendations in line with national context considerations. This partnership will supervise a selected group of various national expertise and youth representatives to select the indicators most relevant to the national context and KSYC mandate.
- UNDP will continue providing the technical expertise of UNDP leading youth expertise to develop the Saudi youth status report corresponding to the selected indicators.
- UNDP will oversee the quality and content of the indicators developed by private sector entities and ensure its alignment with the planned outcome of the project.

Partnerships

- Under the guidance of the transformational development (Vision 2030), the unique partnership between KSYC as an NGO and UNDP represents a step towards enabling national NGOs to participate in the process of policy-making by proactively providing adequate data and indicators for the decision-maker.
- The project will actively engage national expertise, relevant government entities, and youth representatives in mapping the priority areas for indicators development to ensure ownership and alignment with national context.
- UNDP will undertake the coordination with private sector entities developing the indicators to ensure the accuracy and quality of indicators.

Risks and Assumptions

- Given that KSYC is an NGO, this might entail a risk with regards sustainability of income, thus the continuity of cost-sharing. The sustainability and/or scaling up of results might be undermined due to this. However, this could be mitigated through constant follow-up to ensure systematic coordination and delivery of intended outputs.
- The governments adoption of the knowledge products developed by KSYC is not guaranteed and thus may pose a risk to achieving the desired outcome by the project, this can be mitigated through engagement of relevant government entities in the selection and development of indicators processes.

Stakeholder Engagement

- Youth leaders will be identified and selected to be part of the Project Board. The selected youth are the ones participating on ongoing programmes and/or initiatives of KSYC. Also, additional youth will be among the focus groups participants.
- Relevant government entities will be engaged in mapping the priority areas for indicators development and the selection and development of indicators processes to ensure ownership and alignment with national context.

South-South and Triangular Cooperation (SSC/TrC)

- Although there is no direct SSC/TrC planned under this project, best practices from the South will be of particular focus in the desk review and recommendations due to the relevance of themes to the national context.

Knowledge

- The project is meant to deliver two knowledge products as its own main outputs. The first knowledge product is the three youth-focused indicators. The second knowledge product is the report on Saudi Youth on the thematic priorities identified and corresponding indicators. Both will be shared with decision-makers and disseminated among youth and other relevant stakeholders to create visibility for knowledge and lessons learned.

Sustainability and Scaling Up

- Based on the results of the project and the willingness by KSYC, scaling-up of results can be at two different levels: horizontal in terms of developing the indicators disaggregated at the

local level and/or development and adoption of further indicators, and vertical in which KSYC can benefit from UNDP's possible creation of a Youth Think-Tank, which can be a vital player in youth-related policies and interventions.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- The strategy followed is based on the fact that KSYC by its nature as an NGO, aims at reducing the duration of processes to avoid additional costs. In addition, the project will seek to mobilize international expertise mainly on a home-based basis providing that this will not compromise the quality of work

Project Management

- The project will be managed by KSYC while UNDP will undertake quality assurance responsibilities. A national manager and support staff will be hired to ensure consistency and sustainability of results.
- UNDP will mobilize an international expert to be hired under the project to supervise the indicators development done by the three teams contracted by KSYC.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
Effective Strategies and Institutions for social empowerment on youth, women and the poor.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
NYS incorporates best practices and emerging global/regional policy trends and follows participatory process

Applicable Output(s) from the UNDP Strategic Plan: Generate and share knowledge for development solutions

Project title and Atlas Project Number: SAU10-100733 Support to King Salman Youth Center to Develop National Youth Indicators

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Disaggregated youth-related indicators produced at the national level in priority areas	1.1 Number of youth indicators produced by KSYC	KSYC	0	2015	3	-	3	KSYC records
Output 2 Report produced on Saudi youth on the thematic priorities identified	2.1 Report produced and endorsed	KSYC	0	2015	-	1	1	KSYC records

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

<p>Project Report</p>	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>			
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1	Y2		Funding Source	Budget Description	Amount in US\$	
Output 1 Disaggregated youth-related indicators produced at the national level in priority areas	1.1 Desk review of existing national and international youth-related indicators	11,500	-	KSYC, UNDP	KSYC	Int'l Expert	7,000	
						National Expert	4,500	
		1.2 Report produced with recommendations on themes and methodologies	23,000	-	KSYC, UNDP	KSYC	Int'l Expert	14,000
							National Expert	9,000
	1.3 Focus groups discussions conducted to identify indicators within priority areas	47,500	-	KSYC, UNDP	KSYC	Int'l Expert	22,500	
						National Expert	10,000	
	1.4 Advisory support provided to the development of three selected national youth indicators	50,000	-	KSYC, UNDP	KSYC	Workshop	15,000	
						Int'l Expert	50,000	
	Sub-Total for Output 1							132,000
	Output 2 Report produced on Saudi youth on the thematic priorities identified	2.1 Thematic desk review on status of youth as per the priority areas	-	30,000	KSYC, UNDP	KSYC	Int'l Expert	30,000
2.2 Report developed and endorsed		-	32,000	KSYC, UNDP	KSYC	Int'l Expert	32,444	
Sub-Total for Output 2							62,444	
General Management Support							15,556	
GMS (8%)							210,000	
TOTAL							210,000	

Schedule of Payments:

Amount in US\$	Timeframe
\$52,500	Upon signature
\$52,500	September 2016
\$52,500	December 2016
\$52,500	March 2017

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Execution Arrangements

KSYC will be the Implementing Partner with UNDP Implementation Support Services for recruitment of international and national experts and other activities as noted in the Multi-Year Work Plan. All activities under the project will be done through standard Project Board mechanism to serve as a steering committee between KSYC 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.

Project Board

The Project Board is the group responsible for making on consensus-based 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: KSYC as an executive member, selected youth representatives as Senior Beneficiary, and United Nations Development Programme, Saudi Arabia as Senior Supplier.

Technical Committee

The technical committee is comprised of representatives from KSYC and UNDP, in addition to the national and international experts. The committee will meet on a monthly basis, and is responsible for following up on the implementation progress through periodic reports at each meeting; ensuring technical review of project-related documents prior to approval by the Project Board; proposing correctional measures and offer guidance on obstacles hindering implementation; escalating issues to the Project Board when needed; and evaluating and implementing recommendations made by the Project Board.

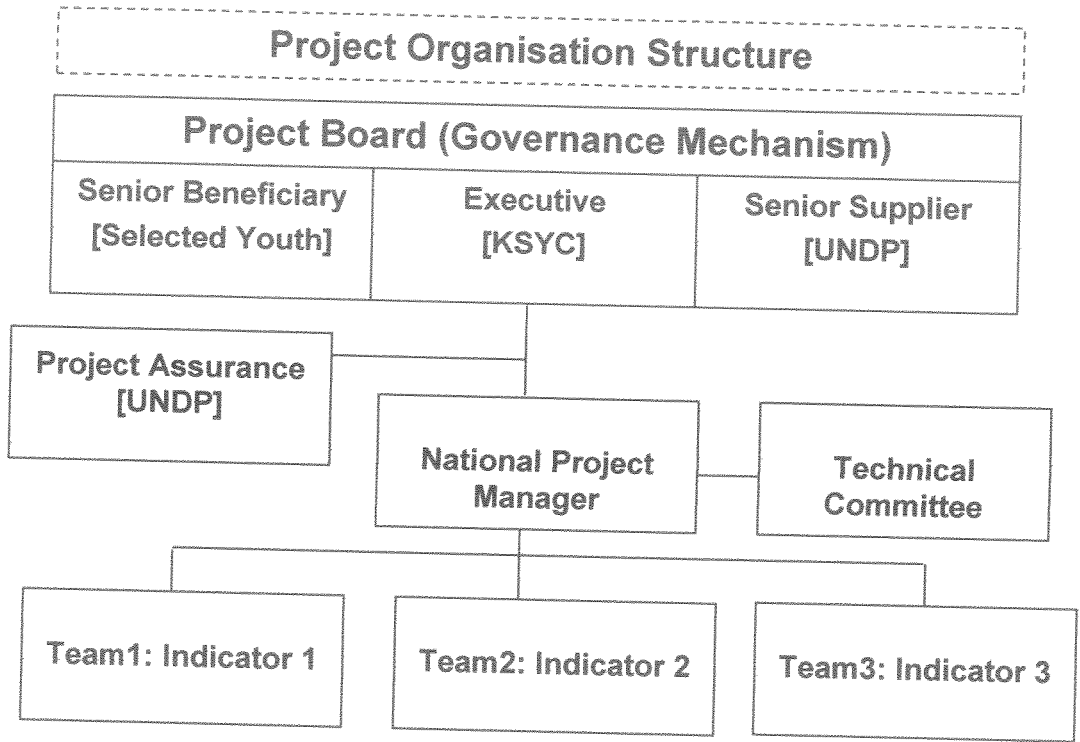
Project Assurance

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 Youth Focal Point in UNDP Saudi Arabia will hold the Project Assurance role for the UNDP. A similar officer at KSYC will undertake the role of project assurance to provide on-the-site quality assurance of results. However, the National Project Manager and Project Assurance roles will never be held by the same individual in KSYC.

National Project Manager

The National Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project. The National Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager is responsible for preparing the project progress reports, update risks and issues logs, and ensure the accuracy of financial transactions under the project. The National Project Manager is appointed by KSYC through

letter to UNDP. KSYC 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.



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article I of the Project Cooperation Agreement (PCA), signed between UNDP and KSYC on 29 June 2016. Consistent with the Article IV, 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.

This project will be implemented by King Salman Youth Centre ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. ANNEXES

1. **Third Party Cost-Sharing Agreement**
2. **Project Quality Assurance Report**
3. **Social and Environmental Screening Template**
4. **Risk Analysis**
5. **Standard Project Cooperation Agreement (PCA) between UNDP and KSYC**
6. **TORs of key management positions**