UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Saudi Arabia

Project Title: Institutional Support to Statistics
Project Number: SAU10-100619
Implementing Partner: General Authority for Statistics
Start Date: 1 February 2017 **End Date:** 31 March 2020 **PAC Meeting date:** 16 January 2017

Brief Description
Saudi Arabia has recently launched the Saudi Vision 2030 with emphasis on the three dimensions of sustainability: the economic, the social and the environment. The Vision was shortly buttressed by the National Transformation Plan (2020), designating 23 Government agencies to implement specific initiatives by 2020 towards the delivery of the Vision.

The Vision 2030 was preceded by the global launch of the Sustainable Development Goals (SDGs) as the core of the 2030 Agenda for sustainable development, to which Saudi Arabia committed their integration into the national policies and plans and thereafter their implementation.

Implementation of the two agendas would certainly require accurate and updated statistics at the national and subnational levels. Recently, the General Authority for Statistics (GaStat) has gone through major revision of its corporate strategy and vision alignment with the Saudi Vision 20130. GaStaT strategically aims to create a framework for all statistical needs in support of the National Vision 2030, and National Transformation Program 2020 as well as the SDGs's agreed upon targets and indicators of relevance to the national context.

This project has been designed to provide assistance to GaStat by embracing the following outputs:

1) Institutional framework for statistics reviewed and aligned with Saudi Vision 2030, NTP2020 and SDGs;

2) Capacity developed with the objective of enhancing the technical and statistical analysis machinery through provision of subject-matter experts on the core specialties; instituting benchmarks and best practices to guide performance excellence; extensive staff training and continuous learning;

3) The Information technology infrastructure upgraded to maintain delivery of statistical products meeting the growing demand for indicators and reporting on sustainability at all sectors of the economy; e-linking with 32 entities; establishing national databank.

4) Institutional marketing capacity established and operational for vibrant public relations to explore and intervene into hitherto untapped niches for marketing of statistical products.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure	Total resources required:		
	Total resources allocated:	UNDP TRAC:	
Indicative Output(s): National Policies developed to promote economic diversification with increased employment of Nationals		Donor:	
		Government:	2,666,667
		In-Kind:	
	Unfunded:		

Agreed by (signatures):

Government	UNDP	Implementing Partner
Dr. Fahad S. Al-Tekhaifi President of General Authority for Statistics	Dr. Ashok Nigam UN Resident Coordinator UNDP Resident Representative	
Date:	Date:	

I. DEVELOPMENT CHALLENGE

Saudi Arabia has undergone a noteworthy progress along the socio-economic development direction. The progress has been a notable socio-economic development in all respect, as it spanned all sectors of the economy. As a result of this, the Kingdom has been able to move from an underdeveloped status to a middle-income country with all the means of a promising and sustainable future. The GDP, for instance, increased from SR156 billion in 1969 to SR942 billion in 2011 and to SR2,827 billion in 2014, putting the economy among the top 20 global economies in term of size. This is an ample evidence of the economic and social progress achieved at all sectors. 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 2015 at 0.837 value of HDI[1].

Parallel to this, the population of Saudi Arabia increased from 7 million in 1974 to 31 million in 2015. According to official statistics[2], population growth averaged 4.9% per year during the period 1974-1992, but this 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.

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

Prior to this, in September 2015, the World Leaders endorsed the Sustainable Development Goals (SDGs) as the core of a global development agenda towards 2030. The SDGs, bundled in an integrated, and indivisible set of 17 goals, 169 targets and 232 indicators, are a global resolve to take 'the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path[3]'.

Looked at from the broader perspective of sustainable development, the Saudi Vision 2030 and the SDGs are similar not only in their respective time frames, but in their multi-dimensional approach to development and the urgency to mainstreaming ambitions into the national strategies and polices as well as to respond to the call for a wide-ranging participation of the concerned communities in producing sustainable development results and in reaping their benefits. The analysis of the mapping of the Saudi Vision 2030 against the SDGs (as per attached matrix) demonstrates a handful of synergies and complementarities, a fact that justifies close cooperation between Saudi Arabia and the UN System toward the achievement of development sustainability, be it in terms of the Saudi Vision 2030 or the SDGs. In fact, these synergies and complementarities would avail the UN System of a comparative advantage in a development landscape which is congested with big players and marked by daunting demands for effectiveness, efficiency and excellence.

Saudi Arabia has expressed commitment to achieve the SDGs. It recognizes that both the SDGs and the Saudi Vision 2030 call for inclusive processes of development whereby all stakeholders get involved, not only in realization of an achievement but in sharing its benefits as well. For any meaningful engagement of all stakeholders, though, there is a need to design policies with the concept of inclusiveness in mind. That is, all aspects of inclusiveness, ranging from equity to empowerment, opportunities, participation to satisfaction should be considered.

A recent Royal Decree mandated GaStat with the responsibility to prepare for the Census 2020, using the administrative data and utilizing current institutional systems along with innovation of

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[1] UNDP, Human Development Report, 2015.

[2] The General Authority for Statistics (http://www.stats.gov.sa/en/1478)

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

suitable mechanisms to conduct a national census with accuracy that informs decision-making in the Kingdom.

II. STRATEGY

The intended outcome of this intervention is the creation of a national statistical system that can adequately respond to the data needs of development planning, policy making, and monitoring in Saudi Arabia. This requires enhancement of efficiency in all statistics' generation processes and products along with the timely delivery and marketing of data products. It is believed that this outcome will greatly assist in the full-implementation of the SDGs at the national and sub-national levels towards 2030. Full-implementation of the SDGs requires sound institutional arrangements, which in turn call for accurate baselines and realistic indicators across all sectors of the economy. In view of this, the GaSTAT will develop its capacities and the capacities of contributing agencies at the sectoral and regional levels.
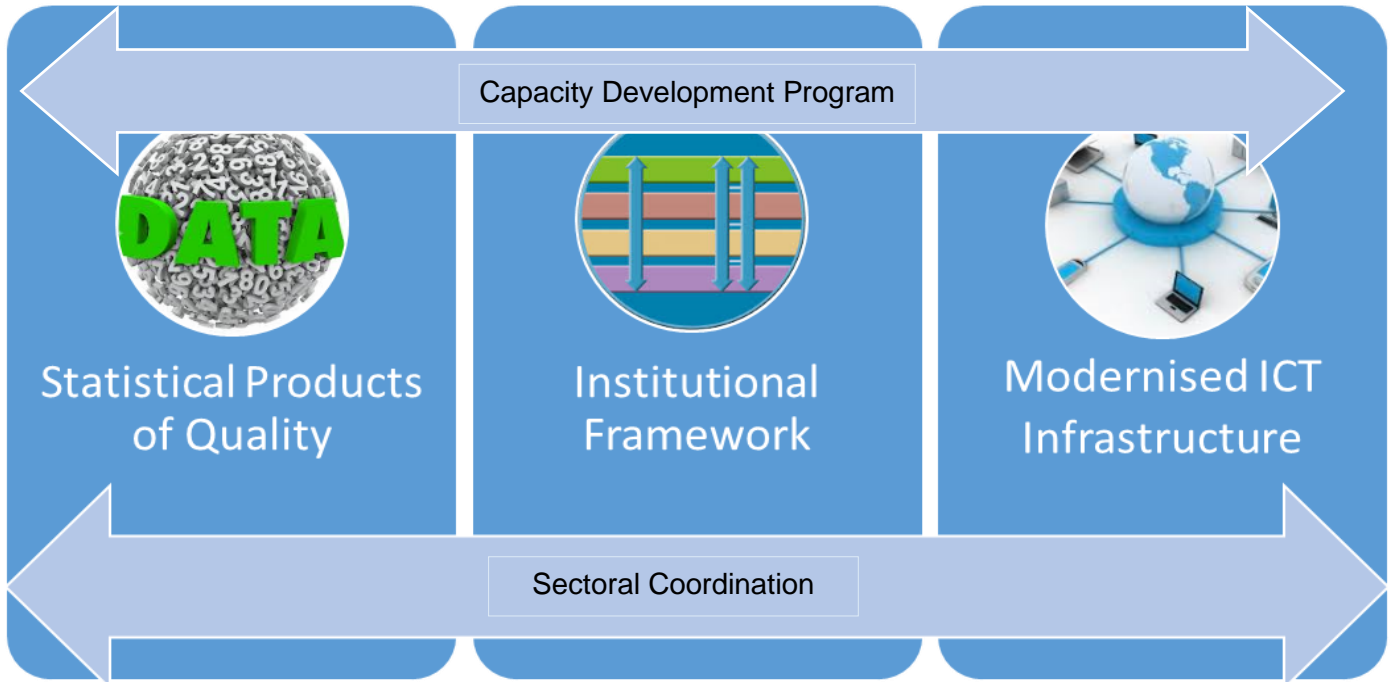
For statistical services (products and service delivery with accuracy and in time) to be efficient, it is crucial to set the institutional framework right in terms of national policies to mainstream data generation by all sectors in line with the elevated significance accorded by the Saudi Vision 2030 to the Key Performance Indicators (KPIs) to be maintained by all public sector's institutions. As the pool of pertinent indicators will certainly cover the three dimensions of sustainability, it is appropriate to commence with the production of the SDGs' indicators that are relevant to the national context.

The institutional framework is to founded on a continuous capacity development programme and an updated ICT infrastructure. In this respect, institutional coordination across all sectors and regions should be in place to ensure production of marketable statistical products and services. But as such coordination is a daunting task, in both financial and operational aspects, the present intervention will limit itself to provision of capacity development required for cross-sector coordination at national and sub-national levels.

The desired change in the current statistical practices will be induced through a continuous capacity development program, involving GaStat and all participating parties, with specific focus on sectoral coordination. The core pillar is an institutional framework that promotes efficiency and effectiveness to produce first-class statistical products of relevance to the national context. A modernised ICT infrastructure will be put in place to ensure timely delivery of quality products and services to various beneficiaries.

The project's theory of change is captured in tiny details in the RRF and is summarily exhibited in the below diagram and fully narrated in the expected results below.

Theory of Change

III. RESULTS AND PARTNERSHIPS

Expected Results

- The end-result of the project is well-functioning statistical operations and services to boost implementation of both the Saudi Vision 2030 and the SDGs. This end-result requires producing marketable statistical products of quality which are based on cross-sector coordination to ensure efficiency and effectiveness. Reaching this result entails contextualizing the SDGs at national and local levels and therefore reflect them in national plans, strategies and budgets. It is understood that the national plans, strategies and budgets are those dictated by the Vision 2030 and the subsequent implementation mechanism of the National Transformational Plan[4]. In view of this, the project will have a system-wide impact with respect to involvement of all sectors and coverage of all regions on equal footing.

The first step towards this end-result will be the creation of the necessary institutional arrangements, including the establishment of the SDGs Follow-up Mechanism with thematic working groups within GaStat. A unified format for statistics production and updating will be agreed upon by each group and the General Authority for Statistics to avoid any potential discrepancy in sectoral data and to ensure data consistency throughout the system.

Capacity development programme will be designed and delivered throughout the lifecycle of this intervention. The first component of this programme will be dedicated to the technical teams of GaSTAT. Such teams will be deployed to deliver the second component of the programme targeting sectoral coordination in which participating agencies will be trained in the standardised data generation systems (System of National Accounts and guiding data systems).

The ultimate change of this intervention is supposed to contributed, at the upstream policy level, to the three pillars of the Country Programme Document (2017-2021), which are: sustainable economic and social development; public sector efficiency; and sustainable natural resource management.

This intervention is designed with an objective of applying policy design as an approach whereby evidence-based decision-making takes precedence. In this respect, policy design and implementation is viewed as an iterative cycle that starts with understanding the issue as a precursor to setting the objectives of the policy. The necessary policy instruments are then designed and an implementation process developed. This ideally starts with staff training to allow operation of the policy instrument. The figure below shows an idealized illustration of policy design and implementation under the approach of this intervention:

Resources Required to Achieve the Expected Results

- Each output will be led by a key short-term international consultant. UNDP will mobilize specialized experts from the UN System as well as from the academia and international think-tanks.

Partnerships

- The thematic working groups will establish their respective national and sub-national modus operandi and lists of partners to assist in achieving the results of the group. The governing principle dictated by the SDGs, which calls for leaving 'no one behind, shall be the core of the institutional structures of the groups and their partners.

- UNDP Country Office will provide support to the working groups to ensure that the intervention reaches its targeted outputs and outcome.

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[4] The National Transformational Plan (NTP) is expected to be announced within a month from the signature of this project.

Risks and Assumptions

- The key risks that might thwart efficient delivery of the intended 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 will mitigate this risk. It is well recognized that the present intervention entails a genuine change in doing the business of development; and it is therefore natural that such a change is faced with certain resistance.

- Delays might be encountered in recruiting short-term 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 sectoral level:* This group constitutes the core functioning body in adapting and implementing the SDGs in Saudi Arabia, whether at the macro level or from the provincial perspective. 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 south-south and triangular 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 generating, updating and marketing statistical products.

Knowledge

- The project intends to mainstream data generation at the national and sub-national levels with the objective of boosting implementation of the Kingdom's vision along with the delivery of the SDGs. In addition, the project will assist GaSTAT in reporting on a host of national and international commitments as well as in meeting the growing demand for statistical products for all sectors of the economy. This will ultimately lead to extensive evidence-based knowledge to inform policy-making.

- 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 ensured sustainability of development results over the long-run through the two tenets of capacity development; and promotion of national ownership. This will emphasize preference of nationally determined priorities and an inclusive national dialogue involving both the Government and other stakeholders in all issues relevant to statistics' production, compilation and efficient use for purposes of planning, implementation and monitoring.

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 is project will be administered from the Head Office of the General Authority for Statistics in addition to the UNDP's Implementation Support Services. However, the success of the thematic working groups relies on well-functioning focal point mechanism at the sectoral and regional levels. A detailed focal point mechanism will be developed by each working group 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 the UN System and elsewhere.
- Direct Project Costing will be applied to cover UNDP's extensive work dedicated to the various stages of this project's lifecycle.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Targets (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
Output 1 *Institutional framework for statistics reviewed and aligned with Saudi Vision 2030, NTP2020 and SDGs*	*1.1 Number of policies reviewed, updated and aligned with Vision 2030, NTP2020 and SDGs*	*GaSTAT*						
	1.2 Number of sub-national governments/administrations which have standardised data generation systems	*GaSTAT*	*22*	*2018*	*11*	*11*		
	1.3 policies being implemented to enhance data quality in terms of timeliness and accuracy	*GaSTAT*	*5*	*2019*	*3*	*2*		

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Targets (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
Output 2 Capacity developed to enhance the technical and statistical analysis machinery through provision of subject-matter experts on the core specialties; instituting benchmarks and best practices to guide performance excellence; extensive staff training and continuous learning	*2.1 Capacity development modules designed and delivered*	*GaSTAT*						
	2.2 Number of technical staff members trained on data generation in the SNA regime	*GaSTAT*						
	2.3 Number of reports produced in analysing data to meet national demand for statistical products	*GaSTAT*						
	2.4 Number of training workshops conducted at the regional level							
Output 3 The Information technology infrastructure upgraded to maintain delivery of statistical products meeting the growing demand for indicators and reporting on sustainability at all sectors of the economy	*3.1 Number of data generation systems linked with the GIS*	*GaSTAT*						
	3.2 Number of indicators (Vision 2030 and SDGs) produced utilizing the newly procured infrastructure	*UNDP*						

Output 4	4.1 Number of new partnerships arranged and signed	UNDP						
Institutional marketing capacity established and operational for vibrant public relations to explore and intervene into hitherto untapped niches for marketing of statistical products	4.2 Number of international experts recruited	GaSTAT						
	4.3 Number of policies, strategies formulated in line with SDGs	GaSTAT						

VI.   MONITORING AND EVALUATION

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

Monitoring Plan

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

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

VII. MULTI-YEAR ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output 1 Institutional framework for statistics reviewed and aligned with Saudi Vision 2030, NTP2020 and SDGs	1.1 Inception workshop convened for alignment and selection of indicators	35,500	58,000	45,000		00210	ST Advisors	138,500
	1.2 Working groups support unit established	35,000	45,000	35,000		00210	Missions	115,000
	1.3 Training delivered on data for SDGs at sectoral levels	75,000	80,000	65,000		00210	Consultants	220,000
	1.4 Statistical products produced and delivered for monitoring of Vision 2030 and SDGs	56,000	55,500	85,000		00210		196,500
	MONITORING			10,000		00210		10,000
	Sub-Total for Output 1							**680,000**
Output 2 Capacity developed with the objective of enhancing the technical and statistical analysis machinery through provision of subject-matter experts on the core specialties; instituting benchmarks and best practices to guide performance excellence; extensive staff training and continuous learning	2.1 Capacity development program formulated	125,000	135,000	115,000		00210	National and Int'l Consultants	375,000
	2.2 Training workshops organized in 13 regions	225,000	215,000	208,000		00210		648,000
	MONITORING	5,000		4,920		00210		9,920
	Sub-Total for Output 2							**657,920**

Output 3 The Information technology infrastructure upgraded to maintain delivery of statistical products meeting the growing demand for indicators and reporting on sustainability at all sectors of the economy; e-linking with 32 entities; establishing national databank	3.1 ICT infrastructure reviewed and update designed	35,000	25,000	56,000		00210		116,000
	3.2 Data gaps identified in desk review	75,000		75,000		00210		150,000
	3.3 Data gaps reviewed and consensus forged across sectors	85,000		75,000		00210		160,000
	MONITORING	2,500		2,500		00210		5,000
	Sub-Total for Output 3							**431,000**
Output 4 Institutional marketing capacity established and operational for vibrant public relations to explore and intervene into hitherto untapped niches for marketing of statistical products	4.1 Statistical marketing strategy formulated	125,000	98,500	75,000		00210		298,500
	4.2 Focus-group workshop organized to review marketing strategy	45,000	68,500	40,000		00210		153,500
	4.3 Organizing study tours to three best practices	78,000	88,000	51,800		00210		217,800
	MONITORING	22,500	15,500	15,492		00210		53,492
	Sub-Total for Output 4							**723,292**
General Management Support (7%)								174,455
TOTAL								2,666,667

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented under the National Implementation (NIM) modality with activities implemented through UNDP NIM modality, whereby GaSTAT 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 a number of 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 GaSTAT, 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: President of the GaSTAT (Executive and Senior Beneficiary), Resident Representative, United Nations Development Programme, Saudi Arabia (as Senior Supplier). GaSTAT, 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.
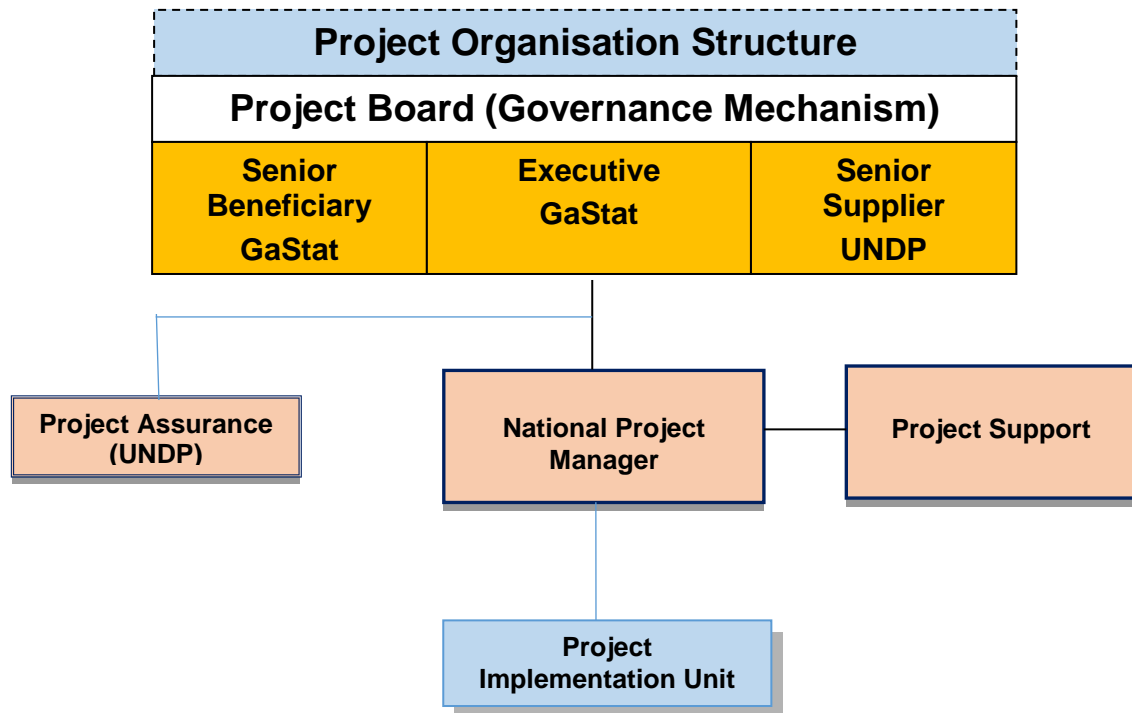
Project Assurance

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 GaSTAT. The National Project Manager and Project Assurance roles will never be held by the same individual in GaSTAT.

National Project Manager

The National Project Manager will be designated by GaSTAT. The NPM has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The National Project Manager is responsible for day-to-day management 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 GaSTAT through

letter to UNDP. GaSTAT will also provide counterpart staff, offices facilities and necessary office equipment (including computers) for project staff, other project support facilities as required including for project related seminars, workshops and training facilities; other support in kind.

Terms of Reference/job descriptions for the respective long term advisers and short term experts/consultants are set out in the **Annexes to this document.**

Project Organisation Structure		
Project Board (Governance Mechanism)		
Senior Beneficiary GaStat	**Executive GaStat**	**Senior Supplier UNDP**

Project Assurance (UNDP)

National Project Manager

Project Support

Project Implementation Unit

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Saudi Arabia and UNDP, signed in 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.

This project will be implemented by the GaSTAT ("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 *[or 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][5].

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

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[5] Use bracketed text only when IP is an NGO/IGO

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.

X. 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 key management positions**