

**PROJECT DOCUMENT**

**Saudi Arabia**

**Project Title:** Umbrella Programme for Advisory Services to MOFA

**Project Number:** SAU10- 106301

**Implementing Partner:** Ministry of Foreign Affairs (MOFA)

**Start Date:** 1 August 2018  
*Sep*

**End Date:** 31 July 2021  
*August*

**Brief Description**

Through this umbrella cooperation between Ministry of Foreign Affairs (MOFA) and the United Nations Development Programme (UNDP), the strategic objectives of MOFA will be initially framed in four broad pillars with the flexibility of modification or addition in line with the various needs of the Ministry. This cooperation comes in an umbrella with details in terms of activities and projects to be identified on an annual basis in support of MOFA's deputyships. These will be set annually according to MOFA's priorities and will be reviewed by UNDP's project management in coordination with the deputyships for submission to the Minister of Foreign Affairs.

The key pillars under the umbrella cooperation are:

- Strengthening the public diplomacy
- Supporting Prince Saudi Al-Faisal Institute of Diplomatic Studies
- Providing advisory services to the organizational units at MOFA: political, economic, specialized, consular, general affairs, technical affairs, planning and development, legal unit and human resources unit.
- Promoting the international representation of Saudi Arabia.
- Supporting recruitment of Saudi nationals in the UN System

**Contributing Outcome (CPD 2017-2021):**

Pillar 2. Public sector efficiency

**Indicative Output(s):**

Output 1.1. National Policies developed to promote economic diversification with increased employment of Nationals

<b>Total resources required until 2018:</b>		
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	\$6,860,591
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures):

<b>Ministry of Foreign Affairs</b>	<b>UNDP</b>
Abdullellah Hassan Alishaikh MOFA Deputy Of General Affairs & Chief Of Advisory Committee Of UNDP Projects	Mr. Firas Gharaibeh UNDP Resident Representative, a.i.
Signature: 	Signature: 
Date:	Date: <i>12 Sep 2018</i>

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## **I. DEVELOPMENT CHALLENGE**

Saudi Arabia, under the prudent leadership of the Two Holy Mosques, King Salman Ibn Abdulaziz, has launched the Saudi Vision 2030, which is seeking to achieve a diversified, prosperous economy. In achieving this vision, it is expected that all ministries and Government bodies would strive for organizational excellence, improving their services and qualified personnel, and building high-performing manpower. Looking at the vision, it is evident that it urges Saudi Arabia to open up to the external world, and the need to improve the consular services, as well as strengthening the positive image of the Kingdom, enhancing the regional relations. This accentuates the role of the Ministry of Foreign Affairs in realization of the Vision 2030<sup>1</sup>.

Further, this advances the importance of cooperation with the United Nations System, with particular emphasis on UNDP. On the other hand, this requires promoting economic and commercial activities along with the interaction of the Kingdom with other countries<sup>2</sup>, and the urgency to enhance the public services for citizens, efficiency of the public expenditures and upgrading resource allocation.<sup>3</sup>

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## **II. STRATEGY**

This project intends to develop the capacity of MOFA to adapt to the changing work environment through: 1) utilizing and developing the capacities and expertise of personnel; 2) applying modern technologies to meet requirements of the diplomatic and consular work; 3) integration of performance according to standardized criteria, operations and systems. In this respect, the Five-Year Strategic Plan of MOFA includes nine strategic objectives as follows: 1) an active foreign policy; 2) support to strong economic policy; 3) effective public diplomacy; 4) distinguished consular services; 5) professional protocol services; 6) organizational excellence; 7) advanced systems and ICT platforms; 8) effective knowledge management for decision support; 9) continuous training and leading diplomatic studies.

In line with the Country Programme Document (CPD) for Saudi Arabia, the support of MOFA's projects will be crucial through maintaining cooperation with UNDP Country Office in Riyadh during the period 2017-2021.

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## **III. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP NIM modality, whereby MOFA 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.

Activities under the project will be done through standard Project Board mechanism to serve as a steering body 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.

Costs of activities under this project document will be covered from the unutilized balances under the previous projects of MOFA at UNDP. These balances are currently in range of US\$5,360,591. In addition to such balances, annual cost-sharing contributions during the period 2018-2021 of

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<sup>1</sup> Summary of the Five-Year Strategic Plan of MOFA and Its National Transformation Plan (2016-2020).

<sup>2</sup> Speech of HE Minister of Foreign Affairs quoted in the Five-Year Strategic Plan of MOFA and Its National Transformation Plan (2016-2020).

<sup>3</sup> Summary of the Five-Year Strategic Plan of MOFA and Its National Transformation Plan (2016-2020).

US\$1.5 million per annum will be forthcoming to be apportioned for the upcoming AWP and programme of next years.

An Annual Work Plan will be detailed, and annual allocations will be determined. The General Management Services (GMS) of 3% will be deducted along with 2% as Direct Project Costing (DPC) in order to meet the supporting project services to be delivered by UNDP CO.

UNDP will provide the following services:

- Payment for activities as well as participation in these activities rather than just providing consultants;
- Design and implement capacity development programmes for all departments at MOFA;
- Coordinate with the various UN Agencies to solicit required expertise and experts, such as UNITAR, including mobilization of senior UN former officials to share their experience and knowledge in areas of relevance;
- Recruit consultants and provide human resource services to the project;
- Arrange and facilitate training activities;
- Procure goods and services agreed upon under the project.

### **Project Board**

The Project Board is the group responsible for making consensual 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.

An Annual Work Plan will be formulated for submission to HE Minister of Foreign Affairs. The Project Board will present the annual achievements of the project to HE Minister of Foreign Affairs.

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

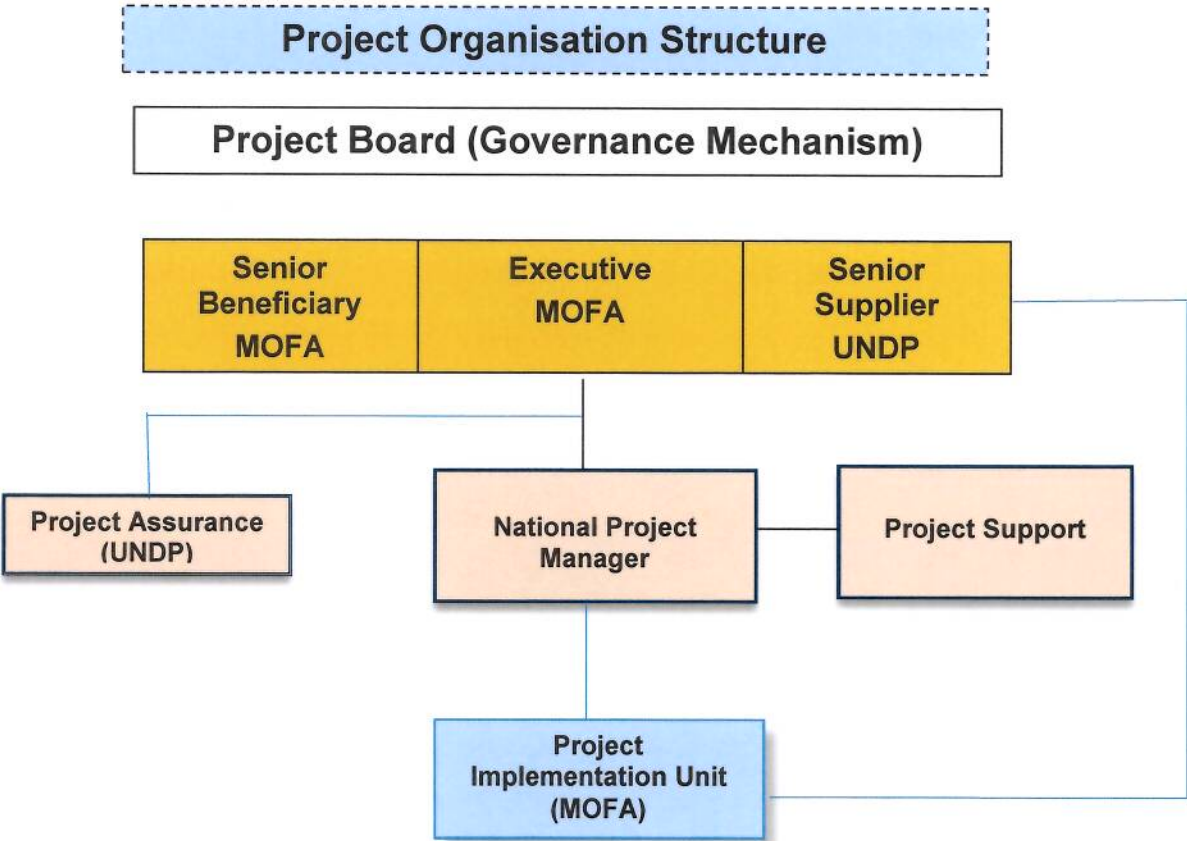
### **Project Assurance**

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

### **National Project Manager**

The National Project Manager will be a senior official of MOFA and shall have the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project. The National Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager is appointed by the MOFA through letter to UNDP. MOFA will also provide counterpart staff, offices facilities and necessary office equipment (including computers) for project staff, other project support facilities as required including for project related seminars, workshops and training facilities; other support in kind. The National Project Manager shall prepare the AWP for each upcoming year for presentation to, and endorsement of, the Project Board Meeting. The National Project Manager will prepare the Annual Progress Report for submission to the Project Board for review. The National Project Manager will act as a secretary for the Board.

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



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## **IV. 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 Saudi Arabia and UNDP, signed on 4 January 1976. Based on this SBAA, UNDP shall assist the Ministry in delivering its development projects. The executing agency, according to this SBAA, is the Government's cooperating agency mentioned in the agreement.

Following revisions to the project document can be done under the sole signature of the UNDP Resident Representative or whoever is designated by UNDP, provided that the other signatory party has no objection to the PD or the proposed revisions:

- Revising the PD or adding annexes thereto;
- Revisions that entail no significance changes in the immediate objectives of the project and its outputs and activities unless these are warranted by re-arrangement of outputs or due to cost increases due to inflation.
- The annual obligatory revisions to forward project outputs to next years or to increase costs of experts due to inflation.



## RESULTS AND RESOURCES FRAMEWORK

EXPECTED OUTPUTS	Data Collection Method and Risks
<p><b>Output 1</b> Strengthening public diplomacy</p>	<p>Designing comprehensive programmes for capacity development with focus on the organizational structure and taking an inventory of available human resources as well as determining the needs for performance enhancement. As the UN System, represented by the Department of Public Information and UNITAR, has a role in public diplomacy, UNDP may solicit support from these two agencies to provide training and design various programmes that can strengthen public diplomacy.</p>
<p><b>Output 2:</b> Supporting Prince Saudi Al-Faisal Institute of Diplomatic Studies</p>	<p>In cooperation with UNITAR, specialized training modules on negotiations and consensus-building and communications can be delivered. UNDP may also enlist support of the current and former UN senior officials to deliver lectures on the effective mechanisms of diplomacy and to share their knowledge and experience in different subjects such as conflict resolution, etc.</p>
<p><b>Output 3:</b> Providing advisory services to the organizational units at MOFA: political, economic, specialized, consular, general affairs, technical affairs, planning and development, legal unit and human resources unit.</p>	<p>Supporting the various programmes of MOFA's units either in specialized areas or the political, economic, protocol affairs. Through consultation with these units, annual activities will be agreed upon with the following objectives:</p> <ul style="list-style-type: none"> <li>• Enhancing the content and knowledge services for the key diplomatic functions.</li> <li>• Integrating the Results-Based Management principles as part of the periodic functions of the Ministry and providing it with quality advisory services</li> <li>• Developing the national capabilities towards performance efficiency</li> </ul>

<p><b>Output 4:</b> Promoting the international representation of Saudi Arabia</p>	<p><i>Formulating a plan for the Saudi representation in the UN organizations as well as the regional organizations and their specialized committees. This is to be in line with the national priorities and directions of the foreign policy. It is expected also to provide support to the organizational structure of the various MOCFA units, establishing database and delivering specialized training on areas such as the climate change, fighting terrorism, disarmament, women empowerment, etc.</i></p>
<p><b>Output 5:</b> Supporting recruitment of Saudi nationals in the UN System</p>	<p><i>Supporting the increase of the Kingdom's representation in the UN organizations through empowering the Saudi youth to join the UN agencies and their programmes and units by the several available platforms such the JPO, YFP and the UNV in addition to the secondment.</i></p>

## V. MONITORING AND EVALUATION

### 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.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	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	Annually, and at the end of the project (final report)			



	<p>quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>				
<p><b>Project Review (Project Board)</b></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, and at the end of the project</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>		

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## **VI. ANNEXES**

- 1. Letter of Agreement between UNDP and MOFA**
- 2. Social and Environmental Screening Template**, including additional Social and Environmental Assessments or Management Plans as relevant.
- 3. Risk Analysis.**
- 4. Annual Work Plan**