United Nations Development Programme
Country: Saudi Arabia
Project Document

Project Title: Support for National Spatial Strategy 2030 in Saudi Arabia

Project Number: SAU10- 00119507

Implementing Arrangement: National Implementation (NIM)

Executing Partner: Ministry of Municipal and Rural Affairs (MOMRA)

UN Implementing Partner: UNDP/UN-Habitat (Technical Support)

Start Date: 10 May 2020   End Date: 9 May 2022 PAC   Meeting date: 26 April 2020

| Brief Description |
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| The Saudi Vision 2030 emphasized the role of urban planning and management as fundamental for city prosperity. In fact, Saudi cities have grown significantly in recent decades to accommodate about 82% of the total population. Although this urban growth has been accompanied by the steady development of advanced infrastructure, it poses daunting challenges to service provision across the vast areas in 13 regions. Along with this, the Sustainable Development Goals (SDGs) can provide a robust framework for local development policy. In this respect, local and regional governments can support the achievement of the SDGs.

This project has been designed to boost the capacity of the Government to achieve the objectives of the National Spatial Strategy (NSS) along with their alignment with the Vision 2030. The project which will be implemented by UNDP jointly with UN-Habitat envisages the support to the NSS implementation Office established inside the deputyship of town planning with specific focus on the following outcomes:

– Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030
– Improved access to urban data between line ministries in NSS 2030 platform
– Improved localizing sustainable urban development at national, regional and local authorities.

In addition to these outputs, the project is designed to provide advisory services in novel areas of interest to the urban planning and management sector. The project, based on available budget, will provide technical assistance to various activities operated within the deputyship of Town Planning including the emerging urban planning issues within the deputyship mandate. |

Contributing Outcome (CPD):	Total resources:	$ 3,733,333
	Total allocated resources:	$ 3,733,333
Indicative Output(s) with gender marker:	Government:	$ 3,733,333
Limited contribution to gender equality (GEN1)	Unfunded budget:	Nil
	General Management Service (GMS): 3%	
	Direct Project Cost (DPC): 3%	

Agreed by Government:	Agreed by UNDP:
Majed Bin Abdallah AlHokeil Acting Minister of Municipalities and Rural Affairs	Adam Bouloukos, UNDP Resident Representative
Signature:	Signature:
Date: 4/5/2020	Date: 29 April 2020
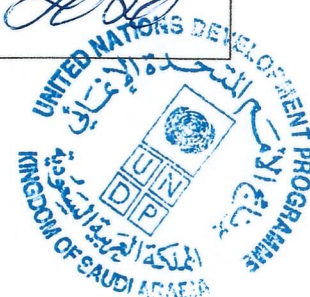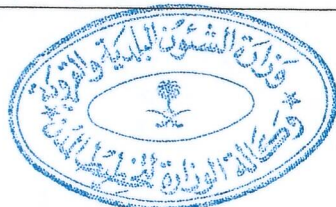
I. DEVELOPMENT CHALLENGES

Since the early 1980s, Saudi Arabia has witnessed great development that positively impacted all aspects of life. Decided as priority in terms of budget allocations, large and advanced infrastructure projects were implemented. In consequence, the Kingdom has moved 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 SR2.5 trillion in 2018, in the constant prices. Meanwhile, the population of Saudi Arabia increased from 7 million in 1974 to 33 million in 2019.

According to the National Transformation Programme Towards 2020, population growth was estimated to average 4.9% per year during the period 1974-1992, yet the 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 82% of the overall population is estimated to reside in urban areas. Even though there are about 258 urban centres, the five cities of Riyadh, Jeddah, Makkah, Madinah, and Dammam host 45% of the overall population, with projections of constant increases in urbanization by 2025.

This high level of urbanization poses a host of challenges to development and its sustainability. In fact, urbanization is believed to be integrally linked to the three pillars of sustainable development: economic development; social development; and environmental protection. Challenges 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[1]. The urbanization rate is expected to reach up to 97.6% by 2030. 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 steadily moved from the middle-income category in the 1990s to the very high-income category in 2018 at 0.840 value of HDI[2].

With this exceptional development, Saudi Arabia developed its *Vision 2030* focusing on the empowerment of women and youth. UNDP had a long history of supporting deputyship of town planning in the formulation and support to the NSS. UNDP has supported the update of the current NSS through technical assistance to MOMRA during the period 2016-2019

The 1st phase of the Future Saudi Cities Programme (FSCP), a project funded by the Kingdom of Saudi Arabia and jointly implemented by UN-Habitat and the Ministry of Municipal and Rural Affairs (MoMRA) was concluded in February 2020, with the participation of MOMRA in the World Urban Forum in Abu Dhabi sharing the lessons learnt from the Programme. Over the last 6 years, this project has filled a significant knowledge gap on the Saudi planning system and produced several detailed studies of urban institutions, governance, municipal finance and spatial planning while engaging public and private stakeholders, youth and women. The goal of the programme was to review the planning system and the legal framework that governs it, recommend changes and support capacity building to strengthen the planning system with the objective to provide more liveable cities according to Saudi needs and priorities. The program built a system reform that has the following central elements of change

- Improved coordination between development planning, the planning system and sectoral priorities
- Ensure vertical accountability between plans
- Increased systematisation should improve the ability to deliver policy through the system
- Increase horizontal (or geographic) consistency of content and processes
- Enhanced core content of plans to increase effectiveness and transparency

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[1] World Urbanization Prospects, the 2014 Revision, UNDESA 2014.
[2] UNDP, Human Development Report, 2018.

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- In the plan approval process, provide direct funding for the implementation of catalytic elements of plans.

Recommendations from the programme include the strengthening of systems for the collection and analysis of urban data and structural adjustments and reforms that are complementary to the ongoing development of new spatial planning law. The recommendations, if accepted, would imply profound changes for citizens and for the government institutions implementing and overseeing the planning system. This 2nd phase of the program builds on the lessons learned from the 1st phase with a focus on technical support of planning reforms at the national, regional and city level. This will support the outcomes of the 1st phase through the new regional and local strategies that should be prepared by the deputyship of town planning in the next 2 years in addition to supporting the NSS implementation and technical support to the deputyship in Planning Act or other legal documents, based on evidence collected in the 1st phase and other MOMRA initiatives.

II. THEORY OF CHANGE

This project will be building on the knowledge that UN-Habitat and UNDP has and expertise on KSA acquired from FSCP and previous cooperation between UNDP and MOMRA in the NSS preparation. Through the support to the government. The project can have an impact on the medium and long term as follows:

1. Increasing the role of the Government: Building the capacities of the Office of NSS; will ensure that MOMRA, through the deputyship of town planning will acquire the needed capacities on the medium term to ensure that NSS is maintained on the long run.

   NSS is there but not integrated with sectoral plans and also with regional and city level strategies due to lack of skills and standards, building on the capacities of deputyship of town planning in MOMRA, the capacities of the NSS office will be enhanced to deliver the execution of the NSS at national, regional and local levels

2. Paradigm Shift: This project aims at enhancing the engagement of all stakeholders in the planning making and implementation and hence ensuring that regional and city level strategies are well connected both vertically and horizontally.

   The plans that are currently prepared or implemented are not aligned with the NSS and the focus on efficiency is weak or missing. The shift towards integration with NSS through continuous advisory services to the central, regional and local government as well as the methodological guide to support efficiency will guide the decision to ensure that change is mainstreamed in the strategies.

3. Unified approach; through the different methodological review systems and guides prepared by UNDP and UN-Habitat, to ensure that MOMRA will use objective and sound tools to ensure that more consideration will be given to unified systems for the regions and city strategies reviews by both MOMRA and region/city authorities

   No unified system for reviewing strategies and nothing is guiding that review process. The project will systematic build new guideline and will ensure the guideline is followed rather than being subjectively driving the process – the capacity building is key to that change.

III. II. STRATEGY

The Government plans to align the National Spatial Strategy (NSS) with the Vision 2030 and use the spatial dimension to integrate sectoral strategies. The NSS should be oriented with other policy documents and the spatial impact should be evaluated across governance and institutional arrangements, legal framework, capacity and participation, financial resources, and how it will be eventually monitored and evaluated. This involves using a spatial data-driven and evidence-based approach to map the sectoral objectives and identify the relevant sectoral indicators. The establishment of a geodatabase with relevant spatial indicators will assist with future knowledge management and inform decision makers about the best place

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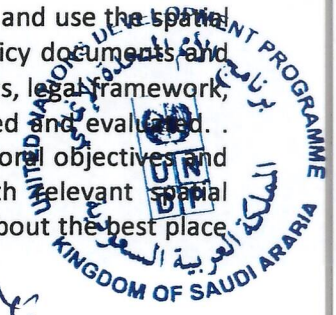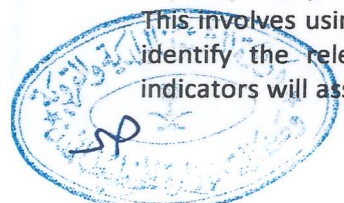
and time where capital investments can be achieved. Moreover, the Government is keen to integrate the NSS into regional and city strategies, including cascading the NSS' 28 spatial policies at the regional and city levels. UNDP has the capacity to mobilize diverse best practices from around the world to inform urban planning and management in Saudi Arabia. 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 among the different governmental levels 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 management.

The strategy of UN-Habitat involvement in this intervention is to continue and expand the technical support to MOMRA in implementing selected recommendations of the 1st phase of FSCP, and to develop the necessary institutional structures and capacities for monitoring and adjusting the implementation of national and local urban policies by various Saudi institutions. The strategy derives from the New Urban Agenda, particularly the key means of implementation and the Action Framework for Implementing the New Urban Agenda (AFINUA). The proposed project will support MOMRA's transition from the policy conclusions of FSCP to initiating their implementation in the present intervention.

In this context, the project foresees the following outcomes: Through the continuous support to the National Spatial Strategy Office established within Deputyship of Town Planning. This project will give special emphasis on the following outcomes;

- Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030
- Improved access to urban data between line ministries in NSS 2030 platform
- Improved localizing sustainable urban development at national, regional and local authorities.

UNDP will be executing for the following two outputs/activities;

Outcome 1: Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030. This outcome will deliver the following outputs and activities

- 28 NSS Sectoral Polices are aligned with Sectoral Ministerial Policies
- *6 Initiatives in MOMRA are aligned with NSS*
- *10 Regional and City strategies are reviewed and fully aligned with NSS*
- *Support to NSS office through institutional mechanisms and capacity building is mainstreamed in the deputyship of town planning*

1.1   Support the NSS office with technical support in Public Policies particularly those of National Sectoral Policies which have spatial dimension. This support assures that the NSS policies are integrated in the sectoral policies and their spatial impact is maximized.

1.2   Support the integration of NSS policies into MOMRA's initiatives particularly those relevant to NSS objectives such as initiatives of "improving the Urban Scene" and "Spatial Development Priorities"

1.3   Providing support to regional policies in the Regional Plans prepared across KSA. This support assures that the NSS policies are integrated in the components of regional and city strategies being prepared either by Regional Development authorizes, MoMRA or any other spatial agency in KSA. The support also assures that there a synergy between the NSS policies and their regional counterparts

1.4   Developing organizational structure for the support of NSS and procedural guide for strategic support to the NSS implementation. This support is to organize the roles and responsibilities of the NSS office and distribute among relevant support departments and sections to enable the NSS office achieve its strategic national objectives.

1.5   Developing procedural guide for the horizontal and vertical dimensions of the NSS policies. This support is to provide capacity to NSS office pertaining to adequate guidelines and procedures to be followed while monitoring the progress of the NSS policies at both horizontal and vertical levels.
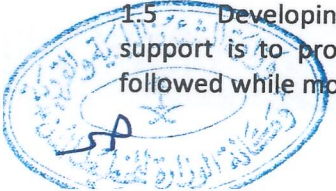
1.6   Preparing annual report on NSS progress. This report details the progress made in the achievement of NSS policies, problems and any other arising issues. The report is prepared annually for the Steering Committee.

1.7   Organizing three workshops related to NSS, relevant best practices in regional planning and alignment with national urban development plans. These workshops are for improving the capacities of central and regional government agencies which deal with NSS policies. These workshops will deliver the best practice in alignment and synergy of spatial policies.

1.8   Formulating and implementing on the job capacity development program on two themes of regional and city strategies. The aim is to sustain the capacity of the deputyship of town planning in the medium and long term

Outcome 2: Improved access to urban data between line ministries in NSS 2030 platform. This Outcome will be composed of the following Outcomes and activities;

- Interactive platform for NSS established

- *update of a platform by the NSS office completed*

- Acknowledgment of the new platform by national, regional and local stakeholders conducted.

2.1 Provide technical support regarding the database design and GIS analysis.

2.2 Supporting KPIs development for each policy based on selected indicators. These indicators will be selected in collaboration with relevant central and regional agencies

2.3 Increasing human capacity and technical support in the data collection process and the analysis of data. The support is to improve the capacity of NSS office in statistical and data analyses of data collected and relevant indicators to NSS policies.

2.4 Monitoring policies and indicators. This will be done through establishing an interactive automated dashboard to illustrate the progress made in the NSS policies.

2.5 Organizing two workshops. Those workshops will be designed to improve the capacities of NSS office and its horizontal and vertical counterparts (central government agencies and Regional Development Authorities) in the fields of data, KPI's, policies and project management.

UN-Habitat could also support both outcomes 1 and 2 through bringing in international experiences from the Urban LAB and using the SDG's assessment tool to support the NSS interactive platform, as well as governance and organizational aspects.

UN-Habitat will be executing for the following output/activities (output3);

Outcome 3: Improved localizing sustainable urban development at national, regional and local authorities/Ammant. This outcome will be composed of the following outputs and activities;

- New guide with focus on NSS spending efficiency is tested and adopted (through several sectors as well as regional and city strategies)

- Planning system review guide is completed and tested on 6 the regional and city strategies

- Governance and legal reforms are reflected in new laws, directives as well as regional and city strategies (integrated horizontally and vertically)

- Technical advice on City financial sustainability at regional and city level completed.

- Different type of trainings of the Deputyship of MOMRA and other stakeholders conducted (through continuous technical advice on areas of planning, governance and finance/economy)

3.1 Support the implementation of the NSS; Based on lessons and experiences of the FSCP, the focus of this output is to support the NSS implementation Office and in complementary to the other two outputs produced by UNDP with focus on efficiency of public expenditures and to ensure other planning levels are also aligned by this important consideration. In this regard, this Output will achieve the following sub-outputs:

- Methodological guide to assure that the NSS deliverables are considering presence of financial resources and resource mobilization or if it is necessary to advance on fiscal decentralization
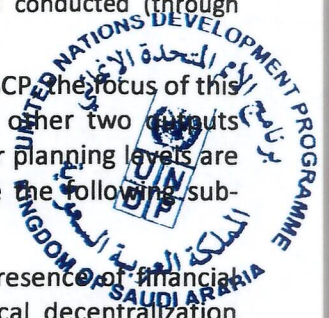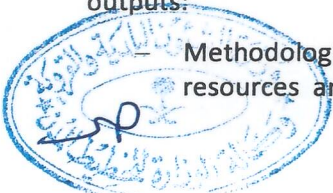
strategies. This guide should provide the background method which will decide on how we are going to apply this to different sectors, or the regional and city strategies being implemented in KSA. The guide should include a "checklist" for all urban planning issues including those mentioned in the RFP documents. This guide will be applied to all regional and city strategies that are reviewed by either UN-Habitat or UNDP. Apply the methodological guide, mentioned above, to assure the inclusion of urban planning issues and concerns, including the efficiency of public expenditures.

- Provide a Guide for reviewing Regional and City Strategies outputs for an objective planning outputs review processes that could be applied in the complete project.

- Review 6 Regional City strategies to ensure they come with realistic sets of feasible projects to build synergy with the NSS and to ensure that its falls within it from the efficiency angle. Again, the methodological guide mentioned above will be important to ensure that outcomes of the strategies (regional and city) are meeting this requirement to ensure consistency with the NSS.

- Support Urban Planning in KSA at the Regional and City levels; following the LAB experience and the outcomes and strategic recommendations of the profiles that were prepared for 17 cities. Lead the preparation of a review methodology for all regions and cities that could be applied to either the review process that will be undertaken by UN-Habitat or those that will be undertaken with UNDP. Conduct on the job training, in cooperation with UNDP team leader, to ensure that all project consultants working from both sides are applying the same method and review process for the review of all Regional and City strategies.

- Direct support to 6 regional and city strategies outcomes. This will take place through missions in Riyadh as well as desk review of deliverables.

- Derive lessons learned from these regional and city strategies based on the effective processes, milestones and outputs/deliverables to ensure that MOMRA builds on those lessons in the next phases of the plan making process.

- Conduct visits to cities, attend engagement workshops and give guidance to the consulting firms, MOMRA and city authorities on the process and optimum outputs and quality control mechanisms.

3.2 Support the planning reforms through revision of the planning act formulation, provide additional support through regional and city strategies revision as well as direct advisory services in other legal aspects as outlined below;

- Provide substantive review of the draft planning act considering UN-Habitat experience from the FSCP and other regional and global experiences. This will take place through missions to Riyadh as well as desk review of deliverables. Provide substantive review to other decrees, such as the urban boundary and reconciliation of building violations, urban-rural linkages or other related directives.

- Provide detailed governance and legal review on the regional and city strategies for the 6 selected regions/cities

3.3 Support the Municipal Finance performance for regional and city strategies in KSA. KSA began implementing a series of reforms meant to strengthen public finance by diversifying public revenue, introducing new tax/fee mechanisms, improving tax administration, and attracting private investment. In addition to improving local finance and economic dynamism, the reforms were also meant to support Saudi cities fostering inclusive, sustainable, and equitable local financial and economic frameworks through progressive tax policies and own-source revenue generation. Financing instruments that mobilise local revenue with an eye on the trajectory of expenditures in the long run are crucial to supporting locally sustainable public finance and urban development. Hence, exploring own-source revenue mechanisms through land-based taxation, among others, will be a crucial step in achieving the goals put forth in the NTP. The different means to enhance the local economic base and municipal finance will be explored in detail in order to give viability to the planning process from the implementation side and to ensure the planning exercise will be enforcble.

- Provide substantive economic review (from costs and benefits angel) of the draft Planning Act. This will be done through missions in Riyadh as well as desk review of deliverables
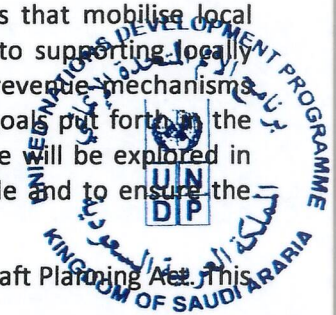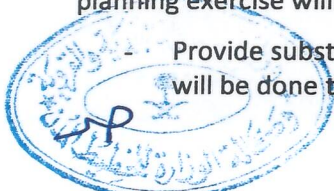
- Provide substantive economic review to other important decrees that might require review (urban boundary, reconciliation of building violations, etc.)
- Provide substantive set or local recommendation in several municipal areas including land-based taxation, local infrastructure, municipal finance to enrich the local base revenues that support the planning proposals
- Provide regular review of regional and city strategies outputs from economic and financial side

3.4 Capacity Building to support the NSS, Planning preparation and implementation at the regional and local levels; Capacity building was one of the achievements of the 1st phase of the FSCP. The program used several methods to enhance the knowledge and skills of MOMRA and other stakeholders to address the reforms. This phase will be mostly concentrating on the job training and continuous engagement with the deputyship of town planning and Ammant to ensure results in the above areas (NSS, Regional and city planning as well as Municipal finance). Nine workshops to engage with central and local stakeholders are going to be implemented.

- Prepare and implement on the job training at either MOMRA to build their capacities in the areas NSS review, Regional plans and City Plans Review, legal or municipal finance aspects as mentioned in the collaboration areas. The detailed composition of these training will be decided by the team leader in coordination with the UN-Habitat HQ based expertise and the actual requirements of MOMRA
- Implement 9 engagement workshops at the Regional/city level with the local stakeholders and ensure full engagement of all stakeholders with special focus on gender and youth.

Key Project Deliverables:

UNDP	UN-Habitat
− Procedural Guide for NSS Review/Sectoral Policies − Procedural Guide for operating the NSS office − Regional and City Review Report − KPI, Statistics, indicators and GIS Report − Workshops at national, regional and city levels − NSS Annual Progress Reports (2 Reports) − Specific sectoral policies review Report − NSS platform Report	− Review Guide for all regional and City strategies − Methodological Guide for efficiency of NSS that is applied for regionals and city strategies − Governance and legal review of laws, regional and city strategies − Financial Guide for city and regional sustainability − Regional and city review reports − Workshops at national, regional and city levels

Link to the SDGs

In September 2015, world leaders unanimously adopted a universal agenda: 'Transforming our World: the 2030 Agenda for Sustainable Development'. This 2030 Agenda applies to all countries and forges a comprehensive plan of action articulated around 17 Sustainable Development Goals (SDGs) and 169 targets. The project focuses on SDG 11 ('Make cities inclusive, safe, resilient and sustainable') and will contribute particularly to the achievement of the following SDGs

- SDG 1.4 – By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, in heritance, natural resources, appropriate new technology and financial services, including microfinance.

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- SDG 5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

- SDG 5.a – Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

- SDG 11.3 – By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

- SDG 11.a – Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.

- 11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement,

- SDG 17.14 – Enhance policy coherence for sustainable development.

Cross-cutting issues

In order to promote social inclusion and equality, and contribute to "leaving no one behind", the Project strategy and activities will be guided by UNDP's corporate guidance and its effort to tapping on best practices from around the world. In addition, the project will adopt the following cross-cutting principles:

Climate Change
This is part of the outcomes of NSS as well as the TORs for the strategies for both regions and cities so it is addressed
Gender Strategy
The gender strategy will be addressed through the focus of UNDP and UN-Habitat in ensuring that the issue is well addressed in the TORs for the strategies for both regions and cities as well as all the process and milestones to realize those strategies. When giving recommendations to urban planning laws and other laws, the project should also consider giving gender inclusive recommendations. Also, the gender component and analysis will be accommodated in the new guidelines that will be prepared. The focus on attracting both females and males in workshops and capacity building activities will be also an important dimension and ensuring equal participations as well as equal addressing of their problems as well as their needs and aspirations for the future of Saudi Cities.
Human Rights Strategy
The engagement of the different stakeholders and addressing the needs of all beneficiaries will ensure human rights are not violated. social inclusion is addressed when reviewing urban planning laws and other laws.
Children, Youth and Older Persons Strategy
This is part of the TORs for the strategies for both regions and cities, so it is addressed. The team will give that dimension as well a very special concern as well as youth. This will be also addressed through the engagement of the youth as well as older people in the workshops as done in the FSCP
Disability Strategy
The team will give this dimension very special attention since it is traditionally forgotten in the urban context apart from simple infrastructure adaptations like access ramps. This will be addressed through engagement of a representative group of disable people to ensure the project is addressing needs in the guidance prepared and in the review of the strategies and finally in all workshops.
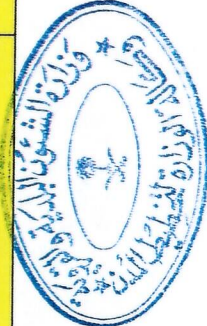
IV. RESULTS AND RESOURCES FRAMEWORK

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF Programme Results and Resource Framework:

2.1 UNCCSF Development Priority Area (1): Knowledge-based equitable and sustainable economic development, underpinned by innovation and improved infrastructure.

2.3 UNCCSF Development Priority Area (3): Equitable, accountable, effective and efficient public sector.

Outcome indicators as stated in the Country Programme for Kingdom of Saudi Arabia Results and Resources Framework, including baseline and targets:

Support to NSS at the national, Regional and local levels

Applicable Output(s) from the UNDP and UN-HABITAT Strategic Plan:

UNDP: Strengthen effective, inclusive and accountable governance

UN-HABITAT : developing vibrant, sustainable and inclusive urban economies, building on endogenous potential, competitive advantages, cultural heritage and local resources, as well as resource-efficient and resilient infrastructure, promoting sustainable and inclusive industrial development and sustainable consumption and production patterns and fostering an enabling environment for businesses and innovation, as well as livelihoods.

EXPECTED OUTCOMES	EXPECTED OUTPUT	Activity	DATA SOURCE	BASELINE		Targets (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1	Year 2	Year 3	
Project Main Objective	This project has been designed to boost the capacity of the Government (deputyship of town planning, MOMRA) to achieve the objectives of the National Spatial Strategy (NSS) at the national, regional and local levels along with their alignment with the Vision 2030, through continuous advisory services to MOMRA for NSS vertical and horizontal integration with Sectoral Policies, Regional and City strategies legal/governance and financial/economy systems of cities. This will be applied across the 17 major cities and 13 regions of KSA as well as 28 Sectoral strategy and 10 MOMRA initiatives across the period of the cooperation on continuous basis.								Total

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| Outcome 1: Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030

Indicator: Number of new initiatives that are integrated with the NSS. | | | | | | | | | |
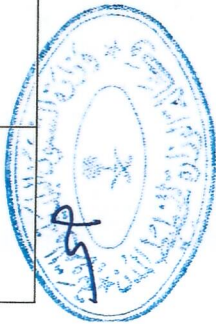|---|---|---|---|---|---|---|---|---|---|
28 Sectoral Polices are aligned with NSS	Providing Deputyship with Sectoral public policy support[3]	MOMRA	0	2019	8	14	6	28	Several Government Ministries and agencies reporting
6 Initiatives in MOMRA are aligned with NSS	Supporting the integration of NSS policies into relevant MOMRA's and other stakeholders' initiatives	MOMRA	0	2019	2	3	1	6	MOMRA reporting on initiatives, Regional Reports
10 Regional and City strategies are reviewed and fully aligned with NSS.	Providing support to regional policies and City Strategies including economic side if needed[4]	MOMRA	0	2019	2	6	2	10	Regional and City Strategies Reports
Support to NSS office through institutional mechanisms and capacity building is mainstreamed in the deputyship of town planning	Developing organizational structure and procedural guide for operations of its mandate strategic support	MOMRA	0	2019	1	0	0	1	Independent Assessment
	Developing procedural guide for NSS policies at horizontal and vertical dimensions[5]	MOMRA	0	2019	1	0	0	1	MOMRA relevant reporting
	Preparing annual report on NSS progress	MOMRA	0	2019	1	1	0	2	Annual Reporting by the program

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3 This number is indicative and might be higher or lower depending on the actual requests that will come from the Saudi government

4 This review will be applying the Regional plans Review Guide that will be prepared by UN-Habitat to ensure consistency between role of UNDP and UN-Habitat and their technical support to MOMRA in that respect

5 This guide will complement and be aligned with the Review guide that will be prepared by UN-Habitat for the region and city Plans review

Organizing two workshops	MOMRA	0	2019	1	1	0	2	Workshops data
Formulating and implementing capacity development program on two themes of regional and city strategies	MOMRA	0	2019	1	1	0	2	Capacity Building gaps and data collected from the different stakeholders

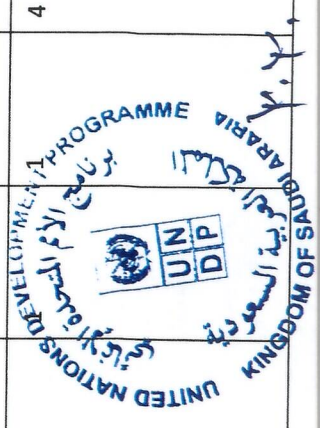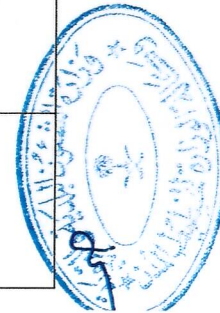| Outcome / Indicator	Indicator	Activity	Responsible party	Baseline	Target	Year	Target	Target	Total	Independent assessment
Outcome 2: Improved access to urban data between line ministries in NSS 2030 platform	Interactive platform for NSS established	Providing technical support to databases and GIS	MOMRA	0	1	2019	1	0	2	*Several Government Ministries and agencies reporting*
Indicator: Level of coordination and sharing amongst line ministries		Supporting KPIs development	MOMRA	0	1	2019	1	0	2	Collected data from national observatory
	update of a platform by the NSS office completed.	Supporting statistics and data provision	UNDP	0	1	2019	1	0	2	*Several Government Ministries and agencies reporting*
Number of users of the platform (government /non-government)		Monitoring policies and indicators	UNDP	0	8	2019	14	6	28	
	Acknowledgment of the new platform by national, regional and local stakeholders conducted.	organizing two workshops	UNDP	0	1	2019	1	0	2	MOMRA report
Outcomes 3: Improved localizing sustainable urban development at national, regional and local authorities/A mmant.	New guide with focus on NSS spending efficiency is tested and adopted (through several sectors as well as regional and city strategies)	Aligning NSS outcomes with spending efficiency - Methodological Guide	UN-Habitat	0	1	2019	0	0	1	MOMRA and FSCP collected Data
	Planning system review guide is completed and tested on the regional and city strategies	Supporting review of the regional and city plans	UN-Habitat	0	2	2019	3	1	6	*Regional and City Strategies Reports*
Indicator: % of regions and cities who have mainstreame and	Governance and legal reforms are reflected in new laws, directives as well as regional and city strategies (integrated horizontally and vertically)	Reviewing urban planning laws and providing recommendations to other laws as mentioned earlier	UN-Habitat	0	2	2019	2	1	4	MOMRA reporting on Planning Act, other laws, directives, regional and city plans

Indicator	Activity	Responsible	Baseline	Year				Total	Means of Verification
d the new guideline	Governance and legal Review of Regions and city Plans and finally capacity development and sharing knowledge and skills with the MOMRA review team	UN-Habitat	0	2019	2	3	1	6	Regional and City Strategies Reports
% of Youth, gender, disability in the regional and city level strategies	Technical advice on City financial sustainability at regional and city level completed.	UN-Habitat	0	2019	5	6	2	13	Regional and City Strategies Reports as well as other national reports on municipal finance
Different type of trainings of the Deputyship of MOMRA and other stakeholders conducted (through continuous technical advice on areas of planning, governance and finance/economy)	Capacity development at the national level for MOMRA on NSS and implementation of the regional and city plans and Governance/legal issues.	UN-Habitat	0	2019	1	1	0	2	MOMRA reporting
	Organizing nine workshops in support of M&E of strategy deliverables at regional/city levels. in three cities	UN-Habitat	0	2019	3	4	2	9	MOMRA and FSCP collected Data, outcomes of the NSS, Regional and City Plan Reviews

VI. MULTI-YEAR WORK PLAN

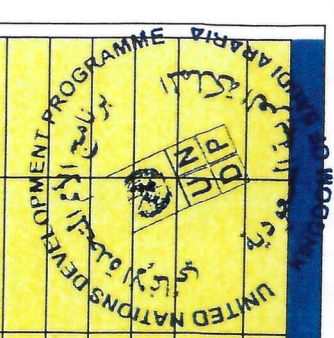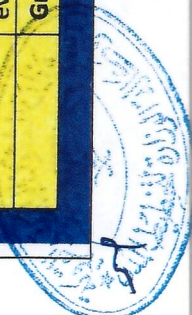| Outcome and Activity		Planned Budget				Planned Budget by Year		
Outcome	Activity	Amount	Description	Source of Fund	Responsible Party	Y1	Y2	Y3
1. Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030	Providing Deputyship with Sectoral public policy support[6]	190,000	Int'l Expert	MOMRA	UNDP	70,000	90,000	30,000
	Supporting the integration of NSS policies into relevant MOMRA's and other stakeholders' initiatives	121,000	Local Consultants			56,000	50,000	15,000
	Providing support to regional policies and City Plans including economic side if needed	120,000	Int'l Expert			40,000	50,000	30,000
	Developing organizational structure and procedural guide for operations of its mandate strategic support	100,000	Institutional Expert			30,000	40,000	30,000
	Developing procedural guide for NSS policies at horizontal and vertical dimensions[7]	100,000	Institutional Expert			40,000	50,000	10,000
	Preparing annual report on NSS progress	68,000	Training Workshops			20,000	20,000	28,000
	Organizing two workshops	60,000	Training Workshops			20,000	20,000	20,000
	Formulating and implementing capacity development program on two themes of regional and city strategies	155,146	Training Workshops			50,146	65,000	40,000
	Subtotal (output1)	**914,146**				326,146	385,000	203,000
2. Improved access to urban data between line ministries in NSS 2030	Providing technical support to databases and GIS	148,000	GIS Expert	MOMRA	UNDP	48,000	80,000	20,000
	Supporting KPIs development	125,000	Int'l Expert			50,000	50,000	25,000
	Supporting statistics and data provision	125,000	Local and Int'l Expert			50,000	50,000	25,000
	Monitoring policies and indicators	180,000	Int'l Expert			50,000	80,000	50,000
	organizing two workshops	100,000	Workshops			40,000	60,000	50,000
	Operational costs for the outcomes for travels and other operational costs	110,000	Operational costs			40,000	50,000	20,000
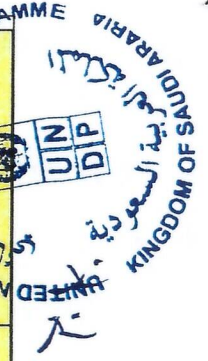
6 This number is indicative and might be higher or lower depending on the actual requests that will come from the Saudi government

7 This guide will complement and be aligned with the Review guide that will be prepared by UN-Habitat for the region and city Plans review

Output / Activity	Amount	Expert	Responsible Party			
platform						
Subtotal (output 2)	**788,000**			278,000	370,000	140,000
Aligning NSS outcomes with spending efficiency - Methodological Guide	80,000	Local and Int'l Expert		20,000	40,000	20,000
Supporting review of the regional and city strategies	493,000	Local and Int'l Expert		138,000	248,000	107,000
Reviewing urban planning laws and providing recommendations to other laws as mentioned earlier	235,000	Local and Int'l Expert		80,000	100,000	55,000
Governance review of regions and city strategies and finally capacity development and sharing knowledge and skills with the MOMRA review team	110,000	Local and Int'l Expert	MOMRA / UN-Habitat UNDP	35,000	55,000	20,000
Providing technical support on financial performance and financial sustainability of Saudi Regions and cities	212,000	Local and Int'l Expert		35,000	155,000	22,000
Capacity development at the national level for MOMRA on NSS and implementation of the regional and city plans and Governance/legal issues.	150,000	Local and Int'l Expert		50,000	70,000	30,000
Organizing nine workshops in support of M&E of strategy deliverables at regional/city levels in six cities	30,000	Local and Int'l Expert		10,000	10,000	10,000
Workshops and training (operation and logistics of workshops and trainings)	100,000	workshops		30,000	50,000	20,000
International and local travels for UN-HABITAT to implement activities	130,000	Travel costs		30,000	80,000	20,000
Other operational costs (telecommunication, internet, transportation, printing, PR, maintenance of assets, etc.)	65,000	Several admin		20,000	35,000	10,000
Staff Time for Admin and finance on UMOJA	93,000	Local and Int'l Umoja Experts		30,000	30,000	33,000
Subtotal (output 3)	**1,698,000**			478,000	873,000	347,000
Total for the three Outputs	**3,400,146**					
UN-Habitat PSC (7%)	119,175					
Total including UN-Habitat's PSC	3,519,321					
UNDP's GMS (3%)	105,274					
UNDP's DPC (3%) – Including the final project evaluation (15,000 USD)	108,738					
Grand Total	**3,733,333**					

3. Improved localizing sustainable urban development at national, regional and local authorities/Ammant.

Resources Required to Achieve the Expected Results

The total funding required for the Project for a duration of 24 Months is 3,733,333 USD (three Million Seven Hundred and thirty three thousand and three hundred and thirty three USD) Key inputs include, project personnel (coordination/management staff from UN-HABITAT and UNDP, and technical experts – national and international), resources for training, workshops (travel, contractual services and logistics); support services (translation, editing, layout and printing). Detailed costing is described in the project budget.

Partnerships

A key result sought by the Project is strengthened institutional capacity and coordination of MOMRA-Deputyship of town planning with relevant institutions working on urban planning mandates. That will depend primarily on communication and establishment of systems but also on fostering partnerships. The partnership with the different central, regional and local stakeholders will be one of the key outcomes of the Project, which will concomitantly enable MOMRA TO play its regulator role and phase out from provision. The Project will build on lessons learned and develop tools to scale up.

The Project will also draw on UNDP and UN-HABITAT extensive networks to foster partnerships between countries and institutions. At the regional level, the Project will foster partnerships by disseminating results transferring lessons learnt and progress in the implementation of SDGs and NUA. In parallel, relationships and collaboration with partners at global and local levels will be strengthened and new partnerships developed. KSA will be encouraged to contribute to UN-HABITAT's key networks, global programmes, international and regional events, to report and exchange on their achievements and provide inputs to the Governing Council, the World Urban Forum, as well as in the reporting of SDGs and NUA implementation. This will ensure that the project is scaled up at regional and global levels and a global community of practice on housing for all is established from experiences on the ground. A strong interaction between institutions will be of foremost importance to guarantee the implementation of activities in a timely manner.

Stakeholder Engagement

MOMRA is the main institution targeted by the Project. Other ministries and institutions developing and implementing NSS will benefit from the knowledge management and capacity building activities and lessons learned. The institutions dealing with information, land, infrastructure and urban planning will be targeted in order to improve coordination with other national, regional and local stakeholders towards the implementation of the NSS. Women, youth will be directly targeted by some of the Project Outputs. These groups will be engaged through consultation workshops. The support to the Office of the NSS will be key to the success in order that they own the results. Full engagement in setting the guidelines, agreeing on workshops and training and being fully involved in the implementation. Also, the Platform for NSS will be also owned and maintained by the office to ensure full ownership continuity of the office mandates

South-South and Triangular Cooperation (SSC/TrC)

The Project will promote knowledge exchange between the Government of KSA with Countries undergoing similar policy reforms in the NSS implementation. MOMRA could participate in regional and global events to share experience and learn lessons.

Knowledge

The Project will contribute to produce and enhance knowledge in the execution of the NSS. In particular, one of the key Project's Outputs is the design of a review guides for the strategies as well as GIS platform for monitoring the NSS and other tools to show the KSA case. The knowledge will be owned by the NSS office to ensure its sustainability beyond the project lifetime. Also, the training of deputyship officers on these guidelines and using them beyond the project mandates will be encouraged, through the policy advise to the ministry.
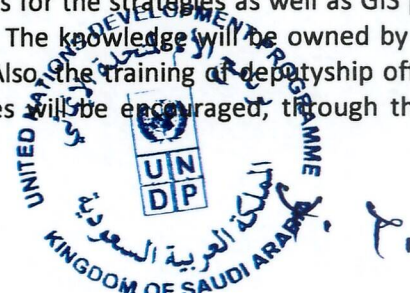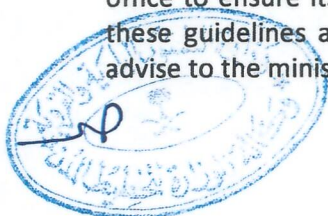
Sustainability and Scaling Up

Several attributes of the Project will contribute to the sustainability of its results. The methodological approach of reviewing the strategies of national, regional and city levels will contribute to the sustainability of the review process. The alignment with the national polices as well as the other MOMRA national initiatives will give sustainability to the approach because it will be based on efficiency models. Building the local capacities of MOMRA to maintain the use of the interactive platform of the NSS will also support the sustainability of the implementation and will build the local capacities of the NSS office to be able to continue that work in the future.

VII. MANAGEMENT ARRANGEMENTS

Project Organisation Structure

Project Board			
Project Assurance UNDP	Executive MOMRA	Senior Beneficiary MOMRA	Senior Suppliers UNDP

**Project Leader UNDP** — **UN-Habitat/UNDP Project Support Team**
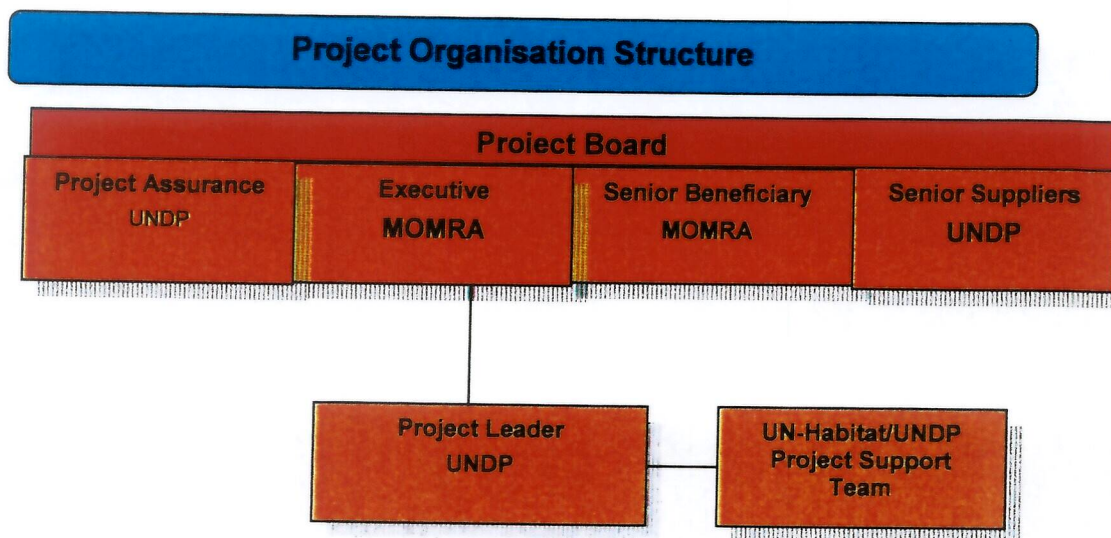
Execution Arrangements

This project will be implemented under the National Implementation (NIM) modality, whereby MOMRA assumes implementation responsibility with UNDP and UN-Habitat Implementation Support Services for recruitment of international and other activities as referred to in the Annual Work Plan. UNDP is fully accountable to the Government for the quality, timely and cost-efficient delivery of the project's outputs and activities.

UNDP/UN-Habitat will jointly serve as UN cooperating agencies in the project for provision of international advisors and other activities as noted in the Annual Work plan. All activities under the project will be done through standard Project Board mechanism to serve as a steering committee between MOMRA 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 Hub in Amman, Jordan and various units in UNDP Headquarters in New York, as well as support for overall project management activities on request through direct project cost (DPC) mechanism on cost-recovery basis. UN-Habitat will be technically fully responsible for the delivery of the outcome as described in the PD and will be delivering based on full time/part time project team in Riyadh as well as support from both Regional Office of Arab States and HQ different sections on part time missions. To achieve the projects expected results and activities, UN-Habitat will assign an Outcome coordinator, who will work closely with both the national project manager and the project leader and the project board if needed.

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 Project Manager, including recommendation for

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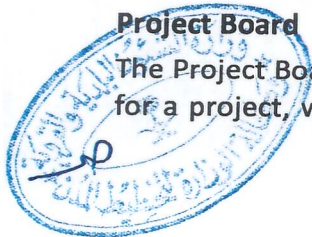
approval of project revisions. Project reviews by this group are made at biannual basis in Riyadh, or as necessary when raised by the National Project Manager. This group is consulted by the Project Manager for decisions when management tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. Project boards contain four roles:

- **Project Coordinator** (also called executive): Represents project ownership and chairs the group. The director is normally the national counterpart for nationally implemented projects.

- **Development partners** (also called supplier): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. This typically the role of UNDP Senior Management team.

- **Beneficiary representative:** Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries.

- **Project assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP.

The Project Board has the following members: Executive, The Ministry of Municipal and Rural Affairs (Executive and Senior Beneficiary), Resident Representative and the Deputy 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. (a detailed Terms of Reference for the project board is attached).

National Project Manager

The National Project Manager will be the Deputy Minister for Town Planning at the Ministry of Municipal and Rural Affairs. National Project Manager is appointed by the Ministry of Municipal and Rural Affairs through a 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.

Project Leader

The project leader (in a capacity similar to that of the Chief Technical Advisor) has the technical authority to run the project on a day-to-day basis on behalf of the NPM within the constraints laid down by the Project Board. The Project Leader is responsible for day-to-day management and decision-making for the project. The Project Leader 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.

Terms of Reference/job descriptions for the respective Team Leader is set in Annex 1. The core team consists of long-term experts/consultants and short-term consultants/advisors to be recruited by both UNDP/UN-Habitat as per the table below and in Annex 2
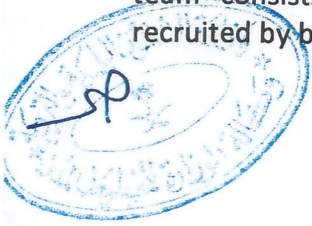
UNDP expertise

Expertise	Number of Months	Part time/Full time
Project Leader	24	Full Time
Public Policy Expert	1	Part time
Regional policy Expert	2	Part Time
Institutional expert	2	Part Time
GIS expert	2	Part Time
Performance and KPI Expert	2	Part Time
Project Management Expert	11	Part Time
Statistics expert	11	Full time
Senior Urban Planner	12	Full time
Senior Urban Researcher	12	Part time
Economist or other specialized expertise	13	Part time
Admin Support Officer	12	Full time
Graphic Designer	12	Full time

UN-Habitat Expertise

| Expertise	Number of Months	Part time/Full time
Urban Governance and Outcome Leader	21	Part Time (2 days per week at minimum)
Economist/Municipal finance	17	Full time
Legal/Governance Expert	12	Part Time
Senior Urban Planner	22	Part Time
Senior Regional Planner	21	Part Time
2 Junior Local (24 months each)	48	Full time
Junior International	12	Full time
Administrative support team	Part time support for the duration of the project	

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 on 15th May 2020	2,500,000	Government of Saudi Arabia
Payment Due on 30th of May 2021	1,233,333	
Total	3,733,333	

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
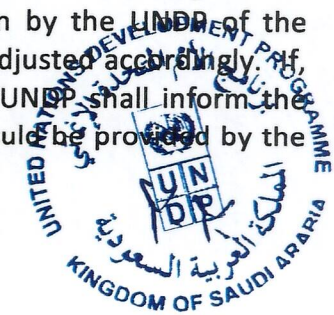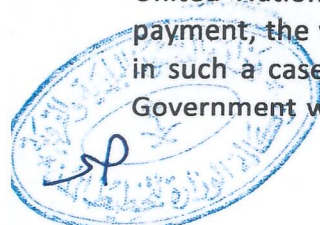
Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments considers 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: 3% cost recovery for general management support (GMS) by UNDP headquarters and country office, and UNHABITAT will charge 7% overhead cost for output number 3.
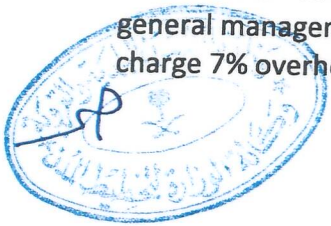
VIII.   MONITORING FRAMEWORK AND EVALUATION

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:

<u>Within the annual cycle</u>

➢ 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

<u>Annually</u>

➢ **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.

Evaluation Plan

Evaluation Title	Partners (if joint)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
End-Project Evaluation	MOMRA-HABITAT, UNDP	April 2022	MOMRA	USD 15,000 (project funds) from UNDP funds

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.

OUTCOME 1: Improved capacity for the Implementation of the National Spatial Strategy (NSS) 2030		
Activity Result 1 **(Atlas Activity ID)**	*Capacity development programmes designed and delivered towards implementation of the NSS objectives and priorities across sectors*	Start Date: 10 May 2020 End Date: 9 May 2022
Purpose	*The NSS integrated into the sectoral strategies that have spatial dimension*	
Description	*Planned actions to produce the activity result.*	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
NSS updated to reflect socio-economic changes and forecasts for period 2020-2022	Desk review	30 April 2022
OUTCOME 2: Improved access to urban data between line ministries in NSS 2030 platform		
Activity Result 2 **(Atlas Activity ID)**		Start Date: 10 May 2020 End Date: 9 May 2022
Purpose		
Description	*Planned actions to produce the activity result*	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
	Desk review	30 April 2022
OUTCOME 3: Improved localizing sustainable urban development at national, regional and local government/Ammanhat.		
Activity Result 3 **(Atlas Activity ID)**	*NSS, Regional and City Plans in addition to governance and sound financial support to regions and cities are delivered and formulated following UN-Habitat methods and principles*	Start Date: 10 May 2020 End Date: 9 May 2022
Purpose	Significant improvement towards achieving Sustainable development is achieved at the national regional and city level support to the Ministry	
Description	*Planned actions to produce the activity result*	
Quality Criteria	**Quality Method**	**Date of Assessment**
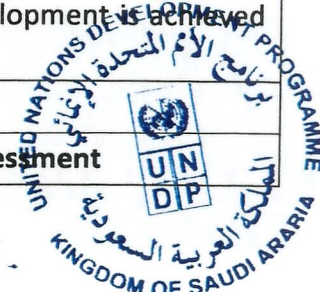
how/with what indicators the quality of the activity result will be measured?	Means of verification. what method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
Regional and city plans update	Desk review	30 April 2022

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Saudi Arabia and UNDP, signed on 4 January 1976. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

1) Risk Analysis/Risk Log

**Project Title: SAU10-00119507** **Award ID:** **Date: 10 May 2020**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
		When was the risk identified *(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)*	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	What actions have been taken/will be taken to counter this risk	Who has been appointed to keep an eye on this risk *(in Atlas, use the Management Response box)*	Who submitted the risk *(In Atlas, automatically recorded)*	When was the status of the risk last checked *(In Atlas, automatically recorded)*	e.g. dead, reducing, increasing, no change *(in Atlas, use the Management Response box)*
1	Timely recruitment of consultants	When was the risk 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 = 2 Enter impact on a scale from 1 (low) to 5 (high): 1					
2	Delay in reaching partnership arrangements with comparable best practices in urban planning	When was the risk 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): I					
3	Proper coordination between sectors concerned with urban planning	When was the risk 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					

24
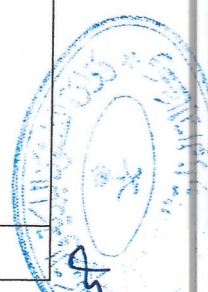
Annex 1:

PROJECT: <u>SAU10-:00119507</u>

Support for National Spatial Strategy 2030 in Saudi Arabia

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POST TITLE:	**Project Leader (Chief Technical Adviser)**
DURATION:	**24 Months**
DATE REQUIRED:	**10th of May – 09th of May 2022**
DUTY STATION:	**MOMRA, Kingdom of Saudi Arabia**
DUTIES:	The specific responsibilities of the Senior Regional & Urban Planning Advisor will be as follows:

- Manage the NSS office organization structure, mandate, job description and daily activities.
- Provide technical support to NSS office with focus on the support towards the alignment with sectoral Polices as well as alignment to Regional and City plans
- Manage the regional and city strategies that will be conducted by various consultancy firms
- Manage the short- and long-term consultants and their quality and deliverables.
- Assist in reviewing the deliverables of regional and city strategies in KSA.
- Prepare a strategic plan for capacity building for agencies working at the central and local levels.
- Participate in studies, analyses and formulation of objectives, policies and programs related to socio-economic development and spatial planning throughout the Kingdom.
- Prepare regional /sectoral KPI's to measure the progress made by the NSS policies based on computerized system.
- Participate in inter and intra country policy-oriented research and dialogue and development of regional based sectoral strategies.
- Provide guidance and support to the deputyship of town planning in the fields related to the mandate of town planning deputyship. Provide on-the-job training to the national staff of the regional planning department on all aspects of regional planning and NSS fields.

QUALIFICATIONS:

- A Ph.D. in one of the major fields of Economics, regional and spatial planning with demonstrable experience in regional economics and spatial development approaches, and methodologies.

- Work experience- not less than 15 years of experience in national and regional development. Substantial exposure to the development and implementation of national and regional planning strategies preferably in the Middle East, north Africa, Saudi Arabia experience is a plus.

LANGUAGES: English. Arabic speaking and writing an advantage
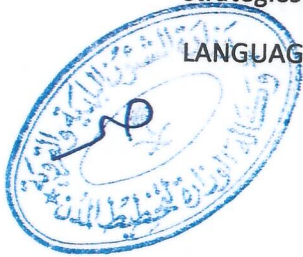
Annex 2

UNDP expertise

Expert	Months	Salary (USD)	total	Part time/Full time
Project Leader	24	20,800	499,200	Full time
Public Policy Expert	2	30,000	60,000	Part Time
Regional policy Expert	2	22,000	44,000	Part Time
Institutional expert	3	15,000	45,000	Part Time
GIS expert	2	15,000	30,000	Part Time
Performance and KPI Expert	2	15,000	30,000	Part Time
Project Management Expert	11	15,000	165,000	Part Time
Statistics expert	11	6,000	66,000	Full time
Senior Urban Planner	12	12,000	144,000	Full time
Senior Researcher	12	3,400	40,800	
Economist or other specialized expertise	13	12,000	156,000	Part Time
Admin Support Officer	12	3,400	40,800	Part time
Graphic Designer	12	2,700	32,400	Part time
Total			1,353,416	

UN-Habitat Expertise

Expertise	Number of Months	Salary scale	Total	Part time/Full time
Urban Governance and Outcome Leader	21	8000	168000	Part Time (2 Days / weekly) -Minimum
Economist/Municipal finance	17	12000	204000	Full time
Legal/Governance Expert	12	10000	120000	Part Time
Senior Urban Planner	22	10000	220,000	Part Time
Senior Regional Planner	21	10000	210,000	Part Time
2 Junior Local (24 months each)	48	7000	336,000	Full time
Junior International	12	6000	72,000	Full time
Admin personal support	1	93000	93,000	Part time PMO (One month/year) = 30,000 PMA (One month/year) = 15,000 Admin Assistant (Part time 38%) = 24,000 Admin Clerk and driver (Part time 38%) = 24,000
Total			1,403,000	