UNITED NATIONS DEVELOPMENT PROGRAMME

وزارة السياحـة
Ministry of Tourism

UNDP
Empowered lives.
Resilient nations.

PROJECT DOCUMENT
Kingdom of Saudi Arabia

Project Title: Promoting Saudi Tourism Marketing
Project Number: SAU10/00128860
Implementing Partner: Ministry of Tourism
Start Date: 17 November 2021 **End Date:** 14 October 2023 **PAC Meeting:** 04 November 2021

Brief Description
This project is designed to ultimately achieve the national outcome of promoting contribution of the tourism sector in the Gross Domestic Project (GDP) of Saudi Arabia. Tourism is considered by the Saudi Vision 2030 as an untapped sector that has the potential to deliver promising results in the national urge to diversify the economy, tapping into new sectors and opening up to the world.

In addition to directly boosting the economy, the tourism sector is anticipated to contribute to empowering youth people, males and females, by creating new economic and educational opportunities that would help them to realize their full potential. It is further expected that the tourism industry will create jobs in the rural areas as well as empowering and stimulating the Small Medium Enterprises (SMEs) in numerous local communities.

The project intends to approach its overall objective through formulation and implementation of a national marketing strategy for tourism industry in Saudi Arabia. In line with this, the project envisages four outputs as follows:

1. Marketing strategy for tourism industry developed;
2. Tourism database developed and operated;
3. Tourism attractions developed in non-conventional areas; and
4. Advisory services provided for efficient and effective tourism industry in Saudi Arabia

Contributing Outcome (UNDAF/**CPD**): UNDAF outcome involving UNDP, No. 1. Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure. CPD (2017-2021): National policies developed to promote economic diversification with a focus on increased employment of nationals Gender marker[2]: GEN2	Total resources required:	US$275,000	
	Total resources allocated:	UNDP TRAC:	
		Donor:	
		Government:	US$275,953
		In-Kind:	
	Unfunded:	00.00	

Agreed by (signatures)[1]:

Implementing Partner	UNDP
Name: Mr. Fahad Al-Aboud, Deputy Minister for Shared Services, Ministry of Tourism Riyadh, Saudi Arabia	Name: Adam Bouloukos, Resident Representative United Nations Development Programme Riyadh. Saudi Arabia
Date:	Date: 16 Nov 2021

I.   DEVELOPMENT CHALLENGE

Saudi Arabia has achieved remarkable socio-economic development during the last three decades. This was a comprehensive development that included all sectors of the economy. In view of this development in all aspects of life, Saudi Arabia has been able to move from an underdeveloped status to a very high-income country with all the means of a promising and sustainable future. The GDP, for instance, increased from SR156 billion in 1969 to SR2.625 trillion in 2020[2] at current prices, putting the economy among the top 20 global economies in term of size.

The distribution of the GDP by sectors reveals that the private sector accounted for 51.0%, followed by the government sector with a share of 25.6%, then the oil sector with a share of 23.3%. In view of this, tourism is considered a promising untapped sector in which the private business can have a major development role to play.

The Saudi Vision 2030 is an ambitious blueprint with several long-term goals and expectations grounded in the strengths and capabilities of Saudi Arabia. The vision is expressed in three themes of a vibrant society; a thriving economy and an ambitious nation. A thorough review of the three themes and their underlying issues of national concern shows an approach to development embracing the three dimensions of sustainable development: the social, the economic and the environmental.

In September 2015, the World Leaders endorsed the Sustainable Development Goals (SDGs) as the core of a global development agenda towards 2030. The SDGs, bundled in an integrated, and indivisible set of 17 goals, are a global resolve to take 'the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path[3]'. In this respect, tourism has the potential to contribute, directly or indirectly, to all of the SDGs. Namely, it has been set as targets in **Goals 8, 12 and 14** on inclusive and sustainable economic growth, sustainable consumption and production (SCP) and the sustainable use of oceans and marine resources, respectively[4].

The Saudi Vision 2030 and the SDGs are similar not only in their respective time-frames, but in their multi-dimensional approach to development and the urgency to mainstreaming aspirations into the national strategies and polices as well as to respond to the call for a wide-ranging participation of the concerned communities, that leaves no one behind,[5]in producing sustainable development results and in reaping their benefits.

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[2] General Authority for Statistics, GDP 2020.

[3] Transforming Our World: the 2030 Agenda for Sustainable Development (GA Resolution adopted on 25 September 2015).

[4] Tourism and the Sustainable Development Goals: Journey to 2030, UN-WTO, 2017.

[5] SDG5 .

II.   STRATEGY

The Government is planning to formulate and operate a national marketing strategy in service of the tourism industry. Tourism is viewed by the Saudi Vision 2030 as an untapped sector that can modify the current composition of GDP by sector's contribution.   It is within this framework that the project will advance tourism development in two major paths: (1) Assisting the national efforts to preserve, rehabilitee and commercialize the key Saudi historical and cultural sites. (2) Supporting small businesses in tourism, including accommodation facilities, tour operators, artists and artisans, etc.

The project will be implemented through a partnership between the Government and UNDP as the strong UN arm for development in addition to its ability to mobilize other UN Specialized Agencies, such as the UN Tourism (UN-WTO).

It is also perceived that UNDP can mobilize diverse best practices from around the world to inform Government's marketing strategy and functioning. In this context, the South-South Cooperation architecture of the UNDP has proven effective, namely in areas of media strategic positioning at the corporate level, 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 appraoch dimensions in improving present practices and aligning them to the status of worldwide excellence, would be the focus of all efforts in this intervention. All possible means of delivering sustainable capacities in the Government will be considered. In addition to training on substantive themes of relevance and on-the-job training modules, other means of capacity development would include study tours and exchange programmes with countries of best practices in areas relevant to tourism promotion.

The above project approach will certainly result in a considerable change of the sector's contribution to the national economy from both a thematic point and, eventually, a programmatic perspective as the aim is to ensure a marketing strategy leading the development of non-conventional tourism attractions. Such change is obviously interrelated to the current UNDP's Country Programme Document (CPD for 2017-2021). The pertaining output under the CPD states: "National policies developed to promote economic diversification with a focus on increased employment of nationals."

In this context, the project specific outputs are as follows:

1. Marketing strategy for tourism industry developed;
2. Tourism database developed and operated;
3. Tourism attractions developed in non-conventional areas; and
4. Advisory services provided for efficient and effective tourism industry in Saudi Arabia

III.   RESULTS AND PARTNERSHIPS

Expected Results

- *The project aims to achieve the following results:*

  A national marketing strategy developed: *for which a number of coordinated activities will be done to reach this key result. Activities include market researches for accurate segmentation; reaching consensus around thematic areas of the marketing strategy; identifying target markets; setting the competitive advantage of Saudi Arabia in the tourism industry; and putting a set of KPIs, including gender sensitive indicators to ensure that the project activities are benefiting women and men alike, andto measure performance of the marketing strategy at the national and sectoral levels.*

The tourism database assessed and specs developed: this result is crucial for daily follow-up of the sector's performance against a number of parameters (in-bound, out-bound tourism traffic). It is expected that the following activities will be conducted to reach the set output: scoping the database requirements; developing system specifications and design documents; executing the database design; and assessing and evaluating the system efficiency. The data base will employ disaggregated data that is based on sex, age and status of disability.

Tourism attractions in non-conventional areas: this result is expected to horizontally expand the tourism sector as to include novel areas of attractions. The following activities shall be implemented: exploring viable non-conventional areas of tourism; formulating two projects for non-conventional areas of tourism; evaluating performance of the two pilot projects; and finally building consensus at national level to which non-conventional areas of tourism are competitive for Saudi Arabia to enter into.

Provision of advisory services for efficient and effective tourism industry in Saudi Arabia: this result aims to put tourism industry within the scientific and practical best practices in the world. It entails conducting three studies on the tourism industry at the macro level to gauge contribution to the GDP; and forging cooperation agreements with key international stakeholders (tour organizers; travel agency).

- *The results of this short term project are thoroughly considered to lead to a positive change in terms of expanding and sustaining the contribution of tourism in the national economy in preparation for the more expanded revision. This projected expansion is viewed from the lenses of GDP, job creation (especially for women) and conservation of the cultural and historical heritage of Saudi Arabia.*

Resources Required to Achieve the Expected Results

- *The major resources for the successful completion of the project include professional experts and expertise in the field of tourism marketing and strategic management.*

Partnerships

- *The map of stakeholders of this project shall be repeatedly revised to include all those sectors with direct or indirect contribution to the performance of tourism. The initial list of stakeholders is: Ministry of Tourism (as the key responsible sector); Ministry of Foreign Affairs; Ministry of Interior; Customs Department;* General Authority for Statistics; *Travel Agency (through Chamber of Commerce and Industry);* women-led small businesses, *tour organizers; and accommodation facilities.*

- *Ministry of Tourism will establish a coordination unit to manage relationship with all stakeholders. Regular meetings (on quarterly basis) will be organized to discuss and resolve major obstacles with action plans.*

Risks and Assumptions

The key risk to thwart achievement of the project (or at least delay implementation) is the timely selection of national consultants and international advisors with Gender parity measures observed in the recruitment process.

- . However, this risk can be mitigated by utilizing UNDP's roaster of experts and by devising a section in the tourism database for registration and vetting of national consultants.

- *The second risk is the difficulty to coordinate across broad set of stakeholders. But the establishment of the coordination unit represents an effective tool to alleviate this risk.*

Stakeholder Engagement

- The key stakeholders are as follows: *Ministry of Tourism (as the key responsible sector); Ministry of Foreign Affairs; Ministry of Interior; Customs Department;* General Authority for Statistics; *Travel Agency (through Chamber of Commerce and Industry);* women-led small businesses *tour organizers; and accommodation facilities.*

- Engagement of the stakeholders will be facilitated by the coordination unit that includes 50% of women *within the Ministry of Tourism.*

South-South and Triangular Cooperation (SSC/TrC)

- UNDP's South-South Cooperation architecture has become a recognized tool in areas of media strategic positioning at the corporate level, interregional linkages and the development of national productive capacities and exchanges of knowledge, technology transfers, sharing of solutions and experts, in addition to other forms of exchanges. The project will utilize north-south and south-south cooperation modalities in support of the intended outcome. A South-South Cooperation arrangement will be reached jointly with at least two countries of best practices in the tourism marketing.

Knowledge

- The project intends to produce research papers/reports on tourism promotion. In addition, the project conceives establishing a unified database (in close coordination with the General Authority for Statistics) to facilitate formulation, implementation and assessment of the tourism marketing strategy.
- It is intended that the lessons learned, and best practices of development will be affected 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.

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, and ensuring equal participation of women and men

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 partner sectors.

Project Management

- This project will be administered from the Head Office of the Ministry of Tourism.
- 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.

V. RESULTS FRAMEWORK[6]

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: 1. Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator 2.2.1. KPIs institutionalized in annual reports of key government ministries.

Baseline: KPIs not yet institutionalized in government reporting. However, KPIs were formulated for the first time for 75 sectors to measure delivery of 10th national development plan (NDP)

Target: Annual reports of key government ministries incorporate KPIs

Applicable Output(s) from the UNDP Strategic Plan (2018-2021): Accelerating structural transformations for sustainable development, especially through innovative solutions that have multiplier effects across the Sustainable Development Goals

Project title and Atlas Project Number: SAU10/00128860

EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data)				DATA METHODS & RISKS
			Value	Year	Y1	Y2	Final		
Output 1: Marketing strategy for tourism industry outlined	1.1 Three market researches for accurate segmentation (the research methodology includes disaggregation of data on basis of sex, age and status of disability)	MT	3	2022		3	3		Research papers
Baseline: Vision 2030 emphasizes urgency for marketing of Saudi tourism attractions. Target: Sound research findings for future development of tourism marketing. Indicator: Strategy Outline approved									
	1.2 Focus-group workshop (participation of men and women alike) to build consensus around thematic areas of the marketing	MT	0	2021	1		1		Workshop report

	strategy		
	1.3 Mission to identify target markets	MT	Mission report
	1.4 Desk review to determine competitive advantage	MT	Competitiveness Matrix
	1.5 Workshop to formulate marketing strategy	MT	
	1.6 Mission to develop KPIs for tourism marketing performance	MT	
Output 2: Tourism database requirements assessed and specs developed Baseline: No tourism database dedicated to product marketing Target: Strategic and technical design of a database Indicator: Database interface to be accessed by multiple stakeholders	2.1 Mission to scope database requirements	MT	
	2.2 Develop system specifications and develop design documents	MT	
	2.3 Mission to implement database system	MT	
	2.4 Assess and evaluate system efficiency	MT	
Output 3: Tourism attractions defined in non-conventional areas. Baseline: The Vision 2030's realization program indicates three novel areas of tourism (eco-tourism; cultural resort; and upmarket recreation). Target: Two pilot projects developed for	3.1 Mission to explore viable non-conventional areas of tourism	MT	

promotion of non-conventional tourism Indicator: At least two non-conventional attractions approved for mainstream tourism			
	3.2 Formulate two projects for non-conventional areas of tourism	MT	
	3.3 Mission to evaluate performance (gender indicators are to be included in the evaluation ToRs) of the two pilot projects	MT	
	3.4 Focus-group (participation of men and women alike) to agree on best performing non-conventional tourism areas	MT	
Output 4: Advisory services provided for efficient and effective tourism industry in Saudi Arabia Baseline: National Accounts for 2020 show 3.5% growth of contribution of tourism in the GDP Target: Accurate statitics generated to measure contribution of tourism to GDP at sub-sectoral level Indicator: Three studies produced on GDP's share of tourism	4.1 Conduct three studies on the tourism industry at the macro level to gauge contribution to the GDP	MT	
	4.2 Look at opportunities to forge cooperation agreements with key international stakeholders (tour organizers; travel agency)	MT	
	4.3 Conduct a study on sustainability measures for the Saudi tourism (including women-led small businesses)	MT	

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.		0
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.		0
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.		0
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.		0
Project Report	A progress report will be presented to the	Annually, and at			

	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.	the end of the project (final report)	
Project Review (Project Board)	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.

Evaluation Plan[7]

Evaluation Title	Related Strategic Plan Output	UNDAF/CPD Outcome	Partners (if joint)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation if project is to go into phase 2	Accelerating structural transformations for sustainable development, especially through innovative solutions that	Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved			MT	25000 (from Project budget)

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[7] Optional, if needed

	have multiplier effects across the Sustainable Development Goals	infrastructure.		

VII. MULTI-YEAR WORK PLAN [8]

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.
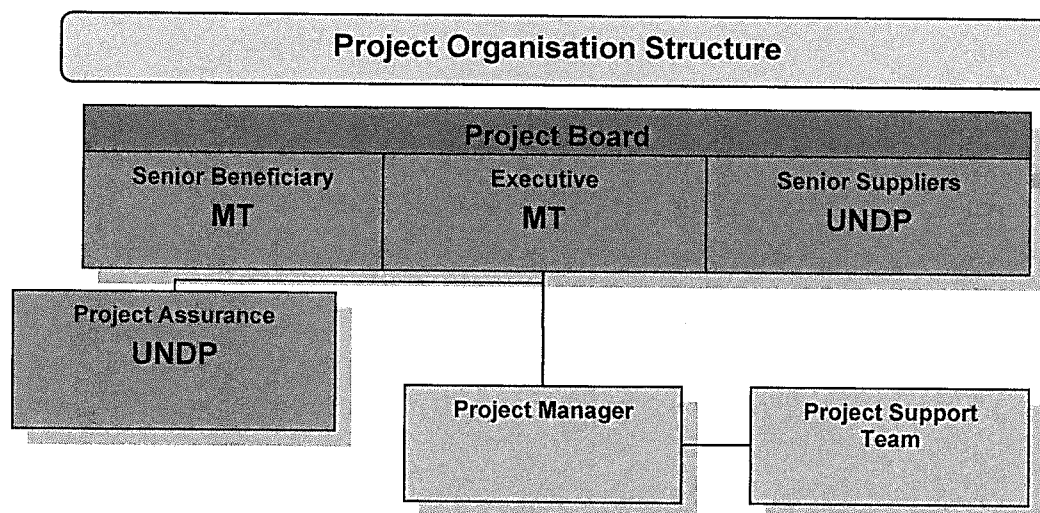
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Resource	Budget	Amount
Output 1: Marketing strategy for tourism industry outlined Gender marker: GEN2	1.1 Conduct a mission to study market segmentation from thee perspectives (demographic, geographic, and behavioural)	15,000.00	7,500.00	MT			22,500.00
	1.2 Organize a focus-group of equal number of men and women workshop toward consensus around thematic areas of the marketing strategy			MT	MT		10,000.00
	1.3 Deploy a mission of men and women to design promotional action plan (advertising + exhibitions + public relations + digital platforms)	5,000.00	5,000.00	MT	MT		12,500.00
	1.4 Conduct competitiveness study of Saudi Arabia in tourism industry	12,500.00		MT	MT		7,500.00
			7,500.00				

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[8] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Activity					
1.5 Conduct a mission to design and operate KPIs including gender sensitive indictors e.g. number of women and men beneficiaries.		12,500.00	MT	MT	12,500.00
1.6 Organize a mission to develop KPIs for tourism marketing performance		7,500.00	MT	MT	7,500.00
Output 2: Tourism database requirements assessed and specs developed					
Gender marker: GEN2					
2.1 identify database requirements, including data that is disaggregated by sex, age and status of disability.	7,500.00	10,000.00	MT	MT	17,500.00
2.2 Desk review to formulate design documents (structure blueprints)	10,000.00		MT	MT	10,000.00
2.3 Mission to implement database design	7,500.00	7,500.00	MT	MT	15,000.00
2.4 In-house workshop to assess and evaluate database efficiency. (50% participants are women)	35,000.00		MT	MT	35,000.00
Output 3: Tourism attractions defined in non-conventional areas:					
Gender marker: GEN2					
3.1 Conduct a mission to explore viable non-conventional areas of tourism, including targeted women and youth-led small projects.	12,500.00		MT	MT	12,500.00
3.2 Design two projects for non-conventional areas of tourism	7,500.00		MT	MT	7,500.00
3.3 Conduct a mission to evaluate performance of the two pilot projects		8,200.00	MT	MT	8,200.00

3.4 Convene a focus-group to agree on best performing non-conventional tourism areas		6,750.00	MT	MT	6,750.00
Output 4: Advisory services provided for efficient and effective tourism industry in Saudi Arabia **Gender marker: GEN3**					
4.1 Conduct three studies (methodology to ensure disaggregation of data on basis of gender, age and disability) on the tourism industry at the macro level to gauge contribution to the GDP	5,000.00	10,000.00	MT	MT	15,000.00
4.2 Forge cooperation agreements with key international stakeholders (tour organizers; travel agency)	7,500.00		MT	MT	7,500.00
4.3 Conduct a study on sustainability measures for the Saudi tourism		3,500.00	MT	MT	3,500.00
4.4 Explore dimensions of cultural tourism in Saudi Arabia		5,000.00	MT	MT	5,000.00
4.5 Formulate statistical tools to measure tourism from the social perspective		5,000.00	MT	MT	5,000.00
Auditing					10,000.00
Evaluation					18,976.00
Sub-total					249,926
UNDP (GMS at 5%)					13,331.00
UNDP (DPC at 5%)					12,696.00
Budget Total					275,953.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Organisation Structure

	Project Board	
Senior Beneficiary **MT**	Executive **MT**	Senior Suppliers **UNDP**

Project Assurance UNDP

Project Manager

Project Support Team

- **Execution Arrangements**

    This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP's NIM modality, whereby Ministry of Tourism assumes implementation responsibility with UNDP Implementation Support Services for recruitment of international expertise and other activities as noted in the Annual Work Plan. UNDP will serve as UN cooperating agency in the project for provision of international advisors and other activities as noted in the Annual Work plan. All activities under the project will be done through standard Project Board mechanism to serve as a steering committee between MT and UNDP to ensure coherence of all activities under the project. UNDP will provide technical advisory support to all activities through the UNDP Country Office in Riyadh, UNDP Regional Service Centre in Cairo and various units in UNDP Headquarters in New York, as well as support for overall project management activities on request through ISS mechanism on cost-recovery basis.

- **Project Board**

    The Project Board is the group responsible for making on a consensus basis management decision 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: President, The Ministry of Tourism (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier), MT and UNDP must always be present in the project board which works on a consensus basis and final decision making on project

activities and accountability in accordance with its applicable regulations, rules, policies and procedures.

- **Project Assurance**

    Project Assurance is the responsibility of each Project Board member, but the role can be delegated to staff within each agency. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Team Leader for Governance UNDP Saudi Arabia will hold the Project Assurance role for the UNDP, and a similar level government representative would undertake this role for MT. The National Project Manager and Project Assurance roles will never be held by the same individual in MT.

- **National Project Manager**

    The National Project Manager will be the Assistant to Minister for Tourism and has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project. The National Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager is appointed by the Ministry of Tourism through letter to UNDP. MT will also provide counterpart staff, offices facilities and necessary office equipment (including computers) for project staff, other project support facilities as required including for project related seminars, workshops and training facilities; other support in kind.

- **Terms of Reference/job descriptions** for the respective long-term consultants and short-term experts/consultants, TORswill be developed within the first activity of the project (that is, conducting three market researches for accurate segmentation).

- **Prior Obligations and Requisites**

    There are no prior obligations and requisites attached to this document.

- **The schedule of payments and UNDP bank account details:**

Payments	Amount in US$	Contributor
Balances of previous project (SAU10-122718)	275,953	**Government of Saudi Arabia**
Total	275,953	

- The value of the payment, in Saudi Riyal shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not

be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

- The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP. All financial accounts and statements shall be expressed in United States dollars. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

- If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP." In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged: **5% cost recovery for general management support (GMS) as well as 5% Direct (DPC) by UNDP headquarters and country office.**

IX.   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 Tourism 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 Tourism 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 MT in order to produce the intended project outcomes. UNDP will conduct mandatory annual budgetary revisions, in consultation with MT, to adjust the expenditures and allocation of funds in accordance with the project's performance requirements.

X.   RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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.

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.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary

General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i.   Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii.   Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

    iii.   Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv.   Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v.   Promptly and confidentially record and investigate any substantiated allegations to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. 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).

7. 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.

8. 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.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively

investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.

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:

(a) 5% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) 5% Direct cost for implementation support services (DPC) 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."

XI. ANNEXES

1. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

2. **Risk Analysis.** Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

3. **Project Quality Assurance Report** Design & Appraisal Stage Quality Assurance Report

ANNEX 1

Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Promoting Saudi Tourism Marketing
2. Project Number (i.e. Atlas project ID, PIMS+)	SAU10/ 00128860
3. Location (Global/Region/Country)	Saudi Arabia
4. Project stage (Design or Implementation)	Design
5. Date	1/10/2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The project aims for sustainable tourism

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The project ensure gender parity is at the heart of all activities. The results of the project are thoroughly considered to lead to a positive change in terms of expanding and sustaining the contribution of tourism in the national economy. This projected expansion is viewed from the lenses of GDP, job creation (especially for women) and conservation of the cultural and historical heritage of Saudi Arabia

Briefly describe in the space below how the project mainstreams sustainability and resilience

By developing a marketing strategy for tourism, the project aims to ensure sustainability through marketing. 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

Briefly describe in the space below how the project strengthens accountability to stakeholders

The project board will ensure transparency

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? Note: Complete SESP Attachment 1 before responding to Question 2.	QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5 below before proceeding to Question 5			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description *(broken down by event, cause, impact)*	Impact and Likelihood (1-5)	Significance (Low, Moderate, Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: Ensuring that no one is left behind in the development of new tourism attraction locations	I = 3 L = 1	M		Two pilots areas will be designed, it will be important to do a needs assessment for the areas to be developed once this is done during the project implementation
[add additional rows as needed]				

QUESTION 4: What is the overall project risk categorization?				
	Low Risk	X		

Moderate Risk	☐
Substantial Risk	☐
High Risk	☐

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)

Question only required for Moderate, Substantial and High Risk projects

		None needed	Status? (completed, planned)
Is assessment required? (check if "yes")	☐		
if yes, indicate overall type and status			
Targeted assessment(s)		☐	
ESIA (Environmental and Social Impact Assessment)		☐	
SESA (Strategic Environmental and Social Assessment)		☐	
Are management plans required? (check if "yes")	☐		
If yes, indicate overall type			
Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)		☐	
ESMP (Environmental and Social Management Plan which may include range of targeted plans)		☐	
ESMF (Environmental and Social Management Framework)		☐	

		Comments (not required)
Based on identified risks, which Principles/Project-level Standards triggered?		
Overarching Principle: Leave No One Behind		
Human Rights	☐	
Gender Equality and Women's Empowerment	☐	
Accountability	☐	
1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	
2. Climate Change and Disaster Risks	☐	
3. Community Health, Safety and Security	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	

7. *Labour and Working Conditions*	☐
8. *Pollution Prevention and Resource Efficiency*	☐

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	*No*
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	*No*
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	*No*
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities?[9]	*No*
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	*No*
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	*No*
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	*No*
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	*No*
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	*No*
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	*No*
P.14 grievances or objections from potentially affected stakeholders?	*No*

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[9] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12	handling or utilization of genetically modified organisms/living modified organisms?[10]	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[11]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No

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[10] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

[11] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	*No*
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	*No*
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	*No*
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	*No*
3.7	influx of project workers to project areas?	*No*
3.8	engagement of security personnel to protect facilities and property or to support project activities?	*No*

Standard 4: Cultural Heritage

Would the project potentially involve or lead to:

4.1	activities adjacent to or within a Cultural Heritage site?	*No*
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	*No*
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	
4.4	alterations to landscapes and natural features with cultural significance?	*No*
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	*No*

Standard 5: Displacement and Resettlement

Would the project potentially involve or lead to:

5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	*No*
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	*No*
5.3	risk of forced evictions?[12]	*No*
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	*No*

Standard 6: Indigenous Peoples

Would the project potentially involve or lead to:

6.1	areas where indigenous peoples are present (including project area of influence)?	*No*
6.2	activities located on lands and territories claimed by indigenous peoples?	*No*
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	*No*
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC *No* on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	*No*
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	*No*
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	*No*

	Consider, and where appropriate ensure, consistency with the answers under Standard 5 above	
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		No
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the* <u>Montreal Protocol</u>, <u>Minamata Convention</u>, <u>Basel Convention</u>, <u>Rotterdam Convention</u>, <u>Stockholm Convention</u>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

ANNEX 2: OFFLINE PROJECT RISK REGISTER TEMPLATE

A. Offline Project Risk Register for Project Document Template

Project Title:		Promoting Saudi Tourism Marketing		Project Number: SAU10/00128860	Date: 15 November 2021
#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Stakeholder engagement	Social and Environmental	While this risk may not be of major impact at this stage, the fact remains that a marketing strategy will require strong engagement of stakeholders P = 2 I = 2	Ensure a participatory approach to engage all stakeholders in the strategy at an early stage	Mininstry of Tourism
2	Delivery	Financial	The need to deliver in the next two months might be a challenge P = 3 I = 1	Work with national Partners to ensure a speedy delivery by keeping constant communication	MOT/UNDP
3	Capacities of the partners	Strategic	Provision of quality experts to provide capacities is of the utmost importance P= 2 I = 4	Ensure qualified national personal are engaged to maximize input form experts	MOT

Design & Appraisal Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00138996
Portfolio/Project Title:	Promoting Saudi Tourism Marketing
Portfolio/Project Date:	2021-11-15 / 2023-10-31

Strategic   **Quality Rating: Exemplary**

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

Based on vison 2030 and the country's sustainable i
nitiatives and the diversification away from depende
nce on oil.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_101 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_101.doc)	daad.alqordi@undp.org	11/7/2021 12:33:00 PM

2. Is the project aligned with the UNDP Strategic Plan?

3: The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts at least one Signature Solution[2]. The project's RRF includes all the relevant SP output indicators. (all must be true)

2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

Applicable Output(s) from the UNDP Strategic Plan (2018-2021): Accelerating structural transformations for sustainable development, especially through inno vative solutions that have multiplier effects across th e Sustainable Development Goals

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_102 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_102.doc)	daad.alqordi@undp.org	11/7/2021 12:34:00 PM

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

Yes

No

Evidence:

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: 1. Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator 2.2.1. KPIs institutionalized in annual reports of key government ministries.

Baseline: KPIs not yet institutionalized in government reporting. However, KPIs were formulated for the first time for 75 sectors to measure delivery of 10th national development plan (NDP)

Target: Annual reports of key government ministries incorporate KPIs

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_103 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_103.doc)	daad.alqordi@undp.org	11/7/2021 12:34:00 PM

Relevant   **Quality Rating: Exemplary**

4. Do the project target groups leave furthest behind?

3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.

2: The target groups are clearly specified, prioritizing groups left furthest behind.

1: The target groups are not clearly specified.

Evidence:

The marketing strategy in the PD targets will promot
e the employment of
unemployed youth, private sector and SME's. The c
ountry and ministry vision serve as evidence.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_104 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_104.doc)	daad.alqordi@undp.org	11/7/2021 12:35:00 PM

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence:

Provision of advisory services for efficient and effecti
ve tourism industry in Saudi Arabia: this result aims t
o put tourism industry within the scientific and practi
cal best practices in the world. It entails conducting t
hree studies on the tourism industry at the macro lev
el to gauge contribution to the GDP; and forging coo
peration agreements with key international stakehol
ders (tour organizers; travel agency). This is to be b
acked by UNDP pool of sources. .

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_105 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_105.doc)	daad.alqordi@undp.org	11/7/2021 12:35:00 PM

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence:

. UNDP will provide technical advisory support to all activities through the UNDP Country Office in Riyadh, UNDP Regional Service Centre in Cairo and various units in UNDP Headquarters in New York, as well as support for overall project management activities on request through ISS mechanism on cost-recovery basis.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_106 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_106.doc)	daad.alqordi@undp.org	11/7/2021 12:36:00 PM

7. Does the project apply a human rights-based approach?

    3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

    2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

    1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

The aim of the project is to create a marketing strate gy. Which is not relevant to human right implementat ion.

Management Response:

The marketing stagey is not relevant to human right s nor does it violate any human rights.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_107 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_107.doc)	daad.alqordi@undp.org	11/7/2021 12:37:00 PM

8. Does the project use gender analysis in the project design?

    3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

    2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

    1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

the PD aims to
1. Organize a focus-group of equal number of men and women workshop.
2. Deploy a mission of men and women to design promotional action plan

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_108 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_108.doc)	daad.alqordi@undp.org	11/7/2021 12:37:00 PM

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

2030 Vision is expressed in three themes of a vibrant society; a thriving economy and an ambitious nation. A thorough review of the three themes and their underlying issues of national concern shows an approach to development embracing the three dimensions of sustainable development: the social, the economic and the environmental. The PD includes an activity on (4.5 Formulate statistical tools to measure tourism from the social perspective)

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_109 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_109.doc)	daad.alqordi@undp.org	11/7/2021 12:37:00 PM

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

Yes

No

SESP not required because project consists solely of (Select all exemption criteria that apply)

1: Preparation and dissemination of reports, documents and communication materials

2: Organization of an event, workshop, training

3: Strengthening capacities of partners to participate in international negotiations and conferences

4: Partnership coordination (including UN coordination) and management of networks

5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)

6: UNDP acting as Administrative Agent

Evidence:

A Social and Environmental Screening Procedure (S ESP) has been conducted to identify potential social and environmental impacts and risks.

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#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	SESP-Marketing Strategy_10410_110 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESP-MarketingStrategy_10410_110.docx)	Low		Final	daad.alqordi@undp.org	11/7/2021 12:38:00 PM

Management & Monitoring

Quality Rating: Highly Satisfactory

11. Does the project have a strong results framework?

3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)

2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)

1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence:

the PD includes outputs, activities, results-oriented i
ndicators, baselines and targets. while including gen
der sensitive, target group focused, sex-disaggregat
ed where appropriate.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_111 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_111.doc)	daad.alqordi@undp.org	11/7/2021 12:39:00 PM

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)

2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)

1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence:

Included in the PD: Project Review (Project Board)
The project's governance mechanism (i.e., project b
oard) 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 scalin
g up and to socialize project results and lessons lear
ned with relevant audiences. Specify frequency (i.
e., at least annually)   Any quality concerns or slo
wer than expected progress should be discussed by
the project board and management actions agreed t
o address the issues identified.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_112 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_112.doc)	daad.alqordi@undp.org	11/7/2021 12:39:00 PM

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

Risk log has been made.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_113.doc)	daad.alqordi@undp.org	11/7/2021 12:40:00 PM
2	RiskAnnex_10410_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RiskAnnex_10410_113.docx)	mayssam.tamim@undp.org	11/7/2021 12:57:00 PM

Efficient   **Quality Rating: Exemplary**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:
i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
iii) Through joint operations (e.g., monitoring or procurement) with other partners.
iv) Sharing resources or coordinating delivery with other projects.
v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

- *Yes*
- No

Evidence:

theory of change analysis has been added in the PD

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_114 (https://intranet.undp.org/apps/Proje ctQA/QAFormDocuments/211107TourismMar ketingStrategy2-MWT_10410_114.doc)	daad.alqordi@undp.org	11/7/2021 12:40:00 PM

15. Is the budget justified and supported with valid estimates?

- *3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.*
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence:

In the PD the project's budget is at the activity level with funding sources

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_115 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_115.doc)	daad.alqordi@undp.org	11/7/2021 12:41:00 PM

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence:

as mention in the PD.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10410_116 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/211107TourismMarketingStrategy2-MWT_10410_116.doc)	daad.alqordi@undp.org	11/7/2021 12:41:00 PM

Effective   **Quality Rating: Exemplary**

17. Have targeted groups been engaged in the design of the project?

3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

2: Some evidence that key targeted groups have been consulted in the design of the project.

1: No evidence of engagement with targeted groups during project design.

Not Applicable

Evidence:

Not Applicable

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_117 (https://intranet.undp.org/apps/Proje ctQA/QAFormDocuments/211107TourismMar ketingStrategy2-MWT_10410_117.doc)	daad.alqordi@undp.org	11/7/2021 12:48:00 PM

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

Yes

No

Evidence:

the PD includes Monitoring and evaluation.

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_118 (https://intranet.undp.org/apps/Proje ctQA/QAFormDocuments/211107TourismMar ketingStrategy2-MWT_10410_118.doc)	daad.alqordi@undp.org	11/7/2021 12:43:00 PM

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

    Yes
    No

Evidence:

Gender marker2: GEN2

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1	211107TourismMarketingStrategy2-MWT_10 410_119 (https://intranet.undp.org/apps/Proje ctQA/QAFormDocuments/211107TourismMar ketingStrategy2-MWT_10410_119.doc)	daad.alqordi@undp.org	11/7/2021 12:43:00 PM

Sustainability & National Ownership   **Quality Rating: Needs Improvement**

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

    3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
    2: The project has been developed by UNDP in close consultation with national / regional / global partners.
    1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

As mentioned in PD - NIM

#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_120 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_120.doc)	daad.alqordi@undp.org	11/7/2021 12:44:00 PM

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

1: Capacity assessments have not been carried out.

Not Applicable

Evidence:

the PD includes capacity development, as a three-la yer approach involving individual, institutional and so cietal enabling approach dimensions in improving pr esent practices and aligning them to the status of wo rldwide excellence, would be the focus of all efforts i n this intervention. All possible means of delivering s ustainable capacities in the Government will be cons idered. In addition to training on substantive themes of relevance and on-the-job training modules, other means of capacity development would include study tours and exchange programmes with countries of b est practices in areas relevant to tourism promotion.

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1	211107TourismMarketingStrategy2-MWT_10 410_121 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_121.doc)	daad.alqordi@undp.org	11/7/2021 12:45:00 PM

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

Yes

No

Not Applicable

Evidence:

All found in the PD

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#	File Name	Modified By	Modified On
1	211107TourismMarketingStrategy2-MWT_10 410_122 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_122.doc)	daad.alqordi@undp.org	11/7/2021 12:43:00 PM

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

Yes

No

Evidence:

Not at this point, as the partners are considering exp anding this short term project for a wider scoped on e.

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1	211107TourismMarketingStrategy2-MWT_10 410_123 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/211107TourismM arketingStrategy2-MWT_10410_123.doc)	daad.alqordi@undp.org	11/7/2021 12:48:00 PM

QA Summary/LPAC Comments

Budget is not enough to cover the scope. Partners are considering to inject more funds and widen the scope.