



PROJECT DOCUMENT
Saudi Arabia



Project Title: Umbrella Programme for Socio-Economic Development

Project Number: SAU10/00113712

Implementing Partner: Ministry of Economy and Planning

Start Date: 01 May 2019 **End Date:** 30 April 2021 **PAC Meeting date:** 08 April 2019

Brief Description

This project has been designed to provide substantive and technical assistance to the Government in mainstreaming social and economic development in the national policies at all sectors. The ultimate objective of this intervention is to create a strong foundation for efficient, evidence-based decision-making relevant to socio-economic development in line with the Saudi Vision 2030. The conceptual framework on which this intervention is conceived is that the Government will embrace a role to deal with socio-economic development in a much holistic manner away from the conventional development paradigm of disconnected policies for sectors.

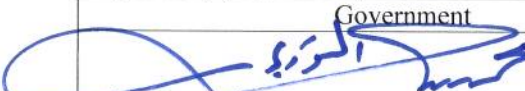
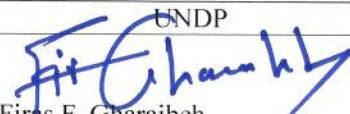
The project is based on the Saudi Vision 2030, with emphasis on the pillar of thriving economy in which the Government expresses eagerness to promote and reinvigorate social development in order to build a strong and productive society. In this context, this advisory services project advances five specific outputs as follows:

1. Supporting the social and economic development;
2. Sustainable development concept integrated into national policy;
3. National policies formulated for robust sector-based economic;
4. National policies for regional development;
5. Capacity developed for strong computer systems

In addition, Supporting Project Management is emphasized to ensure delivery of the five outputs in a timely manner. This is conceived to involve coordination across all deputyships of the Ministry of Economy and Planning with the objective of capturing synergies.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure Indicative Output(s): National Policies developed to promote economic diversification with increased employment of nationals	Total resources required:		
	Total resources allocated:	UNDP TRAC:	
		Donor:	
		Government:	12,000,000.00
		In-Kind:	
Unfunded:			

Agreed by (signatures):

Government	UNDP
 Name: HE Mohammed M. Tuwaijri Minister of Economy and Planning	 Name: Firas F. Gharaibeh UNDP Resident Representative a.i.
Date:	Date: 6 May 2019



I. DEVELOPMENT CHALLENGE

Saudi Arabia has achieved and sustained a remarkable socio-economic development in the last four decades. In this respect, the Kingdom has been able to move from an underdeveloped status to a developing economy with prosperous socio-economic indicators that qualified it to be one of the G20 worldwide. The GDP increased from SR156 billion in 1969 to SR2,398 billion in 2017 in constant prices (2010=100)¹. 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 2018 at 0.853 value of HDI². This index measures development achievements across a set of dimensions, including education, health and income.

Parallel to this, the population of Saudi Arabia increased from 7 million in 1974 to 31.7 million in 2016. According to 2010 national census data, 70% of the population live in urban areas, with almost two thirds living in three regions of Riyadh, Makkah and the Eastern Province. This poses a daunting challenge to the national urge of diversification of the economic base as well as to development sustainability in general.

Since the early 1980s, the Government has expressed intent to achieve socio-economic development with a focus on diversification, balanced regional development, innovation and evidence competitiveness. These were considered as the drivers of long-term development in all sectors of the economy. Certain synergies were also expected to get materialized by better inter-sectoral coordination.

In this framework, Saudi Arabia launched Saudi Vision 2030 in 2016. The Vision embraces the concept of development sustainability by anchoring its conceptual firmness on the three themes of a vibrant society; a thriving economy and an ambitious nation. A thorough review of the three themes and their underlying issues of national concern would reveal a holistic approach to development that encompasses the three dimensions of sustainable development: the social, the economic and the environmental.

Moreover, the Vision calls for a thriving economy with rewarding opportunities through diversifying the economic base for greater sustainability. This comes in line with the Sustainable Development Goals (SDGs), endorsed by world leaders in 2015, and which represent the core of a global development agenda towards 2030.

II. STRATEGY

The Government is eager to maintain a sustainable path to development. This is believed to be achieved through a battery of mechanisms: such as enhancing robust sector-based economic development, including job localization, GDP impact and the like; promoting social and economic development; integrating concepts of sustainable development into the national policies; and creating a platform for advanced regional development policies.

Moreover, the Government is also keen on achieving balanced regional development through the new paradigm of boosting regional competitiveness and realizing the potentials of each region. This is viewed as a policy intervention to be firmly based on rigorous studies of the socio-economic development in each region and how parameters of this development are interacting with the national and global dimensions of influence.

¹ General Authority for Statistics' website (<https://www.stats.gov.sa/en/823>), accessed on 1 October 2017.

² UNDP, Human Development Report, 2018.

UNDP can capitalize on its substantive and technical competencies to inform this policy-making process that would greatly be evidence-based. That is, UNDP will mobilize diverse best practices from around the world to inform the intended socio-economic strategic intervention 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.

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

The project is expecting to achieve the following five outputs:

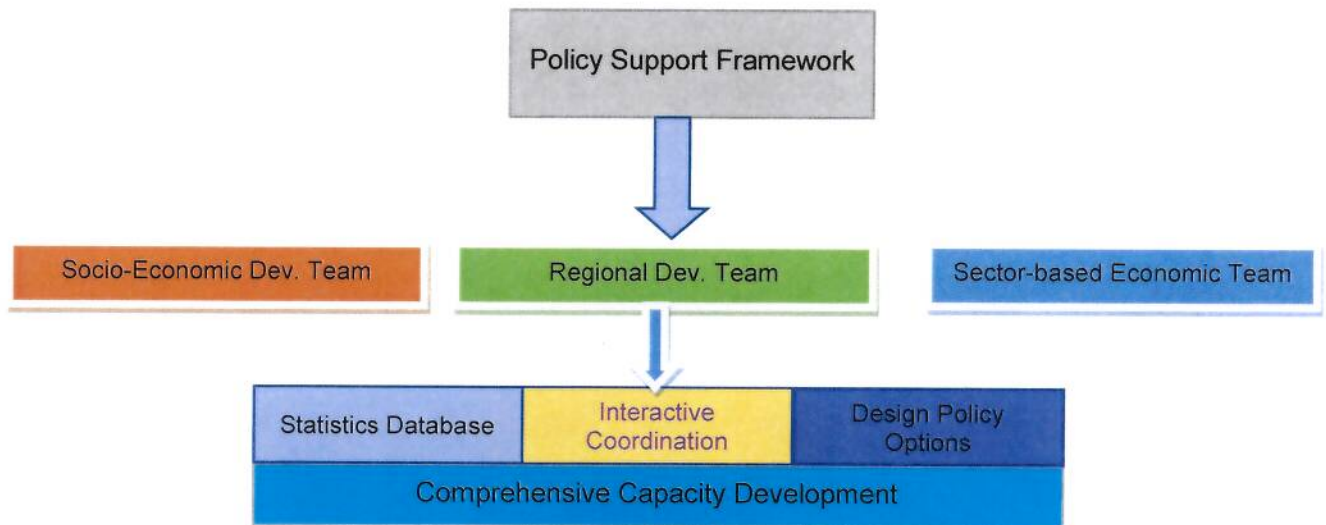
1. Support of social and economic development;
2. Sustainable development concept integrated into national policy;
3. National policies formulated for robust sector-based economic;
4. National policies for regional development;
5. Capacity developed for strong computer systems

Theory of Change

The project will focus on designing policies along three distinct thematic focuses: (a) social and economic development; (b) regional development; and (c) sector-based economic development. The proposed policy support framework will be created whilst national capacities are nurtured and strengthened within the hosting Ministry as well as across all participating agencies (public sector's institutions, private sector actors, and the civil society). In this connection, diverse advisory services will be provided to the Government in all areas of sustainable development. Likewise, statistics and mathematical models will be generated and updated towards powerful decision-making processes across sectors.

The project's theory of change is captured in tiny details in the RRF and is summarily exhibited in the below diagram:

into



It is to be noted that the Policy Support Framework is tasked with the major role of producing socio-economic models, regional development plans, and sector-based economic policies. In discharging this task, the Ministry of Economic and Planning will become the Think-Tank for three themes in the Kingdom. It is not expected to replace any existing institutional structures but will rather provide substantive and technical assistance to all stakeholders in promotion of three thematic focuses.

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III. RESULTS AND PARTNERSHIPS

Expected Results

- The end-result of the project is a framework for socio-economic policy support for Saudi Arabia. To achieve this result, the Policy Support Framework will conduct studies on a number of topics ranging from regional development to socio-economic development and sustainability as well as sector-based economic development.

Resources Required to Achieve the Expected Results

- A dedicated long-term advisor will be a team member to oversee the Policy Support Framework and facilitate its overall work and coordination. The Policy Support Framework will be assisted by three thematic teams (for each of the thematic sustainable development dimension). Each of the three thematic teams will be staffed with: (1) Subject Matter Expert; (2) Coordination Advisor; and (3) Support Officer.
- A detailed work-plan for each thematic team will be designed to utilize short-term consultants (national and international). It is expected that synergies will be realized in deployment of short-term experts to lend advice to various topics simultaneously.

Partnerships

- The thematic teams will establish their respective national and sub-national operational methods and partnership arrangements to assist in achieving the results of the team.

Risks and Assumptions

- The key risks that might delay delivery of results include the following, along with their proposed mitigation factors (detailed risk analysis is in Annex II):
- Difficulty in smooth coordination across sectors and regions: There is a potential risk of encountering such a difficulty; however, the project's component of capacity development and the coordination advisors at the thematic teams will mitigate this risk.
- Delays might be encountered in recruiting long-term and short-term top-notch advisors with bilingual competency (Arabic and English). While the urgency of this bilingual competency is quite noticeable in working at the regional level, yet the project will establish a translation supporting team for immediate deployment.

Stakeholder Engagement

- This intervention is grounded in a host of national and international partnerships. As the overall impact of the intervention is projected to reach all population of Saudi Arabia and in terms of both the existing generation and the future ones, the public awareness campaigns will be designed to engage all citizens. Moreover, other targeted groups will be engaged as follows:
 - *Policy-makers and implementation officials at the regional level:* This group constitutes the core functioning body in designing and implementing the framework of regional development in Saudi Arabia. The group will be engaged through workshops designed to elicit stakeholders' views and to forge consensus around major decisions. In addition, this group will be the beneficiary of the capacity development programme.

South-South and Triangular Cooperation (SSC/TrC)

- The project will utilize North-South and South-South Cooperation modalities in support of the intended outcome. A South-South Cooperation arrangements will be reached jointly with at least three countries of best practices in the regional

development and regional competitiveness. Later, a list of possible international best practices will be compiled based on the comprehensive review of the regional development patterns.

Knowledge

- The project intends to produce reports on regional development and regional competitiveness for the national and international audiences. In addition, the project conceives establishing a unified database (in close coordination with the General Authority for Statistics and MOMRA) to facilitate the work of the thematic teams, while ensuring data consistency and coherence across the system. Coordination in this regard will also be arranged with the concerned international institutions dealing with urban indicators for regional development.
- It is intended that the lessons learned and best practices of development will be effected in a two-way platform. That is, the development experience of Saudi Arabia will be captured and reported for wide dissemination utilizing UNDP's worldwide presence and knowledge networking.

Sustainability and Scaling Up


- This intervention is designed to ensure sustainability of development results over the long-run through effective regional development planning. This will emphasize preference of nationally determined priorities and an inclusive national dialogue involving both the Government and the civil society.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

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

Project Management

- This project will be administered from the Ministry of Economy and Planning by the National Project Manager (NPM) in addition to the UNDP's Implementation Support Services to be provided from the UN Premises. However, the success of the thematic teams relies on well-functioning focal point mechanism at the sectoral and regional levels. A detailed focal point mechanism will be developed by each working team following the inception and inter-sectoral workshops planned to take place at the initial stage of implementation.
- Direct UNDP Country Office Support Services will be budgeted to cover all costs incurred as a result of fast mobilization of support from UNDP. Covering the direct project costing (DPC) a rate of 4% will be charged to the programmable budget. 

I. RESULTS AND RESOURCE FRAMEWORK

BUDGET					
Intended Outputs	Output Targets	Indicative Activities	Input Description	2019/2020	2020/2021
Output 1: Support of social and economic development	1.1 Commissioning short-term missions on: a. Computer Programming b. Software Developing c. Dash board design through applied statistics Training delivered on SDGs	Three short-term (3 months) missions			
	Study conducted on myriad topics of relevance to Offices of the HE Minister and HE Vice-Minister	2-week mission by two experts L.T R&D Expert L.T Economic Advisor L.T Secretary	2-week mission L.T R&D Expert L.T Economic Advisor L.T Secretary	135,000.00 90,000.00 203,700.00 108,310.00 34,381.00 50,000.00	135,000.00 90,000.00 203,700.00 108,310.00 34,381.00 50,000.00
Output 2: Sustainable development concept integrated into national policy Baseline: The Vision 2030 Indicators: 1. Success indicators for each sector formulated	2.1 Economic development scoped for greater mainstreaming 2.2 Capacity development programs developed and implemented on economic development 2.3 Training designed and delivered on use of policy instruments at sectoral levels 2.4 Policy briefs and publications on public policy issues 2.5 Support for macroeconomic and microeconomic models 2.6 Partnerships forged	1.1 Short-term mission deployed for scoping of economic development 1.2 Training courses designing and delivery on following themes: • Economic development strategies. • Resource rich economics. • Economic diversification • Economic writing in Arabic. • Labor economics • Sustainable inclusive growth • Data collection course with UNDESA. • Data science with focus on economy • Economic modelling • Industrial policies • Behavioral Economic	(1) Contracting arranged for design of 11 courses	275,000.00	275,000.00
			(2) Eleven training workshops organized (3) 3-month development economist (4) 3-month macroeconomic policy expert (5) 3-month balance of payment expert Travel	385,000.00 60,000.00 60,000.00 60,000.00 45,000.00	385,000.00 60,000.00 60,000.00 60,000.00 45,000.00

	Support provided to Sustainable Development Deputyship		LT Regional Planning Consultant	38,880.00	38,880.00
	Miscellaneous missions for sustainability		LT Translator	37,923.00	37,923.00
Output 3: National policies formulated for robust sector-based economic development Baseline: Indicators:	3.1 Sector-based economic model designed and operationalized	<p>3.1.1 Conducting study on policy trade-offs</p> <p>3.1.2 Conducting a study to identify worthwhile investments that generate the required returns in terms of economic output (jobs, localization, GDP impact etc.)</p> <p>3.1.3 Conducting independent studies to develop views in collaboration with leading international expertise, public policy organizations, and industrial and government institutions</p> <p>3.1.4 Benchmarking sectors performance against other countries in terms of GDP contribution, number of jobs and the level of value chain coverage</p> <p>3.1.5 Ensuring better alignment between policy objectives and sectors outcomes and identify practical policy options</p> <p>Developing econometrics/economic databases</p> <p>Updating National Accounts</p>	Two economists (industry and natural resources) - 1 year	932,625.00 570,000.00	934,084.00 570,000.00
Output 4: National policies for regional development	4.1 Models for the regional development performance indicators built	<p>4.1.1 Conducting in-depth research on the following areas:</p> <ul style="list-style-type: none"> Assess the economic impact of initiatives and benefits. Assessing economic development priorities in the region. Evaluating the investment situation in the region. Identify and analyze economic indicators for the region. Building models and calculating economic indicators <p>Conducting a short-term mission to design the dashboard</p> <p>Visits organized for 13 regions</p>	L.T Economic Advisor L.T Economic Advisor	128,000.00 71,680.00	128,000.00 71,680.00
	4.2 A Dashboard designed and operationalized for the regional development Performance Indicators	<p>5.1 Expertise provided in computer system administration</p>	Two economists (L.T) One applied statistics expert (L.T)	1,450,000.00	1,450,000.00
Output 5: Capacity developed for strong computer systems			2-week mission Visits to 13 regions	215,000.00	215,000.00
			One senior system administrator	80,000.00	80,000.00
			L.T Network Administrator	80,000.00	80,000.00

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Output 6: Supporting Project Management	LT Senior Project Management Assistant	42,448.00	42,448.00
	LT Driver	16,000.00	16,000.00
	Education Expert (2 months)	7,253.33	
	Bilingual Typist (2 months)	4,699.00	
	Economic Advisor (4 months)	53,892.67	
	TROLL fees	39,094.50	39,094.50
	Operation and Maintenance	13,333.00	13,333.00
	Official Travel	96,000.00	96,000.00
	Training	160,000.00	160,000.00
	Overtime	71,000.00	96,000.00
	Monitoring and Evaluation		25,000
	Subtotal	5,639,220.00	5,575,734.00
	GMS (7% as 3% in GMS and 4% DPC)	394,745.00	390,301.00
	Budget Total	6,033,965.00	5,966,035.00
	GROSS TOTAL	12,000,000.00	

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II. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

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<p>Project Report</p>	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>			
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

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III. MULTI-YEAR WORK PLAN

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1 Integration of sustainability into development policy, including consensual set of sustainable development indicators for each sector in line with the Saudi Vision 2030	1.1 Commissioning short-term missions on: a. Computer Programmer b. Software Developer c. Dash boarding, and Applied Statistics	135,000	135,000				270,000.00
		90,000	90,000				180,000.00
		203,700	203,700				407,400.00
		108,310	108,310				216,620.00
		34,381	34,381				68,762.00
Output 2 Implementation of the Tenth Development Plan and the National Transformation Programme 2020 is supported, monitored and reported	2.1 Economic development scoped for greater mainstreaming	50,000	50,000				100,000.00

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Output 5: Capacity developed for strong computer systems	5.1 Expertise provided in computer system administration	80,000	80,000	80,000				160,000.00
		80,000	80,000	80,000				160,000.00
Output 6: Supporting Project Management		42,448	42,448	42,448				84,896.00
		16,000	16,000	16,000				32,000.00
		7,253.33	7,253.33					7,253.33
		4,699	4,699					4,699.00
		53,892.67	53,892.67					53,892.67
		39,094.50	39,094.50	39,094.50				78,189.00
		13,333	13,333	13,333				26,666.00
		96,000	96,000	96,000				192,000.00
		160,000	160,000	160,000				320,000.00
		96,000	96,000	96,000				192,000.00
General Management Support (7%)		394,745	390,301					785,046.00
TOTAL		6,033,965	5,966,035					12,000,000.00

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IV. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

UNDP shall mobilize several UN Agencies to serve as cooperating agencies in the project for provision of international advisors and other activities as noted in the Annual Work Plan. All activities under the project will be done through standard Project Board mechanism to serve as a steering committee between MOEP, UNDP and UN Agencies to ensure coherence of all activities under the project. UNDP will provide technical advisory support to all activities through the UNDP Country Office in Riyadh, UNDP Regional Service Centre and various units in UNDP Headquarters in New York, as well as support for overall project management activities. Other UN agencies/bodies may also be invited to contribute to specific activities in the project.

Project Board

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

The Project Board has the following members: the National Project Manager (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier), MOEP, UNDP and UN Agencies 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 MOEP. The National Project Manager and Project Assurance roles will never be held by the same individual in MOEP.

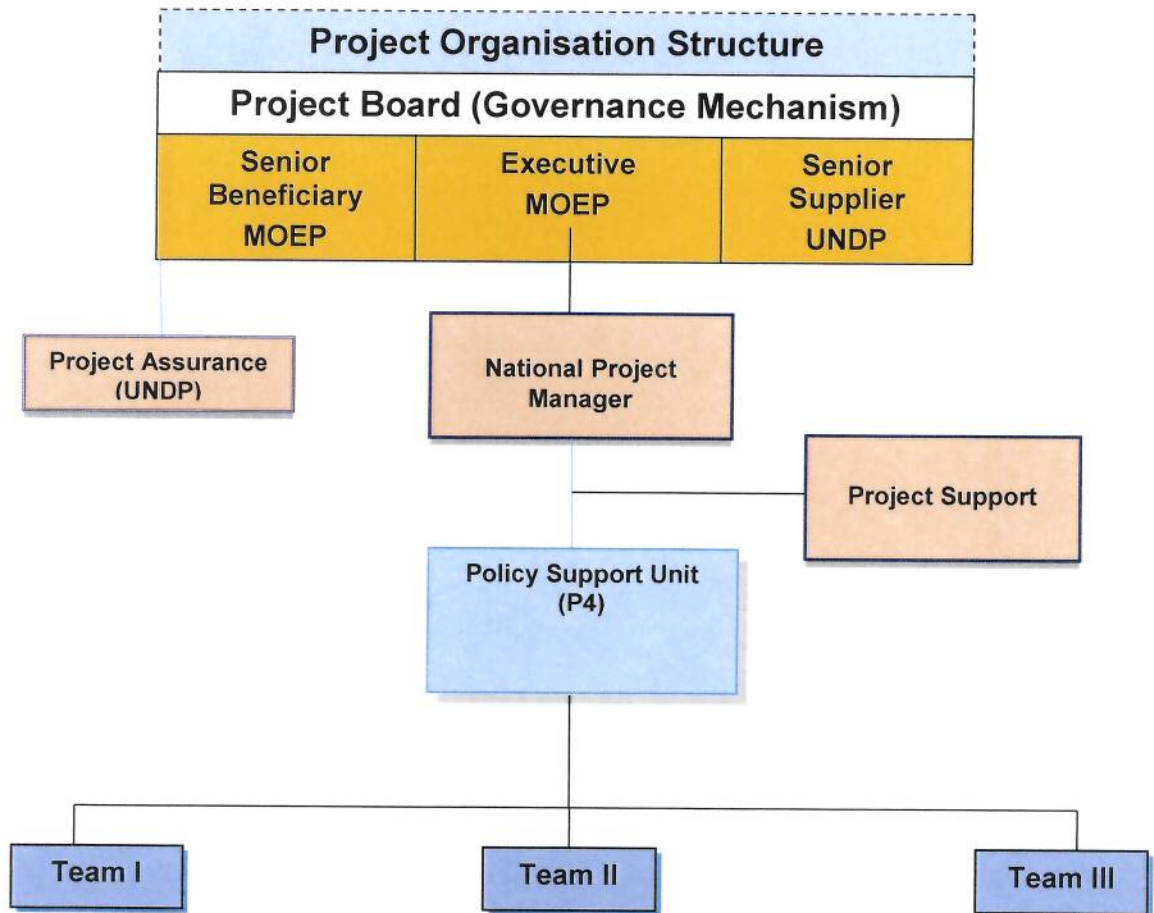
National Project Manager

The National Project Manager will have the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management and decision-making for the project. The National Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager is appointed by the Ministry of Economy and Planning through letter to UNDP. MOEP will also provide counterpart staff,

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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 III**.



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V. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Kingdom of Saudi Arabia and UNDP, signed on 3 Muharram 1396H corresponding to 4 January 1976 G. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall: put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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

This project will be implemented by the Ministry of Economy and Planning ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document *[and the Project Cooperation Agreement between UNDP and the Implementing Partner]*³.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities

³ Use bracketed text only when IP is an NGO/IGO

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associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.



VI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Project Board Terms of Reference and TORs of the key positions**



1. Schedule of Payments

Amount in US\$	Due Date	Payment
2,000,000.00	Due on 1 July 2019	First Payment
2,000,000.00	Due on 1 January 2020	Second Payment
2,000,000.00	Due on 1 May 2020	Third Payment
2,000,000.00	Due on 1 September 2020	Fourth Payment
2,000,000.00	Due on 1 January 2021	Fifth Payment
2,000,000.00	Due on 1 March 2021	Sixth Payment
12,000,000.00	Project Total Estimated Cost	

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