

United Nations Development Programme  
Country: Saudi Arabia  
Project Document

**Project Title:** SAU10-91835: Urban Planning and Management  
**CCSF Outcomes:** Cross-cutting outcomes 1-7 on Training, Transport, Manpower, Internal Trade, and Municipal Services.  
**Expected CP Outcomes:** Priority Objective 7: Economic diversification; and national objective 8: Knowledge-based economy.  
**Expected Outputs:** Policies to enhance the social effectiveness and efficiency of services sectors and facilities as well as to strengthen local economies.  
**Executing Entity:** Ministry of Municipal and Rural Affairs (MOMRA)  
**Implementing Arrangement:** National Implementation (NIM)

**Brief Description:** This project has been designed to develop national capacities in delivering the objectives and priorities of the Saudi National Urban Spatial Strategy (NSS) as part of the mandate of the Ministry of Municipal and Rural Affairs (MOMRA). The overall national directions dictated by the Ninth Development Plan (2010-2014) and further policies in the Tenth Development Plan (2015-2019), with specific emphasis on balanced regional development among regions, diversification of the economic base and enhancement of the competitive capacities, are taken into consideration in the formulation of the outputs to be achieved by the completion of the project.

The present 2-year project (for 2015-2016) is expected to deliver the following five outputs:

- 1) Capacity development programmes designed and delivered for full implementation of the NSS objectives and priorities across sectors
- 2) Measurements of progress in the achievement of the NSS objectives designed, applied and updated by all sectors through a sophisticated KPIs platform;
- 3) The Spatial/Sectoral coordination with ministries and public agencies improved;
- 4) Sectoral projects evaluated to check achievement of the NSS objectives and recommendations; and
- 5) Advisory services provided to the Government in conducting relevant urban planning studies.

2-Year Project:	2015 - 2016
Current CPD:	2012 - 2016
Start date:	01 Jan 2015
End Date:	31 Dec 2016
PAC Meeting Date:	16 November 2014

Total resources:	\$2,666,667
Total allocated resources:	\$2,666,667
Regular:	
Government:	\$2,666,667
Unfunded budget:	Nil
General Management Service (GMS):	5%

Agreed by Government:

HRH Dr. Mansour Bin Motib Ibn Abdulaziz  
Minister, Ministry of Municipalities and Rural Affairs,

Signature:

Date:

1-19-2015

Agreed by UNDP:

Ashok Nigam,

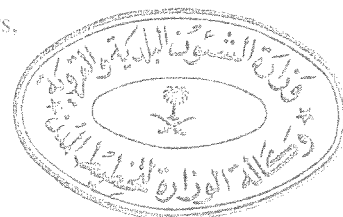
UN Resident Coordinator

UNDP Resident Representative

Signature:

Date:

7 JAN 2015



## I. SITUATION ANALYSIS

Saudi Arabia witnessed over the last four decades a monumental socio-economic development that spanned all sectors of the economy. Infrastructure projects were accorded priority in terms of budget allocations and in diversity. Within the last four decades, the Kingdom has been able to move from an underdeveloped status to a middle-income country with all the means of a promising and sustainable future. The GDP, for instance, increased from SR156 billion in 1969 to SR942 billion in 2011 in the constant prices. This is an ample evidence of the economic and social progress achieved at all sectors.

The population of Saudi Arabia increased from 7 million in 1974 to 25.37 million in 2009. According to the Ninth Development Plan (2010-2014), population growth was estimated to average 4.9% per year during the period 1974-1992, yet such a rate declined to 2.4% for the period 1992-2004. The 2004 national census indicates that almost two thirds of the population of Saudi Arabia live in three regions: Riyadh, Makkah and the Eastern region. That is, around 80% of the overall population is estimated to reside in urban areas. Despite the fact that there are about 258 urban centres, but the five cities of Riyadh, Jeddah, Makkah, Madinah, and Damman host 45% of the overall population as in the preliminary results of 2010 census, with projections of constant increases in urbanization towards the year 2025.

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

Nevertheless, there is a strong and “robust relationship between urbanization and per capita income” as all high-income countries in the world are 70-80% urbanized<sup>1</sup>. The positive correlation between development and planned urbanization is attributable to the fact that urban economy is usually more productive as a result of the proximity of the factors of production together with the increased specialization and market-sizes. Based on the annual ranking of the Human Development Index (HDI) of the Human Development Report, Saudi Arabia has steady moved from the middle-income category in the 1990s to the very high-income category in 2013 at 0.840 value of HDI<sup>2</sup>.

In 2001, and with substantive and technical assistance of United Nations Development Programme (UNDP) and the Department of Economic and Social Affairs of the United Nations (UNDESA), Saudi Arabia formulated its National Urban Spatial Strategy (NSS) as an effective tool to planning and managing urbanization over a time horizon of 25 years (2000-2025) with greater focus on sustainable development boosted by balanced regional planning and well-distributed corridors of growth for integrated growth centres (National, Regional, and Local). The Government recognizes that updating the NSS to incorporate recent changes in the socio-economic development would certainly yield an optimal benefit if taken in a participatory process involving all sectors of the economy, including the private sector and the Civil Society Organizations.

This process of updating the NSS will create a balanced regional planning platform. The 13 regions of Saudi Arabia will contribute to the overall management of urbanization within the Kingdom. Meanwhile, there will be a paradigm shift from the conventional concern of stemming the tide of rural-urban migration to the conception of an environment conducive to a balanced development in all areas of the Kingdom. This represents a focus on the positive dimensions of urbanization rather than on its negative implications. It is widely believed, with strong empirical evidence from both developed and developing countries<sup>3</sup>, that managing urbanization will increase productivity by 3-

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<sup>1</sup> World Urbanization Prospects, the 2014 Revision, UNDESA 2014.

<sup>2</sup> UNDP, Human Development Report, 2014.

<sup>3</sup> Urbanization and Growth, The Commission on Growth and Development, the World Bank, 2009.

8%. Obvious impacts can be quantified in the competitiveness of cities and the extent of the Foreign Direct Investment they could generate as well as the consequent numbers of jobs created.

## **II. STRATEGY**

The Government is planning to continue updating the NSS through multiple processes: 1) conducting multi-disciplinary studies to explore all aspects of urbanization in the framework of the development economics and policy. This is envisaged to include novel themes such as the public space as one of the most significant contributors to growth and prosperity in the history of the region; 2) formulate a set of robust measurements for sectoral progress in achievements of the priorities identified by the NSS; 3) enhancing the capacities of local economic base of the less developed regions and centres; and improve the intuitional capacities for both central and regional governmental agencies.

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

Moreover, capacity development, as a three-layer approach involving individual, institutional and societal dimensions in improving present practices and aligning them to the status of worldwide excellence, would be the focus of all efforts in urban planning. 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 urban planning and spatial management, such as South Korea, Ireland, France, Poland and Malaysia.

As mega infrastructure projects are in consideration with some of them already under implementation, including a whole new transportation system, urban planning becomes extremely important ingredient to achieve socio-economic development that is beneficial to all sectors and for the present and future generations alike. Spatial/sectoral coordination is therefore a key component of this intervention. This coordination will be materialized within the mandate of MOMRA to monitor sectoral achievements of the NSS objectives. It is conceived that a platform of Key Performance Indicators (KPIs) will constitute a viable means for concerted measurements across the various sectors of the economy.

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

- 1) Capacity development programmes designed and delivered towards implementation of the NSS objectives and priorities across sectors
- 2) Measurements of progress in the achievement of the NSS objectives designed, applied and updated by all sectors through a sophisticated KPIs platform;
- 3) The Spatial/Sectoral coordination with ministries and public and other agencies improved;
- 4) Sectoral projects evaluated to ensure effective achievement of the NSS objectives and recommendations; and
- 5) Advisory services provided to the Government in conducting relevant urban planning studies.







MOMRA and UNDP consider this intervention as supplementing other ongoing cooperation with the Government at the macro level. The proposed unit for NSS support, to be established under this project and as part of the Deputy Ministry for Town Planning, would certainly contribute to the implementation and monitoring of the five above outputs.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome:</b> Outcome 1: Capacity developed for sustainable urban planning and management				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
<b>Applicable Key Result Area (UNDP Strategic Plan): Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services</b>				
<b>Partnership Strategy: The Ministry of Municipal and Rural Affairs (MOMRA) to arrange partnership with UNDP, UNDESA and other South-South Cooperation partners (such as South Korea's Presidential Committee on Balance National Development).</b>				
<b>Project title and ID (ATLAS Award ID): SAU10-91835 - Urban Planning and Management</b>				
<b>INTENDED OUTPUTS</b>	<b>OUTPUT TARGETS FOR (2015-2016)</b>	<b>INDICATIVE ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>INPUTS</b>
<b>Outcome 1: Capacity developed for sustainable urban planning and management</b>				
<p><b>Output 1: Capacity development programmes designed and delivered towards implementation of the NSS objectives and priorities across sectors</b></p> <p>Baseline: The National Urban Spatial Strategy was endorsed in 2001 and constantly updated with involvement of numerous sectors and across all regions</p> <p>Indicators:</p> <p>1. The NSS updated to incorporate the 10<sup>th</sup> Development Plan objectives and thematic focus of sustainable development</p>	<p>1.1 Institutional assessment conducted to design an organizational structure for NSS Support Unit</p> <p>1.2 NSS Support Unit established and operational</p> <p>1.3 Administrative and organizational procedures and by-laws developed for efficient functioning of the NSS Support Unit</p> <p>1.4 Training programmes formulated on the various NSS thematic focus areas</p> <p>1.5 The training programmes delivered abroad</p> <p>1.6 On-the-job training for NSS updating at sectoral level</p> <p>1.7 Exchange programmes designed and implemented with three best practices in urban management</p> <p>1.8 Partnerships designed and signed for urban planning and management</p> <p>1.9 Review of international best practices in national spatial strategy management</p>	<p>1.1 Desk review for designing the NSS Support Unit and TORs for recruitment</p> <p>1.2 Formulate administrative and organizational procedures and by-laws in line with international best practices</p> <p>1.3 Prepare four training modules (thematic focus on urban issues)</p> <p>1.4 Formulate training programmes and arrange travel schedules</p> <p>1.5 Desk review to prepare on-the-job training manuals, and translate and distribute them to 13 regions</p> <p>1.6 Prepare a model exchange programme with one best practice for further replication with two practices</p> <p>1.7 Develop a model partnership agreement</p>	<p>MOMRA</p> <p>UNDP</p>	<p><i>National and International Consultants</i></p> <p><i>National Consultants</i></p> <p><i>Travel</i></p> <p><i>International Consultants</i></p>
<p><b>Output 2: Measurements of progress in the achievement of the NSS objectives designed, applied and updated by all sectors through a sophisticated KPIs platform</b></p> <p>Baseline: The National Spatial Strategy was adopted; measurement of progress towards its achievement is lacking.</p>	<p>2.1 Database designed and technical requirements procured</p> <p>2.2 KPIs designed for urban planning partners and linked to the NSS objectives</p>	<p>4.1 Prepare a database design and test it</p> <p>4.2 Designing KPIs and linking them to the NSS objectives</p>	<p>MOMRA</p>	<p><i>National and International Consultants</i></p>

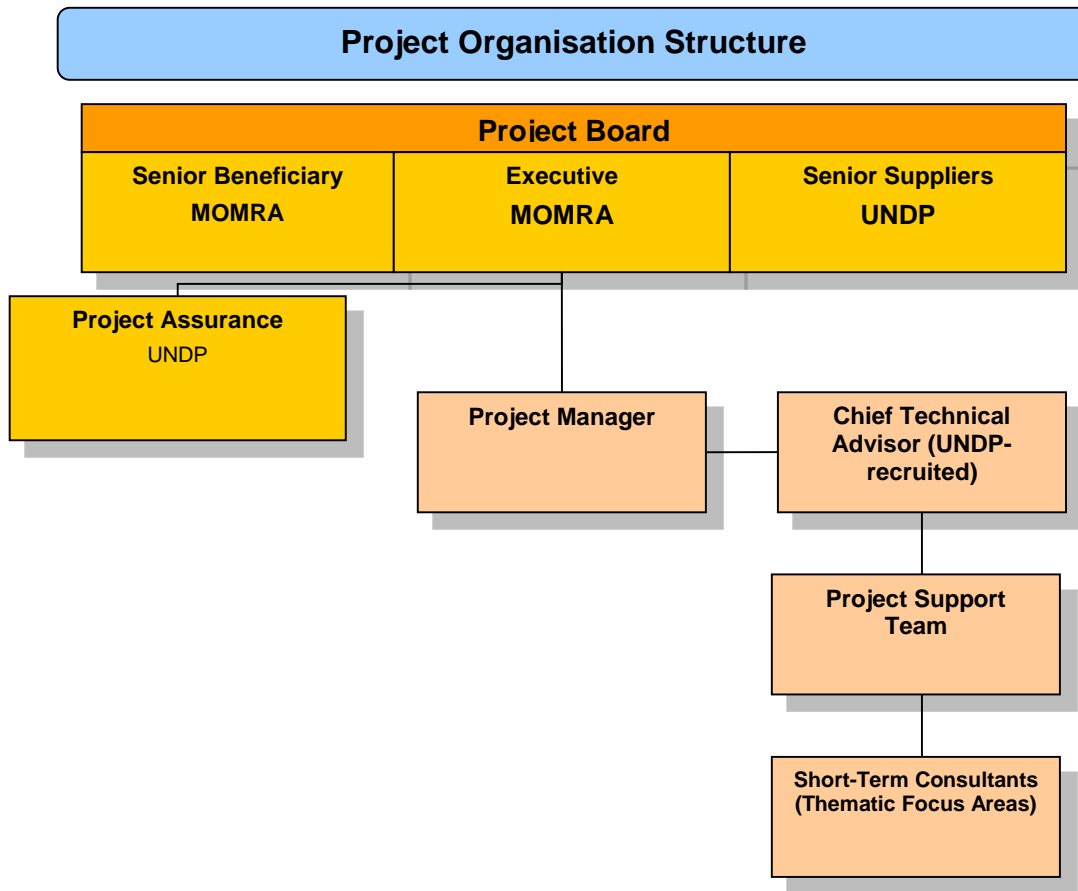
<p>Indicators:</p> <ul style="list-style-type: none"> <li>• KPIs operational through a participatory process with all sectors</li> <li>• Urban planning substantially improved through KPIs adoption</li> </ul>				
<p><b>Output 3: The Spatial/Sectoral coordination with ministries and public agencies improved</b></p> <p>Baseline: The NSS was in place; however, sectoral projects are designed and implemented as stand-alone interventions</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Spatial/Sectoral Coordination reflected in cost-efficiency and synergies across sectors</li> </ul>	<p>3.1 Spatial/Sectoral Coordination Unit designed and operational</p> <p>3.2 Focal persons designated in each ministry and public agency</p> <p>3.3 Coordination manual developed for efficient coordination and greater synergy</p>	<p>3.1 Desktop review of the Spatial/Sectoral Coordination Unit design</p> <p>3.2 Designate focal persons in each ministry and public agency</p> <p>3.3 Develop manual for efficient coordination and greater synergy</p>		
<p><b>Output 4: Sectoral projects evaluated to check achievement of the NSS objectives and recommendations</b></p> <p>Baseline: The NSS was in place; however, sectoral projects are designed and implemented as stand-alone interventions</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Development Project Database designed and established</li> <li>• Integration of the environmental, economic and social dimensions of all NSS aspects</li> </ul>	<p>4.1 Impacts of sectoral projects on the socio-economic multiplier assessed</p> <p>4.2 A database established to monitor sectoral project implementation and alignment with NSS objectives</p> <p>4.3 Four training workshops designed and delivered to develop capacities of personnel at responsible departments within MOMRA and their counterparts at ministries and public agencies</p>	<p>4.1 Conduct assessment of impacts of sectoral projects on the socio-economic multiplier</p> <p>4.2 Design the database for monitoring of sectoral project implementation and alignment with NSS objective</p> <p>4.3 Designing four training workshops to develop capacities of personnel at responsible departments within MOMRA and their counterparts at ministries and public agencies</p> <p>4.4 Deliver workshops</p>		
<p><b>Output 5: Advisory services provided to the Government in conducting relevant urban planning studies</b></p> <p>Baseline: The NSS was in place; urban planning studies conducted with no direct relevance to the NSS</p> <p>Indicators:</p> <p>At least three urban studies conducted</p>	<p>5.1 Studies conducted to establish linkages between NSS and rural development as well as on assessment of local road networks, social dimension of urbanization, and the institutional assessment of the Deputy Ministry, etc.</p> <p>5.2 Partnership arranged with international agencies such as UNDESA and other agencies for advisory services through short-term missions</p>	<p>5.1 Desk review to draft partnership agreement</p> <p>5.2. Coordination of scholarships with Ministry of Higher Education</p>	<p>MOMRA/UNDP</p>	<p><i>National and International Consultants</i></p>

Annual Work Plan  
Year 1: January 2015- December 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
<b><u>Outcome 1: Capacity developed for sustainable urban planning and management</u></b>									
<b>Output 1: Capacity development programmes designed and delivered towards implementation of the NSS objectives and priorities across sectors</b>	1. Desk review for designing the NSS Support Unit and TORs for recruitment 2. Formulate administrative and organizational procedures and by-laws in line with international best practices 3. Formulate training programmes on NSS thematic focus areas: urban design, strategic urban planning; public consultation 4. Delivering the training programmes abroad 5. Update on-the-job training for NSS at sectoral level 6. Design the exchange programmes and implement them with three best practices in urban management 7. Develop partnerships model and sign for urban planning and management					MOMRA	SAU	International/National Consultants Travel/Workshop facilities	680,000
<b>Output 2: Measurements of progress in the achievement of the NSS objectives designed, applied and updated by all sectors through a sophisticated KPIs platform</b>	2.1 Design database and procure technical requirements 2.2 Design KPIs for urban planning partners and linking them to the NSS objectives								810,000
<b>Monitoring and evaluation (reporting)</b>									10,000

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#### IV. MANAGEMENT ARRANGEMENTS



#### Execution Arrangements

This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP's NIM modality, whereby MOMRA assumes implementation responsibility with UNDP Implementation Support Services for recruitment of international 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 MOMRA 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 decisions for a project when guidance is required by the National Project Manager, including recommendation for approval of project revisions. Project reviews by this group are made at biannual basis in Riyadh,

or as necessary when raised by the National Project Manager. This group is consulted by the National Project Manager for decisions when management tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. This group contains three roles: executive representing the project ownership to chair the group, senior Supplier role to provide guidance regarding the technical feasibility of the project, and senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

The Project Board has the following members: President, The Ministry of Municipal and Rural Affairs (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier), MOMRA 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 MOMRA. The National Project Manager and Project Assurance roles will never be held by the same individual in MOMRA.

### **National Project Manager**

The National Project Manager will be the Deputy Minister for Town Planning at the Ministry of Municipal and Rural Affairs 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 Municipal and Rural Affairs through letter to UNDP. MOMRA will also provide counterpart staff, offices facilities and necessary office equipment (including computers) for project staff, other project support facilities as required including for project related seminars, workshops and training facilities; other support in kind.

**Terms of Reference/job descriptions** for the respective long term advisers and short term experts/consultants are set out in the **Annex**. The core team consists of 10 long-term experts/consultants and 10 short-term advisers as follows:

*One (1) Senior Regional Urban Planning Advisor (CTA); International*

*One (1) Capacity Assessment and Follow-up Expert; locally recruited.*

*Two (2) Database Technicians (including GIS expert); locally recruited.*

*Two (2) Management Consultants; locally recruited.*

*Two (2) Urban Planning Consultants; locally recruited*

*Ten (10) short-term advisers (**International, national and local**).*

### **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
Payment Due upon signature	1,500,000	Government of Saudi Arabia
Payment Due in January 2016	1,166,667	
<b>Total</b>	2,666,667	

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) by UNDP headquarters and country office**, and Direct cost for implementation support services (ISS) provided by UNDP and/or UNDESA at agency fee rates.

## V. MONITORING FRAMEWORK AND EVALUATION

In accordance with UNDP Programme and Operations Policies and Procedures (POPP) outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in Quality Management table below.

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. Project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

- Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria.

<b>OUTPUT 1: Institutional and individual capacity development for MOMRA</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Capacity development programmes designed and delivered towards implementation of the NSS objectives and priorities across sectors</i>	Start Date: 1 January 2015 End Date: 31 December 2016
<b>Purpose</b>	<i>National capacity developed for better urban planning through updating of the NSS</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
NSS updated to reflect socio-economic changes and forecasts for period 2015-2020	Desk review	July 2015
<b>OUTPUT 2: The National Urban Observatory Network empowered through a series of thematic studies</b>		
<b>Activity Result 2</b> (Atlas Activity ID)		Start Date: 1 January 2015 End Date: 31 December 2016
<b>Purpose</b>		
<b>Description</b>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
	Desk review	December 2015
<b>OUTPUT 3: The social dimension of urban planning explored to inform policy formulation and sectoral decision-making</b>		
<b>Activity Result 3</b> (Atlas Activity ID)		Start Date: 1 January 2015 End Date: 31 December 2016
<b>Purpose</b>		
<b>Description</b>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

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## **VI. LEGAL CONTEXT**

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

Through the coordination with the concerned Government Institution, the Ministry of Municipal and Rural Affairs 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 Municipal and Rural Affairs 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 MOMRA in order to produce the intended project outcomes. UNDP will conduct mandatory annual budgetary revisions, in consultation with MOMRA, to adjust the expenditures and allocation of funds in accordance with the project's performance requirements.

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**VII. ANNEXES**

- 1. Risk Analysis/Risk Log**
- 2. Terms of Reference: for key project personnel**

## 1) Risk Analysis/Risk Log

Project Title: SAU10-91835					Award ID:		Date: 1 January 2015		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Timely recruitment of consultants  <i>(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</i>	When was the risk first identified Upon formulation of PD	Organizational  Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information)	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = 2  Enter impact on a scale from 1 (low) to 5 (high): 1	What actions have been taken/will be taken to counter this risk: Soliciting candidates by placing vacancy notices in UNDP's website as well as in the corporate knowledge networks	Who has been appointed to keep an eye on this risk: Project Management Team <i>(in Atlas, use the Management Response box)</i>	Who submitted the risk: UNDP  <i>(In Atlas, automatically recorded)</i>	When was the status of the risk last checked  <i>(In Atlas, automatically recorded)</i>	e.g. dead, reducing, increasing, no change  <i>(in Atlas, use the Management Response box)</i>
2	Delay in reaching partnership arrangements with comparable best practices in urban planning	When was the risk first identified: Upon formulation of PD	Operational and Organizational	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = 3 Enter impact on a scale from 1 (low) to 5 (high): 1	Enlisting support of UNDP's Partnerships Group to expedite process of identifying potential partners as well as to formulating agreements				
3	Proper coordination between sectors concerned with urban planning	When was the risk first identified: Upon formulation of PD	Organizational	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = 1 Enter impact on a scale from 1 (low) to 5 (high): 2	Project Management to ensure extensive briefing to the Focal Persons of Urban Planning at sectors				

**2) Terms of Reference: for key project personnel**

**PROJECT:** SAU10-91835: Urban Planning and Management

**POST TITLE:** Chief Technical Advisor

**DURATION :** 24 Months

**DATE REQUIRED:** January 2015 – December 2016

**DUTY STATION:** MOMRA, Kingdom of Saudi Arabia

**DUTIES:** The specific responsibilities of the Chief Technical divisor will be as follows:

- Manage the activities of the project including the review of reports and studies mentioned in the PD and manage tasks to potential local advisors.
- Prepare a strategic plan for capacity building in the area of regional planning for agencies working at the central and local levels.
- Integrate sustainable development issues and concerns in the implementation of the National Urban Spatial Strategy.
- Assist in performing relevant studies for the development corridors and growth centers which have been recommended by the National Urban Strategy.
- Support the implementation of the regional planning initiatives in the 10th five year development plan (2014-2019), and engage in policy formulation and policy dialogues relating to the optimal policy and strategy for promoting related issues such as regional governance, and regional poverty issues, gender and so on.
- Participate in inter and intra country policy-oriented research and dialogue and development of regional based sectoral strategies.
- Identifies and evaluates issues, prepares work programmes, terms of references, proposals for sector policies, and other papers as deemed necessary in working towards the overall project objectives and for implementing the National Urban Spatial Strategy.
- Prepares various written outputs, e.g. background papers, analysis, substantial sections of reports and studies, etc.
- Assists the National Project Manager on project reporting and budget (programme/project preparation and submissions, progress reports, financial statements, etc.) and ensures preparation of related documents/reports.
- Develop Development Index to include a comprehensive set of development indicators which reflect the quality of life for each of the 13 administrative regions in the Kingdom.
- Prepare and develop regional /sectoral KPI's to measure the progress of Urban Spatial Strategy objectives and policies based on computerized system.
- To provide on-the-job training to the national staff of the regional planning department on all aspects of regional planning.
- To undertake such other tasks relating to regional planning implementation and policy as requested by MOMRA.

**QUALIFICATIONS:**

- Advanced university degree (Ph.D. degree or equivalent) in Regional Development Planning or relevant discipline.

**Experience:**

- The candidate shall have at least 15 years of progressive professional experience relevant to regional development planning and strategies.
- Professional knowledge and experience in National Spatial Strategies, operation as well as in regional policy formulation and conducting policy dialogue in the Gulf.



- Experience in the work environment of a national spatial strategies' administration in an intergovernmental organization.
- Minimum 10 years relevant work experience in the Gulf Region.

**Language:** Fluency in oral and written English and Arabic is required