



**PROJECT DOCUMENT**  
**Saudi Arabia**



**Project Title:** Supporting Saudi Future Cities Program

**Project Number:** SAU10- 00102588

**Implementing Partner:** Ministry of Municipal and Rural Affairs (MOMRA)

**Start Date:** 1 October 2016 **End Date:** 30 September 2018 **PAC Meeting date:** 1 October 2016

**Brief Description**

This project is designed to provide advisory services and logistical support to the Government in its implementation of Saudi Future Cities Programme in collaboration with UN-Habitat. A thorough analysis will set the stage by focusing on the Sustainable Development Goals (SDGs) and their implications for the urban work in Saudi Arabia with emphasis on the Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

The recently launched Saudi Vision 2030 embraced an ambitious target of having three Saudi cities being recognized among the top-ranked 100 cities in the world. This target would necessarily require a strong urban management in support of the Saudi Future Cities Programme. Achieving this goal will be considered in terms of creating the necessary capacities at the three layers of the individual training, institutional foundation for effective and efficient delivery of results, and the creation of the enabling environment.

On this basis, the project intends to achieve the following outputs: 1) capacity development for robust enabling environment towards effective implementation of the Saudi Future Cities Programme; 2) advisory services for MOMRA in terms of conducting three thematic studies with the overall objective of measuring progress towards achievement of relevant SDG targets and their respective indicators; and 3) Support Saudi Arabia representations in the international and regional fora relevant to the urban planning and urban policy, including a set of partnerships to be forged with well-established international institutions.

Furthermore, the project is expected to directly contribute to the achievement of three initiatives that MOMRA is currently implementing as part of its share in the overall implementation of the National Transformation Programme 2020. These initiatives are: a) the initiative to create a national planning system and to upgrade the current urban measures; b) the initiative to develop the Urban Planning Division and set its functions and priorities; and c) humanizing the cities initiative.

**Contributing Outcome (UNDAF/CPD, RPD or GPD):**  
Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure

**Indicative Output(s):**  
National Policies developed to promote economic diversification with increased employment of Nationals

<b>Total resources required:</b>	USD 3,000,000	
	<b>UNDP TRAC:</b>	
	<b>UN-Habitat:</b>	3,000,000
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures):

Government	UNDP	Implementing Partner
 Name: HE Dr. Abdulrahman Al-Shaikh Deputy Minister for Town Planning Ministry of Municipal and Rural Affairs	 Name: Dr. Ashok Nigam UN Resident Coordinator UNDP Resident Representative	
Date: 6-10-2016	Date: 1 Oct 2016	



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## I. DEVELOPMENT CHALLENGE

Saudi Arabia has experienced remarkable socio-economic development during the last three decades. This development touched all sectors of the economy. Infrastructure projects were given priority in terms of budget allocations and in diversity. During the same period, the Kingdom has been able to move from an underdeveloped status to a middle-income country with all the means of a promising and sustainable future. The GDP, for instance, increased from SR156 billion in 1969 to SR942 billion in 2011 in the constant prices. This is an ample evidence of the economic and social progress achieved at all sectors.

In this respect, the Kingdom's population grew from 7 million in 1974 to 30.7 million in 2015. According to the Ninth Development Plan (2010-2014), population growth was estimated to average 4.9% per year during the period 1974-1992, yet such a rate declined to 2.4% for the period 1992-2004. The 2004 national census indicates that almost two thirds of the population of Saudi Arabia live in three regions: Riyadh, Makkah and the Eastern region. That is, around 80% of the overall population is estimated to reside in urban areas. Despite the fact that there are about 258 urban centres, but the five cities of Riyadh, Jeddah, Makkah, Madinah, and Dammam host 45% of the overall population as in the preliminary results of 2010 census, with projections of constant increases in urbanization towards the year 2025.

This high level of urbanization poses a host of challenges to development and its sustainability. In fact, urbanization is believed to be integrally linked to the three pillars of sustainable development: economic development; social development; and environmental protection. Particular challenges, probably specific to the national context of Saudi Arabia, include the increasing demand for municipal services, which in turn calls for an urgency to tap into the modality of public-private partnership in service provision with speed and cost-efficiency.

It is well understood that there is a strong and "robust relationship between urbanization and per capita income" as all high-income countries in the world are 70-80% urbanized. The positive correlation between development and planned urbanization is attributable to the fact that urban economy is usually more productive as a result of the proximity of the factors of production together with the increased specialization and market-sizes. Based on the annual ranking of the Human Development Index (HDI) of the Human Development Report, Saudi Arabia has steady moved from the middle-income category in the 1990s to the very high-income category in 2013 at 0.840 value of HDI.

In December 2013, Saudi Arabia and the UN-Habitat concluded a four-year programme for the Saudi future cities with the key objective of contributing to the achievement of sustainable urbanization in the Kingdom of Saudi Arabia through evidence-based analysis and development of policy options, demonstrating the benefits of a holistic approach to cities and regions, encouraging integrated and participatory planning, creating more opportunities for partnerships, and helping municipalities in small, medium and larger cities to identify and understand new and existing planning options for their sustainable future.

MOMRA and UN-Habitat conducted a mid-term review of their joint programme in 2016 to reach a conclusion that there is an urgent need to enlist UNDP's support (substantive and technical as well as logistical). This support is therefore arranged within the National Implementation (NIM) modality framework in order to boost the efficiency of work in the regions within the scope of the three outputs to be designated to UNDP. It is understood that UNDP, as the development arm within the UN System, has the proven expertise to design and deliver a capacity development module in line with the Government's efforts to implement the Saudi Future Cities Programme as well as the work underway to achieve the Saudi Vision 2030 and the National Transformation Programme 2020 (NTP 2020).

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## II. STRATEGY

The intended end-result of this intervention is to fully achieve the results envisaged under the joint MOMRA-UN-Habitat Saudi Future Cities Programme. Supporting this implementation will be intertwined with substantive, technical and logistical assistance to the Government's efforts in achieving the urban dimensions within the Saudi Vision 2030 and the National Transformation Programme 2020.

The Government is eager to expedite implementation of the Saudi Future Cities Programme. The institutional support conceived as a prerequisite to this intent is to conduct a series of thematic studies that would enable the Government to measure achievements along the relevant SDGs. This support also entails capacity development for sustainability of results in addition to projection of a favourable image for Saudi Arabia in the international and regional fora dealing with urbanization and urban policy.

UNDP has the capacity to mobilize diverse best practices from around the world to inform urban planning and management in Saudi Arabia. In this context, the South-South Cooperation architecture of the UNDP has proven effective, namely in areas of policy coordination, regional integration, interregional linkages and the development of national productive capacities utilizing technological innovations and exchanges of knowledge, technology transfers, sharing of solutions and experts, as well as other forms of exchanges.

Moreover, capacity development, as a three-layer approach involving individual, institutional and enabling environment dimensions in improving present practices and align them to the status of worldwide excellence, would be the focus of all efforts in the urbanization management. All possible means of delivering sustainable capacities in the Government will be considered. In addition to training on substantive themes of relevant and on-the-job training modules, other means of capacity development would include study tours and exchange programmes with countries of identified global best practices in urban planning and management.

In previous UNDP-supported projects with MOMRA, capacity development was approached from the individual and institutional levels. For these institutional arrangements to be sustainable and in line with the best international practices as well as with the state-of-the-art model of scientific and technical policy support, two underlying pillars will be erected. These are a comprehensive capacity development programme and partnerships with the UN Agencies. Capacity development shall be effected at the three layers of the individual, the institutional and the enabling environment.

In this context, the project foresees the following three outputs:

- 1) capacity development for robust enabling environment towards effective implementation of the Saudi Future Cities Programme;
- 2) Advisory services for MOMRA in terms of conducting three thematic studies with the overall objective of measuring progress towards achievement of relevant SDG targets and their respective indicators; and
- 3) Saudi Arabia is well represented in the international and regional fora relevant to the urban planning and urban policy.

MOMRA and UNDP consider this intervention as supplementing other ongoing cooperation with the Government at the macro level. MOMRA's Future Saudi Arabia Cities Programme, presently under implementation of the UN Habitat, will certainly be an integral part of the Urban Planning Implementation Unit, which will be established under this project to deliver work targeting each of the five outputs. In addition, UNDP is currently supporting the updating of the National Spatial Strategy with MOMRA. Collaboration between the two programmes will ensure a harmonized and more coherent and comprehensive capacity development of MOMRA.

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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

- The end-result of the project is a full implementation of the Saudi Future Cities Programme. Reaching this result entails providing advisory services along the line of scoping the thematic focus areas that will boost urban strategic interventions.

The first stage in this context is to design and deliver a comprehensive capacity development module targeting the three layers of individual, institutional and the enabling environment. Such module is expected to involve all stakeholders at the national and regional levels of urban management.

A parallel stage is to conduct a series of thematic studies in support of the achievement of the relevant SDGs. In the third stage of this project, a selected number of partnerships will be forged with the best international practices. The objective of these partnerships is a two-way exchange of knowledge and lessons learned. It is recognized that the urban experience of Saudi Arabia over the last three decades is an informative practice for the several countries to review as well as to emulate.

The ultimate change of this intervention is supposed to contribute, at the upstream policy level, to MOMRA's capacity in planning and managing urbanization issues while lending support to the implementation of the Saudi Future Cities Programme.

This intervention is designed with an objective of applying policy design as an approach whereby evidence-based decision-making takes precedence. In this respect, policy design and implementation is viewed as an iterative cycle that starts with understanding the issue as a precursor to setting the objectives of the policy. The necessary policy instruments are then designed and an implementation process developed. This ideally starts with staff training to allow operation of the policy instrument.

*How both interventions (NSA and Future Cities) going to complement each other!!*

#### **Resources Required to Achieve the Expected Results**

- For the three outputs of this intervention, national consultants, on both short and long terms, will be recruited to sustain MOMRA's strategic work and to lend operational support to the implementation of the Saudi Future Cities Programme.

#### **Partnerships**

- Partnerships will be forged with at least three international institutions to exchange best practices and lessons learned. Suitability and selection of such institutions will be informed by the thematic studies.
- UNDP Country Office, Riyadh, Saudi Arabia, will arrange and participate in the design of the capacity development module, which will be nationally owned and therefore delivered by MOMRA.

#### **Risks and Assumptions**

- The key risks that might thwart efficient delivery of the intended results include the following, along with their proposed mitigation factors (detailed risk analysis is in Annex II):
- Difficulty in smooth coordination across sectors and regions: There is a potential risk of encountering such a difficulty; however, the project's component of capacity development will mitigate this risk. It is well recognized that the present intervention entails a genuine change in doing the business of urban management; and it is therefore natural that such a change is faced with certain resistance.

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- Delays might be encountered in recruiting long-term and short-term international and national consultants.

#### ***Stakeholder Engagement***

- This intervention is grounded in international partnerships. The overall impact of the intervention is projected to reach all population of Saudi Arabia and in terms of both the existing generation and the future ones. Moreover, other targeted groups will be engaged as follows:
  - *Policy-makers and implementation officials at the sectoral level:* This group constitutes the core functioning body in implementing the Saudi Future Cities Programme along with the achievement of the Saudi Vision 2030 and the NTP2020
  - *The population at large will be consulted through* the regional planning workshops.

#### ***South-South and Triangular Cooperation (SSC/TrC)***

- The project will utilize north-south and south-south cooperation modalities in support of the intended outcome. A South-South Cooperation arrangements will be reached jointly with at least three countries offering best practices in urban management and profiling of cities for improvement of their ranking along the measurements of prosperity.

#### ***Knowledge***

- The project intends to produce reports on the thematic areas for perusal by the national and international audiences. In addition, the project conceives establishing a unified database (in close coordination with the General Authority for Statistics) to facilitate the work. Along with reporting, domestic and worldwide coordination is expected to lead to positive visibility for the sustainable development achievements of Saudi Arabia.
- It is intended that the lessons learned and best practices of development will be effected in a two-way platform. That is, the development experience of Saudi Arabia will be captured and reported for wide dissemination utilizing UNDP's worldwide presence and knowledge networking.
- The three thematic studies on assessing the existing procurement procedures for urban planning; new criteria for screening of both the national and international firms to carry future urban planning work; and proposing and recommending an enhanced operational system at the national and regional levels.

#### ***Sustainability and Scaling Up***

- This intervention is designed to ensured sustainability of development results over the long-run through the two tenets of capacity development; and promotion of national ownership. This will emphasize preference of nationally determined priorities and an inclusive national dialogue involving both the Government and the civil society.

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#### IV. PROJECT MANAGEMENT

##### *Cost Efficiency and Effectiveness*

- The selected strategy of the intervention will deliver maximum results within the available funds as system-wide coordination is anticipated to reduce costs at downstream level with numerous synergies across sectors.

##### *Project Management*

- This is project will be administered from the Head office of the Ministry of Municipal and Rural Affairs in addition to the UNDP's Implementation Support Services to be provided from the UN Premises.
- Direct UNDP Country Office Support Services will be budgeted to cover all costs incurred as a result of fast mobilization of support from the UN System and elsewhere.
- Project Board will consist of one meeting to be conducted towards the end of each year to review progress and adjust project, if needs be.
- National Project Manager (NPM) and team will be responsible for the overall management of the project.
- Quality assurance role of UNDP

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## V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Targets (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
<b>Output 1</b> Capacity development for robust enabling environment towards effective implementation of the Saudi Future Cities Programme	1.1 Formulating and delivering a comprehensive capacity development module addressing the three layers of the capacity	MOMRA					
	1.2 Number of sub-national governments/administrations which have functioning planning, budgeting and monitoring systems in place	MOMRA					
	1.3 Urban policies designed and implemented to promote urbanization management at the strategic and operational levels across regions	MOMRA					

9

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Targets (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
<b>Output 2</b> Advisory services provided for better capacity to implement the Future Saudi Cities Programme	<b>2.1</b> Conducting a study on assessing the existing procurement procedures for urban planning	MOMRA					
	<b>2.2</b> Conducting a study on means to formulating new criteria for screening of both the national and international firms to carry future urban planning work	MOMRA					
	<b>2.3</b> Conducting a study on proposing and recommending an enhanced operational system at the national and regional levels	MOMRA					
<b>Output 3</b> Saudi enhanced representation in international and regional fora	<b>3.1</b> Number of international events attended by MOMRA personnel handling urban issues	MOMRA					
	<b>3.2</b> Number of regional events in which MOMRA's senior officials delivered key presentations	MOMRA					
	<b>3.3</b> Number of senior officials trained on strategic planning and policy design	MOMRA					

9



## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:  
*[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### 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.	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.		

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<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
<b>Project Report</b>	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.	Annually, and at the end of the project (final report)		
<b>Project Review (Project Board)</b>	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.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

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## VII. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
<b>Output 1</b> Capacity development for robust enabling environment towards effective implementation of the Saudi Future Cities Programme	1.1 Formulating and delivering a comprehensive capacity development module addressing the three layers of the capacity	250,000	275,000		210	ST Advisors	525,000
	1.2 Developing systems for functioning sub-national governments/administrations in planning, budgeting and monitoring	75,000	125,000		210	Missions	200,000
	1.3 Formulating and implementing policies to promote urbanization management at the strategic and operational levels across regions	125,000	175,000		210	Consultants	300,000
	1.4 Logistical support to the implementation of the Saudi Future Cities	488,000	482,888				970,888
	<b>Sub-Total for Output 1</b>						<b>1,995,888</b>
<b>Output 2</b> Advisory services provided for better capacity to implement the Future Saudi Cities	2.1 Conducting a study on assessing the existing procurement procedures for urban planning	45,000	99,000		210	National and Int'l Consultants	144,000

	2.2 Conducting a study on means to formulating new criteria for screening of both the national and international firms to carry future urban planning work	30,500	95,000	210	125,500
	2.3 Conducting a study on proposing and recommending an enhanced operational system at the national and regional levels	24,850	40,000	210	64,850
	MONITORING	5,000	5,000	210	10,000
	<b>Sub-Total for Output 2</b>				<b>344,350</b>
<b>Output 3</b>					
Saudi wide representation in international and regional for a	3.1 Projecting Saudi Arabia in international events	85,000	88,500	210	173,500
	3.2 Presenting Saudi Arabia in regional events	55,000	75,000	210	130,000
	3.3 Number of senior officials trained on strategic planning and policy design	85,000	75,000	210	160,000
	<b>Sub-Total for Output 3</b>				<b>463,500</b>
<b>General Management Support (7%)</b>					196,262
<b>TOTAL</b>					<b>3,000,000</b>

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**Schedule of payment:**

US\$1,627,619	Due upon signature
US\$1,002,619	Due on 1 January 2017
US\$369,762	Due on 1 January 2018

NB: This project will be funded by UN-Habitat under the Saudi Future Cities Programme. On this basis, the project's implementation will be effected only upon signature of UNDP and UN-Habitat of the attached UN Agency to UN Agency Agreement.

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**VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP NIM modality, whereby MOMRA assumes implementation responsibility with UNDP Implementation Support Services for recruitment of international and national advisors and other activities as noted in the Annual Work Plan.

UNDP shall mobilize a number of UN Agencies to serve as cooperating agencies 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 MOMRA, UNDP and UN Habitat 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 and various units in UNDP Headquarters in New York, as well as support for overall project management activities. Other UN agencies/bodies may also be invited to contribute to specific activities in the project.

**Project Board**

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

The Project Board has the following members: Vice Minister for Ministry of Economy and Planning (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier). MOMRA, UNDP and UN Habitat 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

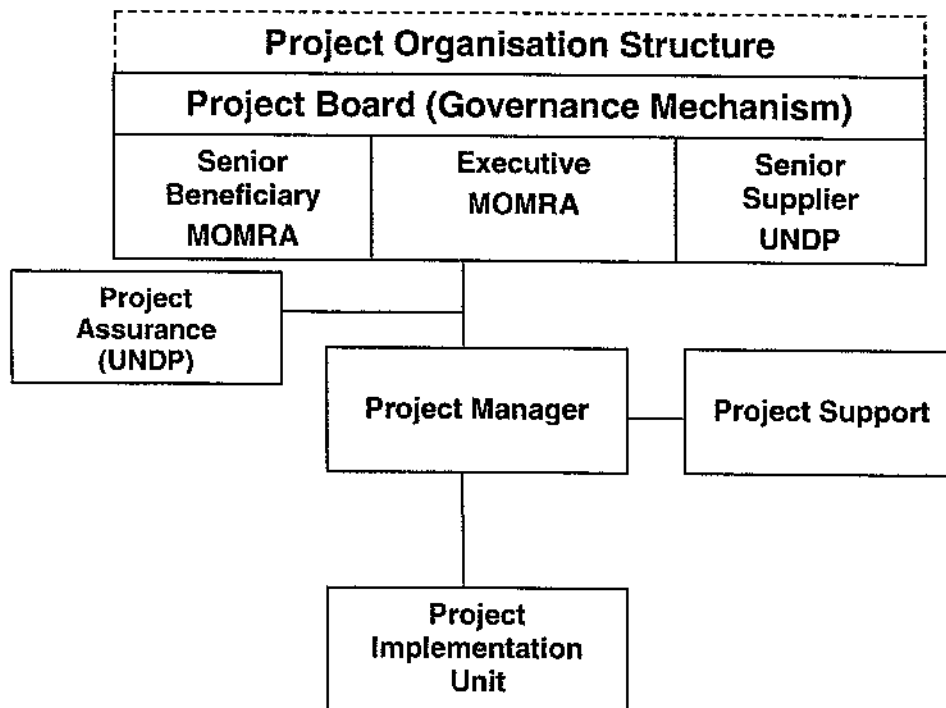
Project Assurance is the responsibility of each Project Board member, but the role can be delegated to staff within each agency. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project 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 MOMRA. The National Project Manager and Project Assurance roles will never be held by the same individual in MOMRA.

### National Project Manager

The National Project Manager will be the Deputy Minister for Town Planning and has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project and prepare the required annual and quarterly progress reporting and monitoring of risks. 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 Municipal and Rural Affairs through letter to UNDP. MOMRA 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.

Please include table of the services to be provided by UNDP CO to the project and description in line with the HACT requirement.

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



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## **IX. LEGAL CONTEXT AND RISK MANAGEMENT**

### **LEGAL CONTEXT STANDARD CLAUSES**

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.

This project will be implemented by the Ministry of Economy and Planning ("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.

## DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between [*insert name of Designated institution*], the institution designated by the Government of [*name of programme country*] and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project SAU10-102588.

2. In accordance with the provisions of the letter of agreement signed on [*insert date of agreement*] and the programme support document [*or project document*], the UNDP country office shall provide support services for the Programme [*or Project*] as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Recruitment services			
2. Assisting in preparing TORs for three thematic studies as per RRF			
3. Assist in conducting the above three studies			
4. Logistical support to project implementation			
5. Providing operational support to travel in the framework of Output 3			



## RISK MANAGEMENT STANDARD CLAUSES

### Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) 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;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>1</sup>.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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<sup>1</sup> Use bracketed text only when IP is an NGO/IGO