وثيقة مشروع

المملكة العربية السعودية

عنوان المشـــروع: بناء القدرات والخدمات ذات الصـــلة من أجل تنمية مســـتدامة وإدارة متكاملة لقطاع المياه في إطار رؤية المملكة ٢٠٣٠

رقم المشروع: SAU10-00133976

الشريك المنفذ: وزارة البيئة والمياه والزراعة

تاريخ البدء: ٢٠٢٣/٠٣/٠١ **تاريخ الانتهاء: ٢٠٢٨/٠٢/٢٩** **تاريخ اجتماع اللجنة الاستشارية للمشروع: ٢٠٢٣/٠٢/٠٧**

وصف موجز:
يهدف هذا المشروع إلى **تعزيز التنمية الاقتصادية والاجتماعية والثقافية المستدامة في المملكة العربية السعودية من خلال إيجاد فرص موارد مائية جديدة، ودعم ممارســات الاكتفاء الذاتي في إدارة المياه، وإثراء اتخاذ القرارات القائمة على الأدلة، وبناء قدرات الإدارة المتكاملة لموارد المياه في وزارة البيئة والمياه والزراعة.** وسيدعم المشروع الركيزة الرابعة لعمل برنامج الأمم المتحدة الإنمائي في المملكة العربية السعودية، وهي "الإدارة المستدامة للموارد الطبيعية والثقافية واستخدامها والحفاظ عليها". وسيتم تنفيذ المشروع لتحقيق أربع مخرجات: ١. **المخرج الأول: وضع منهجيات تقنية بما في ذلك عمليات إدارة البيانات ونظم المعلومات المتعلقة بالمياه** لدعم استدامة البيانات المتعلقة بالمياه وصحتها على المدى الطويل وإرشاد عملية صنع القرار. ٢. **المخرج الثاني: تنمية الموارد المائية** لدعم استدامة الموارد المائية وخلق فرص جديدة للتنمية الزراعية والريفية في المملكة. ٣. **المخرج الثالث: تنمية القدرات البشرية والمؤسسية والفنية ومشاركة المرأة** لتعزيز الاكتفاء الذاتي لوكالة المياه في الخبرة الفنية وقدرات التوعية المائية. ٤. **المخرج الرابع: تصميم وتطوير برنامج شامل للإدارة المتكاملة للموارد المائية** لدعم استدامة الموارد المائية للتنمية الطويلة المدى في جميع القطاعات الزراعية والريفية والصناعية والسياحية وغيرها.

USD 36,195,075.00		إجمالي الموارد المطلوبة:
		إجمالي الموارد المخصصة:
	هدف برنامج الأمم المتحدة الإنمائي لتخصيص الموارد من الميزانية الأساسية	
	جهات مانحة:	
	الحكومة:	
	التبرع العيني:	
		غير ممول:

المخرجات المساهمة: (UNSDCF, CPD, RPD)
المخرج (٢): حماية البيئة من التدهور من خلال تعزيز الاستهلاك والإنتاج المستدامين، وإدارة الموارد الطبيعية بشكل مستدام، واتخاذ إجراءات فورية للتصدي لتغير المناخ.
المخرج (٢,١): ضمان إدارة مستدامة ومتكاملة وذكية مناخياً للنظم البيئية والموارد الطبيعية غير النفطية

تمت الموافقة والتوقيع من قبل

وزارة البيئة والمياه والزراعة	برنامج الأمم المتحدة الإنمائي
م. عبد الرحمن بن عبد المحسن الفضلي وزير البيئة والمياه والزراعة	**ناهد حسين** الممثل المقيم لبرنامج الأمم المتحدة الإنمائي في المملكة العربية السعودية
التاريخ: ٢ مارس ٢٠٢٣	التاريخ: ٢ مارس ٢٠٢٣

وزارة البيئة والمياه والزراعة
Ministry of Environment Water & Agriculture

UNDP Project Document

Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in

The Kingdom of Saudi Arabia
In the Framework of the VISION 2030

رؤية VISION 2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

Project Number: SAU10-00133976
Implementing Partner

Ministry of Environment, Water and Agriculture (MEWA)

Start Date: 01/03/2023
End Date: 29/02/2028

PROJECT DOCUMENT

Kingdom of Saudi Arabia

Project Title: Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030
Project Number: SAU10-00133976
Implementing Partner: Ministry for Environment, Water and Agriculture
Start Date: 01/03/2023 **End Date: 29/02/2028** **PAC Meeting date: 7/02/2023**

Brief Description
This project aims at **supporting sustainable economic, social, and cultural development in Saudi Arabia through unlocking new water resources opportunities, promoting self-sufficient water management practices, informing evidence-based decision making, and building IWRM capacity in MEWA.** **The project will support UNDP Saudi Arabia's** fourth pillar Country Project Document, *"sustainable natural and cultural resources management, use and preservation"*. The project will be facilitated through four outputs: 1) **Output 1: Establishment of technical methodologies including data management processes and water information system(s)** to support longer term sustainability and integrity of water data and inform decision making. 2) **Output 2: Water Resources Development** to support sustainability of water resources and create new opportunities for agricultural and rural developments in the Kingdom. 3) **Output 3: Human, Institutional, and technical Capacity development, and women participation** to promote the self sufficiency of the Water Deputyship on technical expertise and water awareness capabilities. 4) **Output 4: Design and development of a holistic Integrated Water Resource Management (IWRM) program** to support sustainability of water resources for long-term developments in all sectors including the agricultural, rural, industrial, tourism, etc.

Contributing Outcome (UNSDCF, CPD, RPD): **Outcome2:** The environment is better protected from degradation, including by promoting sustainable consumption and production, managing natural resources sustainably, and taking immediate action to climate change. Indicative Output(s) with gender marker: **Output 2.1:** Sustainable, integrated and climate-smart management of ecosystems and non-oil natural resources ensured **Gender Mark 2**

Total resources required:	**USD 36,195,075.00**	
Total resources allocated:		
	UNDP TRAC:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed and signed by

Ministry of Environment, Water and Agriculture	UNDP
Eng. Abdulrahman Abdulmohsen Al Fadley Minister of Environment, Water and Agriculture	**Nahid Hussein** UNDP Resident Representative in the Kingdom of Saudi Arabia
Date: 2 March 2023	Date: 2 March 2023

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I. Development Challenge

Saudi Arabia is classified as one of the most water-scarce nations on the planet. While absolute water scarcity level is 500 cubic meters per capita, per year, Saudi Arabia has only 89.5 cubic meters per capita, per year, with limited precipitation amounting to an average of 103 mm/year. On the other hand, percent reuse of TSE is still at 26 % (Figure 1).

The annual water deficit is around -6.6 billion cubic meter per year (2021) and is attributed mostly to agriculture and food production and the over pumping of non-renewable aquifers (Figure 2). Maintaining water supply with rapidly declining groundwater levels, shifts in climate patterns with associated changes in precipitation quantities, poses a challenge to the groundwater surface water resources, not only in Saudi Arabia but also globally.

At the same time, population increase across the country accompanied by economic growth demands an ever-increasing water supply for multiple purposes and uses. **The Kingdom's Vision 2030** aspirations seek not only to diversify the economy, but also to be in a global leadership position in environmental and socioeconomic development. All environmental and socioeconomic developments initiatives proposed under Vision 2030 demand an ever-increasing water supply volume. Initiatives such as the Green Kingdom, Reef Initiative, mining, and tourism projects all require sustainable and resilient water resources at minimum possible cost, in order to be successful and sustainable. On the other hand, both non-renewable and renewable aquifer systems are being abstracted beyond rates of replenishment (Figure 3).



Figure 1: TSE: Percent produced and used

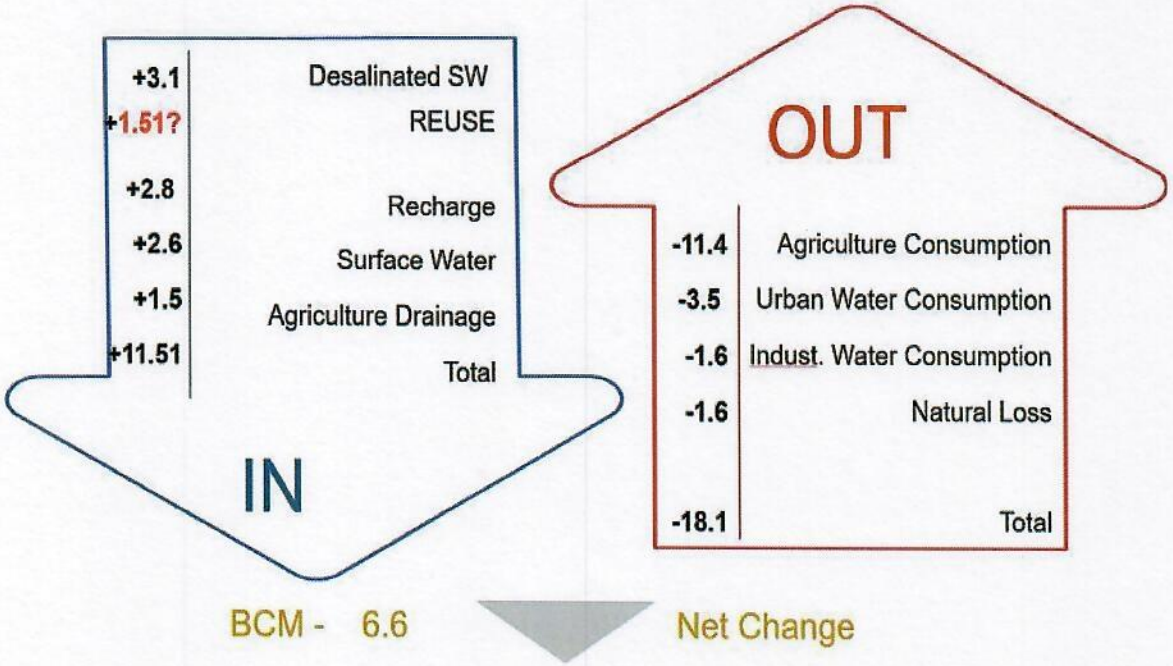


Figure 2: Water net change in Saudi Arabia

In recent years these significant water resource challenges have been exacerbated by the COVID-19 pandemic and world geopolitical conflicts. Global droughts, global pandemics as well as political conflicts, pose parallel threats which destabilise food supply chains, both logistically and economically. These emerging significant problems, combined with population growth, create extreme situations with complex interrelated negative impacts on the country development, if not proactively managed. Indeed, these situations, as seen through ongoing global supply chain disruptions, exacerbate the need of the Kingdom to move toward self-sufficiency in water resource availability and food production sustainably.

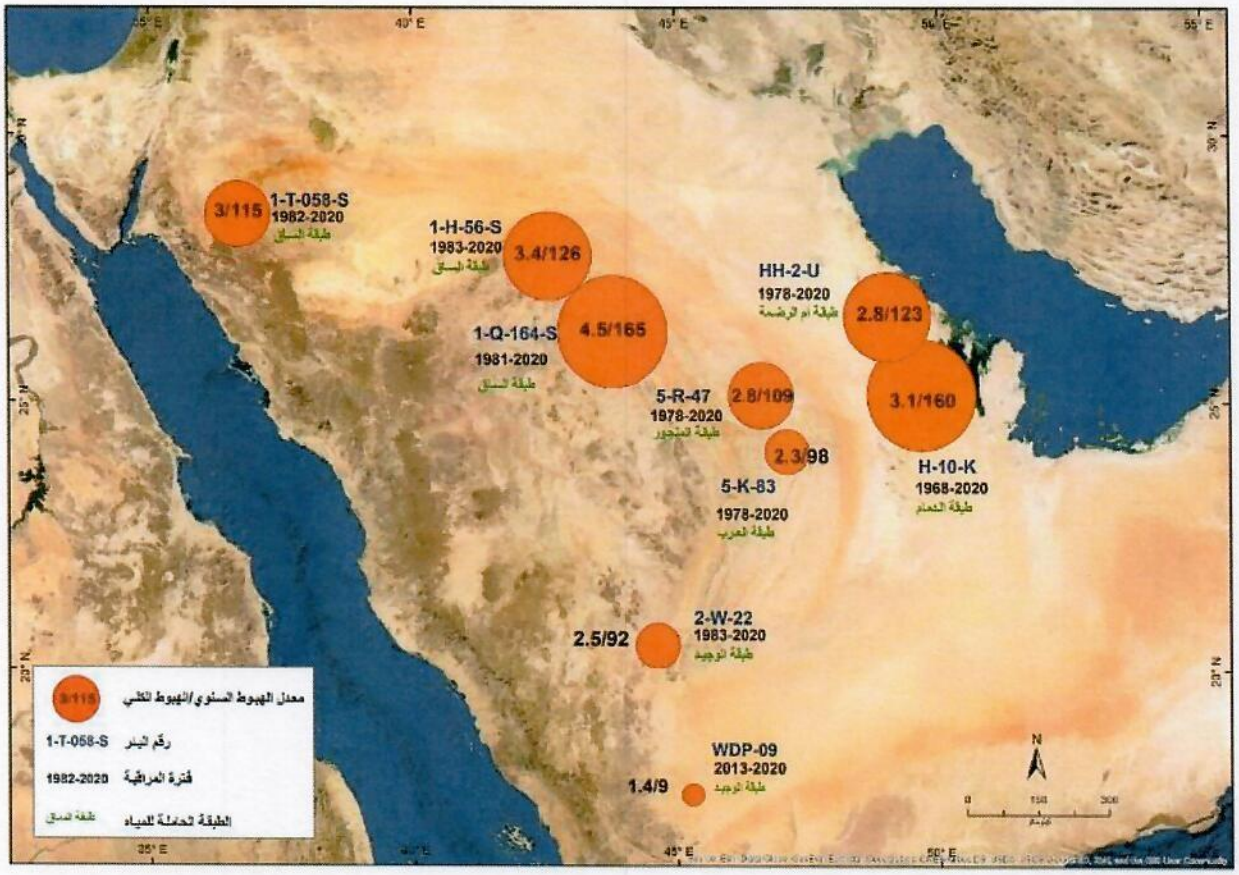


Figure 3: Annual rates and total drop of water levels in non-renewable aquifers (m)

Currently, agricultural fields identified with centre-pivot irrigation are the most prevalent in the Kingdom, covering more than 80% of the total agriculture and consuming more than 85% of the total groundwater abstraction. This form of agriculture poses significant stress on conventional water resource, meanwhile sustainable non-conventional water resources, such as desalinated and renewed water are often far from the water point use locations. This demands costly water transport from source which results in a high carbon footprint. Even in the renewable water resources in the Arabian shield, over pumping and changes in climate patterns led to both extreme drops of water levels in aquifers and contamination of these aquifers.

The Ministry of Environment, Water and Agriculture (MEWA) began work in 2017 to define a Saudi National Water Strategy (NWS 2030). Understanding the centrality of water-based resources to the economic and social development of the country, the NWS 2030 brings together a vision and strategic direction for the **supply, demand and management of the country's water resources. The NWS** 2030 is based on the principle **of integrated water resources management and envisions "a sustainable water sector, safeguarding the**

natural resources and the environment of the Kingdom and providing cost-effective supply and high-quality services". **In order to** achieve this goal, the NWS 2030 includes five strategic objectives:

- Ensure continuous access to adequate quantities of safe water, under normal operations and during emergencies.
- Enhance water demand management across all uses.
- Deliver cost-effective and high-quality water and wastewater services, accounting for affordability.
- Safeguard and optimize the use of water resources, while preserving the local environment for the highest benefit of Saudi society in this generation and the future.
- Ensure water sector competitiveness and positive contribution to the national economy through promoting effective governance, private sector participation, localization of capabilities and innovation.

In 2018, the United Nations Development Programme (UNDP), in partnership with the Ministry of **Environment, Water and Agriculture (MEWA), launched the "***Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the* ***VISION 2030"*** project in order to support the achievement of water management resilience and sustainability in the Kingdom of Saudi Arabia and to support the implementation of the NWS 2030. The original project concluded on 28 February 2022 but has been extended for a year. The project aimed to strengthen and optimize the technical and organizational capacities of the Water Deputyship, preparing the Water Deputyship to fit with its new role in the changing water sector. The project had many significant achievements highlights of which are outlined below. The main achievements of the project include:

- Restructuring and modification of the Water Deputyship processes and functions in reflection to changes in its role in the water sector as well as the overall changes in the water sector.
- Establishment of a continuous training program which benefitted 316 civil servants in management and core skills and specialized technical skills.
- Establishment of water supply-demand master plan covering the period from year 2022 to 2050.
- Preliminary assessment of non-renewable groundwater reserves in primary aquifers of the Arabian Shelf.
- Revision and modification of monitoring programs for surface and groundwater resources.
- Development of climate changes models with different scenarios
- Field assessment of many dam sites, operations, and potential risks.
- Establishment of public water awareness and education program that reached out to more than half a million people.

Technological, hydrogeological, as well as non-addressed water management issues, are sources of opportunities as much as they are challenges. By assessing untapped geological formations, and areas of brackish and saline water in primary aquifers, and working with stakeholders in the water, , it would be possible to achieve a development and implementation of a holistic IWRM program that ensures sustainability of water resources and creation of new development opportunities in different sector.

II. STRATEGY

Building on progress from the past five years, it is critical that the Kingdom of Saudi Arabia continues working towards attaining water and food security to increase self-sufficiency, by defining new tangible opportunities in water resources. To do that, it is necessary to identify rising and persisting challenges in water resources management in the Kingdom to instigate paradigm shifts to mitigate them, for bridging gaps towards creating opportunities for attaining water and food security.

The Project will support UNDP Saudi Arabia's **second output within its Country Programme Document,** *sustainable, integrated and climate-smart management of ecosystems and non-oil natural resources*. Under this output, UNDP will work with the Government to improve the sustainable management of water resources. Efforts will focus on promoting water resources management policies and processes. The outputs of the current UNDP project fits with the Outcome 2 of the UNDP Strategic Plan 2022-2025 and the Output 2.1 of the UNDP Country Programme Document 2023-2027 as shown in Figure 4 below:

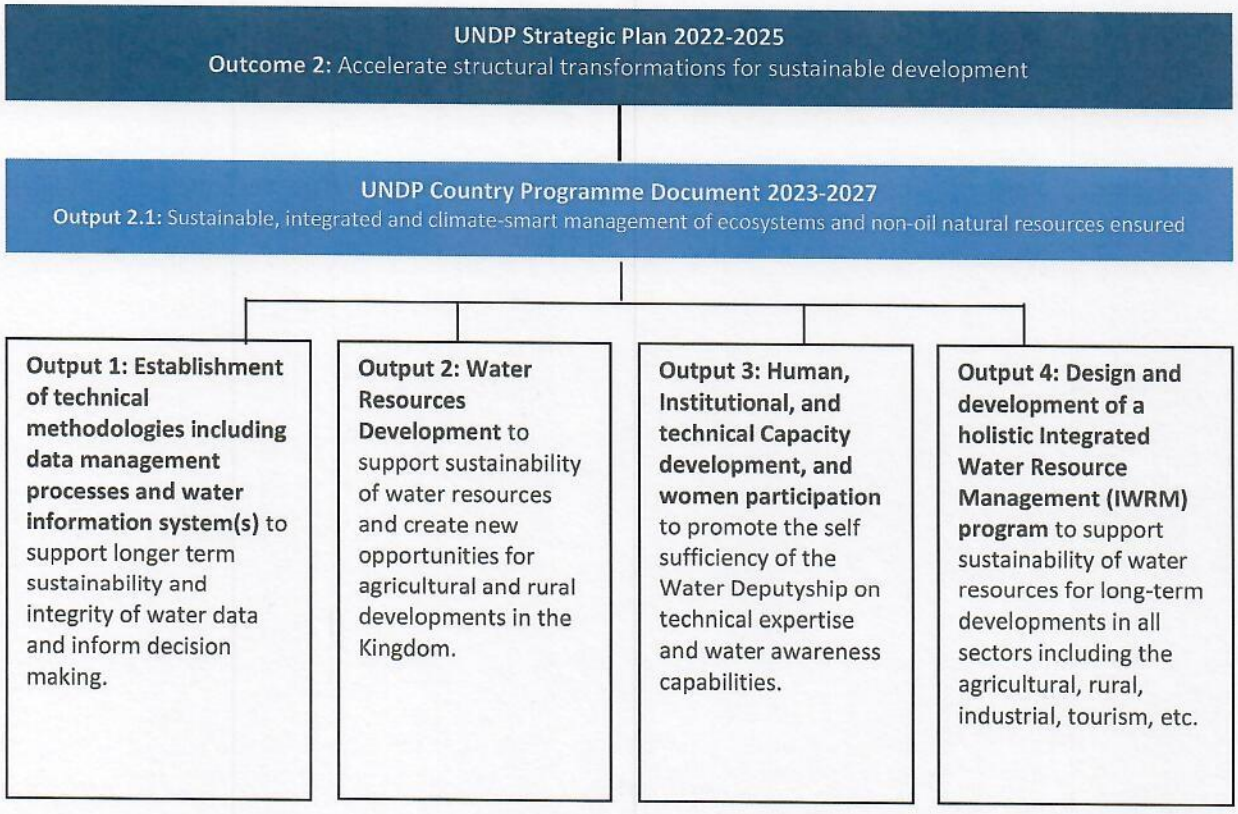


Figure 4: Summary of Hierarchy of Results

The Project will be facilitated through four outputs:
The project outputs directly support the five National Water Strategy Programmes which MEWA is responsible for (Figure 5).

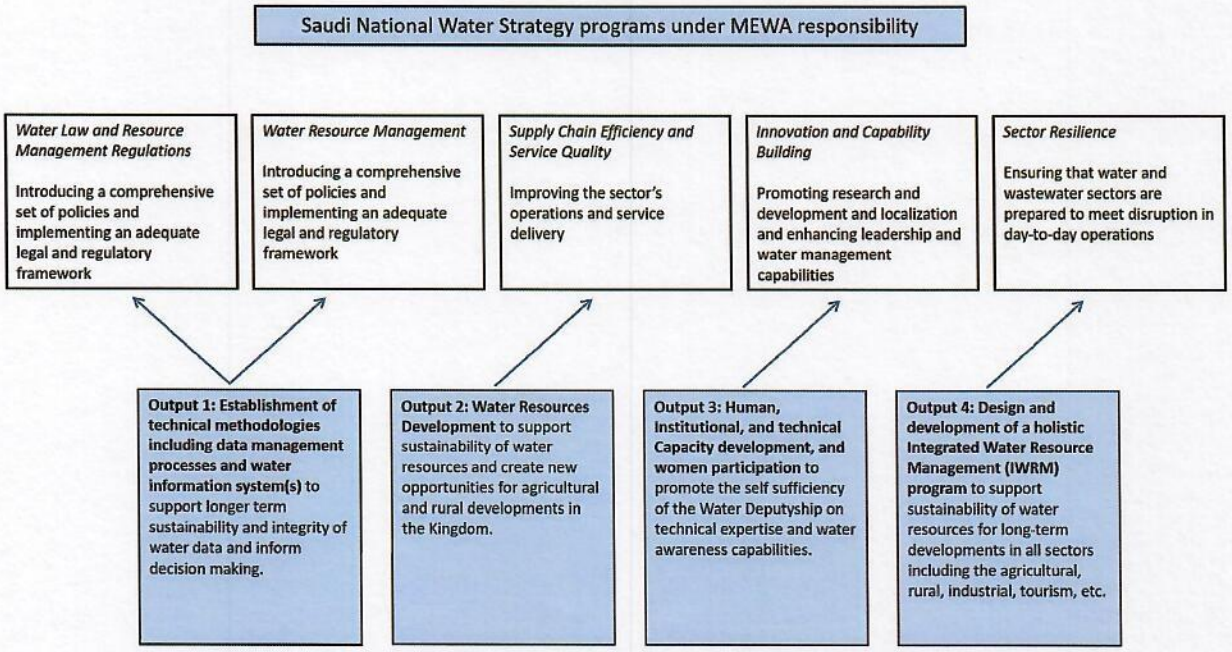


Figure 5: Project link with National Water Strategy (and associated national policy frameworks)

The details of these outputs and the expected activities and results are outlined below:

PROJECT OUTPUTS:

The Project will focus on four key outputs which are discussed in more detail below. The full project Theory of Change is presented in Annex 3.

Output 1: Establishment of technical methodologies including data management processes and water information system. This includes primarily data management and GIS-based water information systems. This output support long-term sustainability and integrity of water data and information, which is an essential requirement for decision making at strategic, policy, and operational levels.

Data management is critical to provide the foundation for evidence-based strategy and policy making as well as achieving reliable reporting for progress in the water resources management sector. Aligning data management methodologies with existing indicator frameworks of the National Water Strategy, Water Law, Saudi Vision 2030, and implementation projects will allow for streamlined data collection, processing, and integrations.

Aligned with the data management, GIS-based water information system(s) including the supporting software are primary tools for decision making especially at strategic and policy making levels. The need for these systems emerged in MEWA with the start of the implementation of the NWS 2030. A GIS team with limited technical capabilities was established recently in MEWA and started working on organizing the old water information. The new UNDP project will provide support to the new team in establishing a holistic water information system and develop system management skills.

Expected results:

- Establishment of a database at the Water Deputyship level along with data and information flow processes that would streamline data collection, processing, and integration throughout the deputyship.
- Establishment of GIS-based water information system(s) with supporting software designed to provide water information necessary for decision making on water resources and water risks.

Output 2: Water Resources Development. This includes an ambitious program of evaluating current non-renewable water resources and exploring for new untapped water resources opportunities as an essential requirement for long-term IWRM planning as well as creating new agriculture developments and new economic opportunities for rural communities in the Kingdom.

Reducing the stress on non-renewable freshwater aquifers in the Kingdom is critical to ensuring longer term water supply sustainability. Aside from the freshwater aquifers in the so-called primary, the Kingdom has extensive swaths of land with underlying geological formations that used to be overlooked in the water supply projects. These geological formations proved to contain significant amount of fresh and brackish water. However, no actions have been taken to evaluate the reliability of these formations in supporting the sustainability of water supply in the Kingdom. Also, the primary aquifers host significant amounts of brackish and saline water bodies that used to be overlooked as a resource for water supply.

To professionally plan for using the new water supply opportunities with the non-renewable water resources, the current aquifer models are to be upgraded, which will also include identifying and filling gaps for the modeled aquifers.

Work supporting this output would be through establishing a new team from MEWA supported by experts from the UNDP Project to lead a mega project in collaboration with international and national water research and studies institutes.

Expected results:

- Studies of overlooked opportunities in non-renewable water resources including the overlooked geological formations, and the brackish and saline water bodies in the so-called "primary" aquifers. The studies will provide areas of additional potential water supply and additional groundwater reserves for different development purpose.
- Updates of the existing aquifer models which may include re-developing some of them, with new data acquired for covering gaps in the models. The data acquisition may require drilling and testing of new water wells and collecting data from existing wells.
- A format and first issue of and annual report on the non-renewable water resources reserves in the kingdom will be issued as one product after completing modeling of all aquifers.

Output 3: Human, Institutional, and technical Capacity development, and women participation. This is to promote the self sufficiency of the Water Deputyship on technical expertise and water awareness capabilities.

Building on the achievement of the previous UNDP project, this project will take the following approach to capacity development:

1) Provide **provision and development of capacity within the Water Deputyship**. Highly technical projects and initiatives demand competent expertise in dealing with **the Kingdom's w**ater resources. To promote nationalization of expertise, this project considers the provision of infusing UNDP technical expertise within MEWA projects to support building institutional and technical capacity of MEWA including empowerment of women employment and training in water engineering fields, through full engagement.

2) Provide **provision of development of public advocacy programmes** through the Water Awareness Centre. In addition to building on the success of previously delivered outreach programmes in the field of water saving in municipal use, this program will generate and implement initiatives to include other sectors of water use, especially the agriculture sector. Initiatives in Public advocacy programmes will target participation from the third (non-profit) sector.

Expected results:

- Diversity of training programs for MEWA existing staff to ensure the longer-term nationalization of expertise including women in the Water Deputyship.
- A technical services center (financed by MEWA) to serve rock sample analysis and storage, field equipment maintenance and storage, staff training, water studies collaboration activities, and public awareness activities. UNDP Project will provide support in the design, furnishing, management, and operational requirements.
- Diversity of public water awareness programs and activities such as Media products, competitions in the academic media, governmental and third sector activities, etc. through the Water Deputyship Water Awareness Center. UNDP project will also provide training to MEWA staff on designing and running such programs and activities.

Output 4: Design and Development of a holistic Integrated Water Resource Management (IWRM) program and system. This is a requirement for sustainability of long-term developments in all sectors including the agricultural, rural, industrial, tourism, etc.

The Kingdom of Saudi Arabia has ambitious development programs such as agriculture, industry, and tourism which require significant amounts of reliable water resource, including non-conventional resources such as Treated Sewage Effluents (TSE), to achieve. The competition among these development programs over the water resources represents a major challenge for water resources managers. Addressing this significant challenge requires establishment of well-designed Integrated Water Resources Management (IWRM) program managed by IWRM specialists. This could be effectively achieved through recognizing the IWRM activities in the structural organization of the Ministry Deputy for Water. The recognition of an IWRM in the organization structure will facilitate the design and implementation of a data collection and management system, making evidence-based decision on water resource use, and the reporting of indicators for the National Water Strategy, SDGs, etc.

Expected results:

- Establishment of holistic system for IWRM aided by effective and sustainable data collection and management processes.
- Establishment of an IWRM administrative unit at high organizational structure level in the Water Deputyship to achieve the IWRM objectives. The unit will be administratively led by MEWA staff, supported by UNDP Project IWRM expertise for technical and training support.

III. Results and Partnerships

Resources Required to Achieve the Expected Results

The project is expected to require about USD 36 million to achieve the expected results. The delivery of outputs depends on technical input and implementation by international and national water resource management experts; delivery of pilot projects to demonstrate impact, advocacy and capacity development across stakeholder groups and expert analysis in a variety of fields, including water resource management, capacity development, data management, etc.

The project will be managed and implemented by an in-country, high caliber team with the required management and technical competencies and include a combination of both national and international staff. Emphasis will continue to be placed upon recruitment of national staff, with a view to strengthening ownership and to facilitate knowledge and skills transfer.

As and when required the project will rely on UNDP's Bureau for Programme and Policy Support (BPPS) and Regional Bureau for the Arab States, for additional support capacities, particularly for deployment through Detail Assignment or through UNDP's Global Policy Network Roster of pre-vetted Technical Experts/Consultants.

Data available in MEWA and its partners is key to the success of this project. A data disclosure agreement between MEWA and the UNDP project shall be duly signed and appended to this document. UNDP experts and MEWA shall abide by this agreement. Any infringement to the agreement shall be brought to the attention of the UNDP Country Coordinator for corrective action.

Partnerships

The Project works in close partnership with the Government of Saudi Arabia at the national level and will continue to build partnerships with local levels of government and across sectors, including those such as agriculture and industrial sectors.

A variety of other stakeholders are important to engage, considering their importance in the water sector in Saudi Arabia. Examples of these stakeholders include:

- The National Water Company (***NWC***) is an integral part of the water-supply chain, as it is responsible for water distribution in the main urban centers. A close cooperation with NWC is an absolute necessity to achieve sustainable water supply for the population.
- Similarly, the National Water Conversion Company (***SWCC***) is a major partner as it provides a considerable amount of desalinated water for the national water demand. If in the process of privatization other companies will be established through outsourcing or foundation, these also will be major partners for the MEWA.
- The Agricultural Development Fund (***ADF***) is an influential factor in the agricultural sector. As a partner, it will help to mediate the intentions and goals of the MEWA to the largest group of water consumers.
- Within Saudi Arabia, the major universities and research institutions will be major partners. It is intended to concentrate all research-related items in a joint institution to relieve the MEWA from the administrative burden of research activities and to profit from the scientific expertise of this university.
- ARAMCO's Groundwater division is a large entity, hitherto unrelated to the MEWA but in possession of several thousand water wells for different purposes. With changing legislation, ARAMCO will be an important partner for the MEWA with its data helping to refine the water resources management.

- The Armed Forces run multiple installations for water supply and treatment on their vast premises. A partnership with them is highly desirable, as both parties would benefit from this relation. The Armed Forces might get sustainable water supply, while MEWA would get data on regions hitherto not accessible.
- The Water & Electricity Regulatory Authority (WERA) is responsible of regulating electricity as well as production, trading, and transportation of desalinated water. The activities of water sector (MEWA) such as increasing water demand is anticipated to have an impact on electricity and vice versa. Therefore, a partnership to align trade-offs, visions and objectives between MEWA & WERA is recommended
- The Saudi Grain Organisation (SAGO) leads the food security efforts and ensure the provision of the strategic goods in reasonable prices and the sustainability. It is desired to align trade-offs, visions and objectives between MEWA, WERA & SAGO to align sustainable and multipurpose nexus projects.

Risks and Assumptions

Basic assumptions of the project: (1) full cooperation of the Project parties and the same from other stakeholders and staff. (2) the needs are well defined and associated with higher objectives of MEWA, (3) the planned tasks of the Project are SMART, 4) the Project will follow the plan and schedule, and (5) the stability of Project management will ensure the outcomes. The Project risks See Risk Log Annex2

Stakeholder Engagement

The foundation of stakeholder engagement in this project will be a Political Economy and Governance Analysis (PEGA) which will inform which stakeholders will need to be engaged and what approach will be the best engagement mechanisms. The management of water is truly cross sectorial, with other government departments and Ministries both relying on the availability of water resources as well as impacting the supply. Stakeholders are not only from the public realm; private sector stakeholders are influential and critical to water resources management.

The stakeholder landscape is complex and all stakeholders have different motivations. Partnering with private and public investment funds, for example, is key to financing economic products and partnering with houses of excellence will offer the sound and highly specialized studies to drive knowledge-based outputs. A PEGA will help to understand entry points, consultation and coordination mechanisms and how stakeholders can be engaged on a long-term basis.

Digital Solutions

The project will use digital solutions in all four outputs as required by the project developed in collaboration with MEWA.

Knowledge

There are a number of knowledge product that will be produced through this project, including:

- Various analysis and databases to support the development and management of the Saudi Arabia Water resources.
- Country-wide assessment of overlooked aquifers, and saline and brackish aquifers, including development of an implementation plan for accessing and using these resources.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

A large proportion of this project will be supplying technical expertise to support analysis and project implementation. Similar technical expertise is available through consultancy companies; however, the previous 2018-2021 UNDP/MEWA project saw savings of more than 50% on expert rates when compared to consultancy companies. Moreover, in addition to staffing costs, projects managed through consultancy companies would incur an additional 20-30% project fee for travel fees, administrative fees, etc. in addition to labour costs. Other benefits of utilising UNDP expertise include:

- Transparency and competitiveness
- Improved risk management and risk mitigation built into the process
- Establishment of realistic schedules and budgets
- Facilitating consistent service
- Optimization of the opportunity for lower project life cycle costs
- Fewer change orders and disputes
- Better life-cycle value
- Promoting stronger business relationships between the parties

All contracts will be conducted in accordance with UNDP procurement guidelines to identify qualified goods and service providers.

Project governance and management

This project will be administered from the Head Office of the Ministry of Environment, Water and Agriculture (MEWA). The project management will be the responsibility of UNDP, through the UNDP Saudi Arabia Country Office, and will be in line with UNDP corporate rules and regulations. A UNDP Chief Technical Advisor (CTA) will be appointed to direct the project towards achieving its objectives. The CTA has the responsibility for monitoring and reporting over the project period.

Clear reporting guidelines for the project are specifically designed to make appropriate divisions of responsibility while also enabling all participants in the project to provide the benefit of their experience and expertise to both the Ministry and UNDP

The project governance and management arrangement (Figure) takes into consideration the relevance of the project outputs to the distribution of Water Deputyship functions in its recently formed organizational structure. The four outputs and the UNDP experts working on them will be split into four teams, reporting **three Team Leaders (TL), and the three TL's** report to the CTA. Due to the many interventions between Output 1 and Output 4 the teams working on these two outputs will report to one team leader (TL 2).

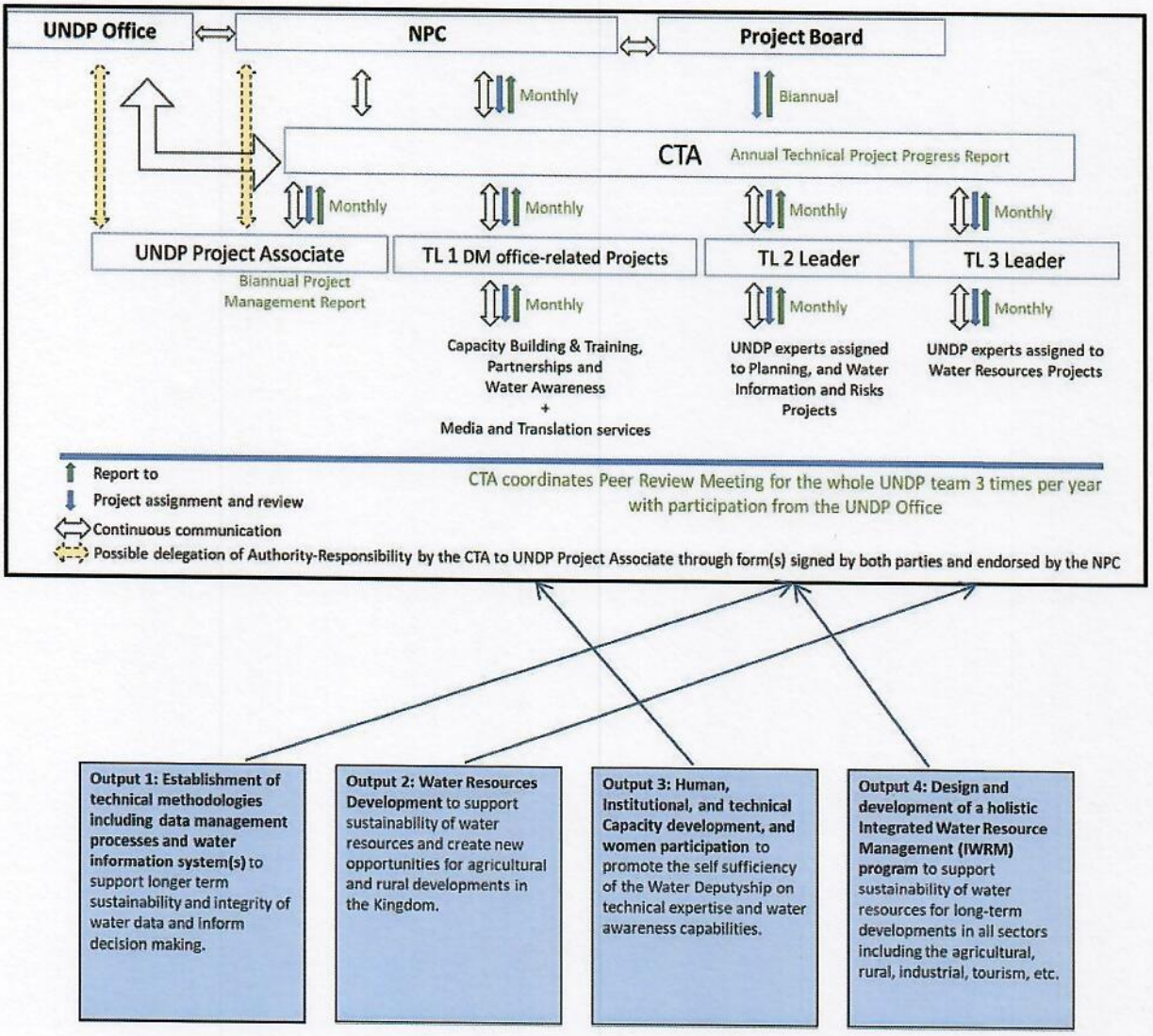


Figure 6: Project Governance and Management Arrangement

National Project Coordinator (NPC)

The National Project Coordinator (NPC) from MEWA interacts with every work step through the CTA. Administrative and financial work will be acted on by a project assistant who could also interact directly with the NPC by formal authorization from the CTA.

Progress of the project is reported to and discussed with the Project Board (PB) in biannual meeting headed by the NPC. The PB consists of the NPC, an executive from the Water Deputyship, the UNDP Residential Representative (RR), the Deputy RR, and the CTA. The PB reviews the project progress and give directions for work on the next phase of the project.

All suggested management arrangements in this Project Document are subject to the review and agreement by the MEWA Deputy Minister for Water, and therefore are subject to adjustment and change, as needed.

The UNDP Resident Representative (RR)

The UNDP Resident Representative (RR) will serve as the Executive for the project and will have ultimate responsibility. With the support of Deputy Resident Representative(s), the RR will ensure that the project is focused throughout the project cycle on achieving its outputs and targets. Additional responsibilities include monitoring and controlling the progress of the project at a strategic level; ensuring that risks are being tracked and mitigated as effectively as possible. The RR will be responsible for approving the Projects multi-year and/or annual work plans. The RR also ensures full compliance of the Project with UNDP's Rules and Regulations, alignment with the UNDP Country Programme 2017-2021, and coordination and complementarity with the other UNDP Projects implemented in Saudi Arabia.

Chief Technical Advisor (CTA)

The CTA will be responsible for the successful management of Project outputs and contribution to the achievement of Project outcomes. He has the responsibility to run the Project on a day-to-day basis on behalf of, and within the framework outlined by, the Project Document. The CTA is also responsible for working in coordination with the MEWA and other stakeholder.

V. RESULTS FRAMEWORK[1]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: The environment is better protected from degradation, including through sustainable consumption and production, sustainably managing its natural resources, and taking urgent action on climate change

Outcome indicators as stated in the Country Program [or Regional] Results and Resources Framework, including baseline and targets: CO2 emissions from fuel combustion for electricity and heating per total electricity output (MtCO2/TWh)

- *Baseline (2018)*: 1.4
- *Target (2030):* 1

Applicable Output(s) from the UNDP Strategic Plan: Output 2.1 Sustainable, integrated and climate-smart management of ecosystems and non-oil natural resources ensured.

Project title and Atlas Project Number: Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030 - **SAU10-00133976**

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE			DATA COLLECTION METHODS & RISKS					
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output 1: Establishment of technical methodologies including data management processes and water information	1.1 % of development of the corporate water database	*MEWA/UNDP experts*	0	2022	*10*	20	30	40	*0*	*100%*	*MEWA/ UNDP experts* *Risk: limited financial support to database construction*
	1.2 % of development of the water information system (WIS)	*MEWA/UNDP experts*	0	2022	*10*	*20*	*40*	*30*	*0*	*100%*	*MEWA/UNDP experts*

JNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, easurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the sults of the project.

t is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other rgeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE			DATA COLLECTION METHODS & RISKS					
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
system(s) to support longer term sustainability and integrity of water data and inform decision making.											*Risk: limited financial support to WIS construction*
	1.3 % of development of water data collection, QA/QC, and presentation processes	*MEWA/UNDP experts*	0	2022	*10*	*30*	*40*	*20*	*0*	*100%*	*MEWA/UNDP experts*
	1.4 # of MEWA staff trained on data management and water information system	*MEWA/UNDP experts*	0	2022	*1*	*1*	*2*	*2*	*2*	*8*	*MEWA/UNDP experts*
Output 2: Water Resources Development to support sustainability of water resources and create new opportunities for agricultural and rural developments in the Kingdom.	2.1 # of overlooked geological formations assessed for groundwater potential	*MEWA/UNDP experts*	0	2022	*0*	*1*	*1*	*1*	*1*	*4*	*UNDP* *Risk: limited financial support to drilling*
	2.2 # of country-wide assessments of new saline and brackish aquifers developed	*MEWA/UNDP experts*	0	2022	*0*	*1*	*2*	*2*	*2*	*7*	*MEWA/ UNDP experts*
	2.3 # of Aquifer models completed	*MEWA/UNDP experts*	0	2022	*0*	*0*	*2*	*3*	*3*	*8*	*MEWA/ UNDP experts* *Risk: limited availability of technical expertise to develop groundwater models*
	2.4 # of country-wide aquifer model-based water reserve reports		0	2022	*0*	*0*	*2*	*3*	*3*	*8*	
	2.5 # of MEWA staff trained on aquifer modeling	*MEWA/UNDP experts*	0	2022	*2*	*1*	*1*	*1*	*1*	*6*	*MEWA/UNDP experts*

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE			DATA COLLECTION METHODS & RISKS					
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
											Risk: MEWA's staff not made available for training
Output 3: Human, Institutional, and technical Capacity development, and women participation to promote the self sufficiency of the Water Deputyship on technical expertise and capabilities.	3.1 # of Training programs including: a) Programs for general MEWA staff b) Water specialty programs	*MEWA/UNDP experts*	1	2022	*2*	*2*	*2*	*2*	*2*	*10*	*UNDP*
	3.2 # of Training seats made available for MEWA's staff including women	*MEWA/UNDP experts*	216	2022	*150*	*150*	*150*	*150*	*150*	*750*	*UNDP* *Risk: unable to access female water engineers interested in working in water engineering specialties*
	3.3 % of completion of the Technical Services Center for the Water Deputyship	*MEWA/UNDP experts*	0	2022	*30*	*50*	*20*	*0*	*0*	*100%*	*MEWA/UNDP experts*
	3.4 # of water awareness activities classified by type (campaigns, publications, tweets, etc.)	*MEWA/UNDP experts*	0	2022	*50*	*50*	*50*	*50*	*50*	*250*	*MEWA/UNDP* *Risk: potential partners do not want to engage*
Output 4: Design and development of a holistic Integrated Water Resource Management (IWRM) program to support sustainability of	4.1 % of IWRM data collection and management processes	*MEWA/UNDP experts*	0	2022	*20%*	*50*	*30*	*0*	*0*	*100%*	*MEWA/UNDP experts* *Risk: Stakeholders do not engage with IWRM project*
	4.2 % of completion of the IWRM system	*MEWA/UNDP experts*	0	2022	*0%*	*20%*	*50%*	*30%*	*0*	*100%*	*MEWA/UNDP experts*
	4.3 # of MEWA staff trained on IWRM	*MEWA/UNDP experts*	0	2022	*0*	*2*	*2*	*4*	*0*	*8*	*MEWA/UNDP experts*

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE			DATA COLLECTION METHODS & RISKS					
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
water resources for long-term developments in all sectors including the agricultural, rural, industrial, tourism, etc.											*Risk: MEWA's staff not made available for training*

VI. MONITORING AND EVALUATION

n accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
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.	MEWA/UNDP
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.	MEWA/UNDP
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.	MEWA/UNDP
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.	Biannual (Every other year)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MEWA/UNDP
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.	MEWA/UNDP
Project Report	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.	Annually, and at the end of the project (final report)		MEWA/UNDP
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the	Biannually	Any quality concerns or slower than expected progress should be discussed by	MEWA/UNDP

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
	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.		the project board and management actions agreed to address the issues identified.	

Evaluation Plan[3]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	MEWA/UNDP			31/09/2025	MEWA/UNDP	USD 100,000
Final Evaluation	MEWA/UNDP			31/12/2027	MEWA/UNDP	USD 100,000

Optional, if needed

VII. Multi-Year Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: Establishment of technical methodologies including data management processes and water information system(s) to support longer term sustainability and integrity of water data and inform decision making.	1.1 development of the corporate water database	$176,400.00	$176,400.00	$176,400.00	$176,400.00	$176,400.00	MEWA/UNDP	MEWA		$882,000.00
	1.2 development of the water information system (WIS)	$760,000.00	$760,000.00	$760,000.00	$760,000.00	$760,000.00	MEWA/UNDP	MEWA		$3,800,000.00

1.3 development of water data collection, QA/QC, and presentation processes	$445,000.00	$445,000.00	$445,000.00	$445,000.00	$445,000.00	MEWA/UNDP	MEWA		$2,225,000.00
1.4 MEWA staff training on data management and water information system	$138,000.00	$138,000.00	$138,000.00	$138,000.00	$138,000.00	MEWA/UNDP	MEWA		$690,000.00
Sub-Total for Output 1									$7,597,000.00

Output 2: Water Resources Development to support sustainability of water resources and create new opportunities for agricultural and rural developments in the Kingdom.	2.1 Assessment of overlooked geological formations for groundwater potential	$800,000.00	$800,000.00	$800,000.00	$800,000.00	$800,000.00	MEWA/UNDP	MEWA		$4,000,000.00
	2.2 Country-wide assessments of new saline and brackish aquifers	$565,000.00	$565,000.00	$565,000.00	$565,000.00	$565,000.00	MEWA/UNDP	MEWA		$2,816,280.00
	2.3 Updating of aquifer models	502,000	502,000	502,000	502,000	502,000	MEWA/UNDP	MEWA		$2,510,000.00
	Sub-Total for Output 2									$9,326,280.00

Output 3: Human, Institutional, and technical Capacity development, and women participation to promote the self sufficiency of the Water Deputyship on technical expertise and water awareness capabilities.	3.1 and 3.2 Training programs including: a) Programs for general MEWA staff b) Water specialty programs	$188,886.50	$188,886.50	$188,886.50	$188,886.50	$188,886.50	MEWA/UNDP	MEWA		$944,432.50

3.3 Technical Services Center for the Water Deputyship	$276,000.00	$276,000.00	$276,000.00	$276,000.00	$276,000.00	MEWA/UNDP	MEWA		$1,380,000.00
3.4 water awareness activities classified by type (campaigns, publications, tweets, etc.)	$234,000.00	$234,000.00	$234,000.00	$234,000.00	$234,000.00	MEWA/UNDP	MEWA		$1,170,000.00
Sub-Total for Output 3									$3,494,432.50

Output 4: Design and development of a holistic Integrated Water Resource Management (IWRM) program to support sustainability of water resources for long-term developments in all sectors relying totally or partially on these resources including the agricultural, rural, industrial, tourism, etc.	4.1 IWRM data collection and management processes	$263,520.00	$263,520.00	$263,520.00	$263,520.00	$263,520.00	MEWA/UNDP	MEWA		$1,317,600.00

	4.2 Construction of the IWRM system	$447,036.00	$447,036.00	$447,036.00	$447,036.00	$447,036.00	MEWA/UNDP	MEWA		$2,235,180.00
	4.3 MEWA staff training on IWRM	$138,000.00	$138,000.00	$138,000.00	$138,000.00	$138,000.00	MEWA/UNDP	MEWA		$690,000.00
	Sub-total for Output 4									$4,242,780.00
	Sub-Total for Outputs									$24,660,492.50
Project Management		$870,000.00	$870,000.00	$870,000.00	$870,000.00	$870,000.00		MEWA		$4,350,000.00
Equipment and Software		$723,901.50	$723,901.50	$723,901.50	$723,901.50	$723,901.50		MEWA		$3,619,507.50

Evaluation *(as relevant)*	EVALUATION & Audit			$100,000.00		$100,000.00		MEWA		$200,000.00
Direct project costs (DPC) (5%)		$328,300.00	$328,300.00	$328,300.00	$328,300.00	$328,300.00		MEWA		$1,641,500.00
Total activity costs										$34,471,500.00
General Management Support (5%)		$344,715.00	$344,715.00	$344,715.00	$344,715.00	$344,715.00		MEWA		$1,723,575.00
TOTAL										$36,195,075.00

VIII. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Saudi Arabia and UNDP, signed on 4/1/1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by Ministry for Environment, Water and Agriculture 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.

IX. Risk Management

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

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

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

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

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of

the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. **The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism.** UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

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

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

Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

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

X. ANNEXES

1. **Social and Environmental Risk Screening Checklist**
2. **Risk Analysis**
3. **Project Theory of Change**
4. **Project Board Terms of Reference**
5. **UNDP Support Services to National Implementation Agreement**
6. **Schedule of Payment (Cost Sharing)**
7. **Project Quality Assurance Report**

Annex 1: Social and Environmental Screening Template

UNDP Social and Environmental Screening Template (v. July 2022)

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

Project Information

Project Information	
1. Project Title	Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030
2. Project Number (i.e. Atlas project ID, PIMS+)	SAU10-00133976
3. Location (Global/Region/Country)	Saudi Arabia
4. Project stage (Design or Implementation)	Design
5. Date	01/03/2023

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
This project aims to provide more sustainable access to essential resources for all parts of the Saudi Arabian population. The project recognizes the importance of "leaving no one behind," and therefore has an output which focuses on creating new water resources opportunities.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project works to build MEWA employees capacities with empowering women in the field of water engineering specialties.
Briefly describe in the space below how the project mainstreams sustainability and resilience
A main principle of this project is transition. In all outputs, the project considered how to transition the work from all outputs beyond the period of the project, thus helping to ensure long term impact and sustainability.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The project works to identify stakeholders in the water sector and considers how best to work with those stakeholders to create impactful relationships. The foundation of this is a political economy and governance analysis, which considers stakeholder engagement in the broader context of political, social and cultural pressures.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: Pilot projects are proposed which exacerbate social or cultural challenges, leaving communities worse off than before the implementation of the project.	I = 5 L = 1	High		All pilot projects will be undertaken only after a full assessment of the implementation context. Risk assessments will be conducted to ensure risks are properly mitigated.
Risk 2: Pilot projects are implemented that have negative environmental impact.	I = 5 L = 1	High		All pilot projects will be undertaken only after a full assessment of the implementation context. Projects will be developed by experts in the water management field, who will consider the unintended consequences of proposed interventions and work to mitigate risks.
[add additional rows as needed]				

QUESTION 4: What is the overall project risk categorization?

Low Risk	X	
Moderate Risk	☐	
Substantial Risk	☐	
High Risk	☐	

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

Question only required for Moderate, Substantial and High Risk projects

Is assessment required? (check if "yes")	No			***Status? (completed, planned)***
if yes, indicate overall type and status		☐	Targeted assessment(s)	
		☐	ESIA (Environmental and Social Impact Assessment)	

			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	No			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
	2. Climate Change and Disaster Risks	X			
	3. Community Health, Safety and Security	☐			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	☐			
	6. Indigenous Peoples	☐			
	7. Labor and Working Conditions	☐			
	8. Pollution Prevention and Resource Efficiency	☐			

inal Sign Off

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

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

ESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**		**Answer (Yes/No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
Would the project potentially involve or lead to:		
P.4	Adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	Inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	No

P.6	Restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	Exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:		
P.9	Adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	Reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	Limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12	Exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	Exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	Grievances or objections from potentially affected stakeholders?	No
P.15	Risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No

Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	
1.1 Adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 Activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 Exacerbation of illegal wildlife trade?	No
1.6 Introduction of invasive alien species?	No
1.7 Adverse impacts on soils?	No
1.8 Harvesting of natural forests, plantation development, or reforestation?	No
1.9 Significant agricultural production?	No
1.10 Animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 Significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12 Handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13 Utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14 Adverse trans boundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
Would the project potentially involve or lead to:	

2.1	Areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions?	No
2.2	Outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	Increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	Increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	Construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	Yes
3.2	Air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, and sanitation?	No
3.3	Harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	Risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and non-communicable diseases, nutritional disorders, mental health?	No
3.5	Transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	Adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	Influx of project workers to project areas?	No
3.8	Engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		

4.1	Activities adjacent to or within a Cultural Heritage site?	No
4.2	Significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	Adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	Alterations to landscapes and natural features with cultural significance?	No
4.5	Utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	Temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	Economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Risk of forced evictions?	No
5.4	Impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	Areas where indigenous peoples are present (including project area of influence)?	No
6.2	Activities located on lands and territories claimed by indigenous peoples?	No

6.3	Impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.* *	No
6.4	The absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	The utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	Adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	Risks to the physical and cultural survival of indigenous peoples?	No
6.9	Impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labor and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	Working conditions that do not meet national labor laws and international commitments?	No
7.2	Working conditions that may deny freedom of association and collective bargaining?	No
7.3	Use of child labor?	No
7.4	Use of forced labor?	No

7.5	Discriminatory working conditions and/or lack of equal opportunity?	No
7.6	Occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	The release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or trans-boundary impacts?	No
8.2	The generation of waste (both hazardous and non-hazardous)?	No
8.3	The manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	The use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	The application of pesticides that may have a negative effect on the environment or human health?	No
8.6	Significant consumption of raw materials, energy, and/or water?	No

Annex 2: Risk Analysis

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk that performance of MEWA regional offices, which may not meet the technical threshold required.	As a result of lack of capacity in required technical areas.	Which will impact in the ability of regional offices to implement program components.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-23 To: 29-Feb-28	UNDP/MEWA	Capacity assessments to be carried out for regional MEWA offices. Staff from MEWA HQ seconded to regional offices to support implementation.
2	Delay in agreeing Annual Work Plans due to delay in receiving needed inputs from different Ministry's Deputyships & departments	As a result of delays in decision-making during and at critical times in the project cycle	The timeframe for implementation may get extended incurring additional costs	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-23 To: 29-Feb-28	MEWA	Initial AWPs with set dates have been formulated. Close follow-up mechanisms have been put in place to update in a timely way

3	Lack of coordination among Ministry's Deputyships & departments	This may cause delay in implementation which in turn may incur additional costs	AWPs with clear roles for each department have been formulated. Close follow-up mechanisms have been put in place. The Project Management will hold regular and ad hoc Project Board meeting to review progress and identify challenges	**4. ORGANIZATIONAL (4.1. Governance) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Mar-23 To: 29-Feb-28	MEWA/UNDP	A clear Governance of the Project structure will put in place and implemented

Annex 3: Project Theory of Change

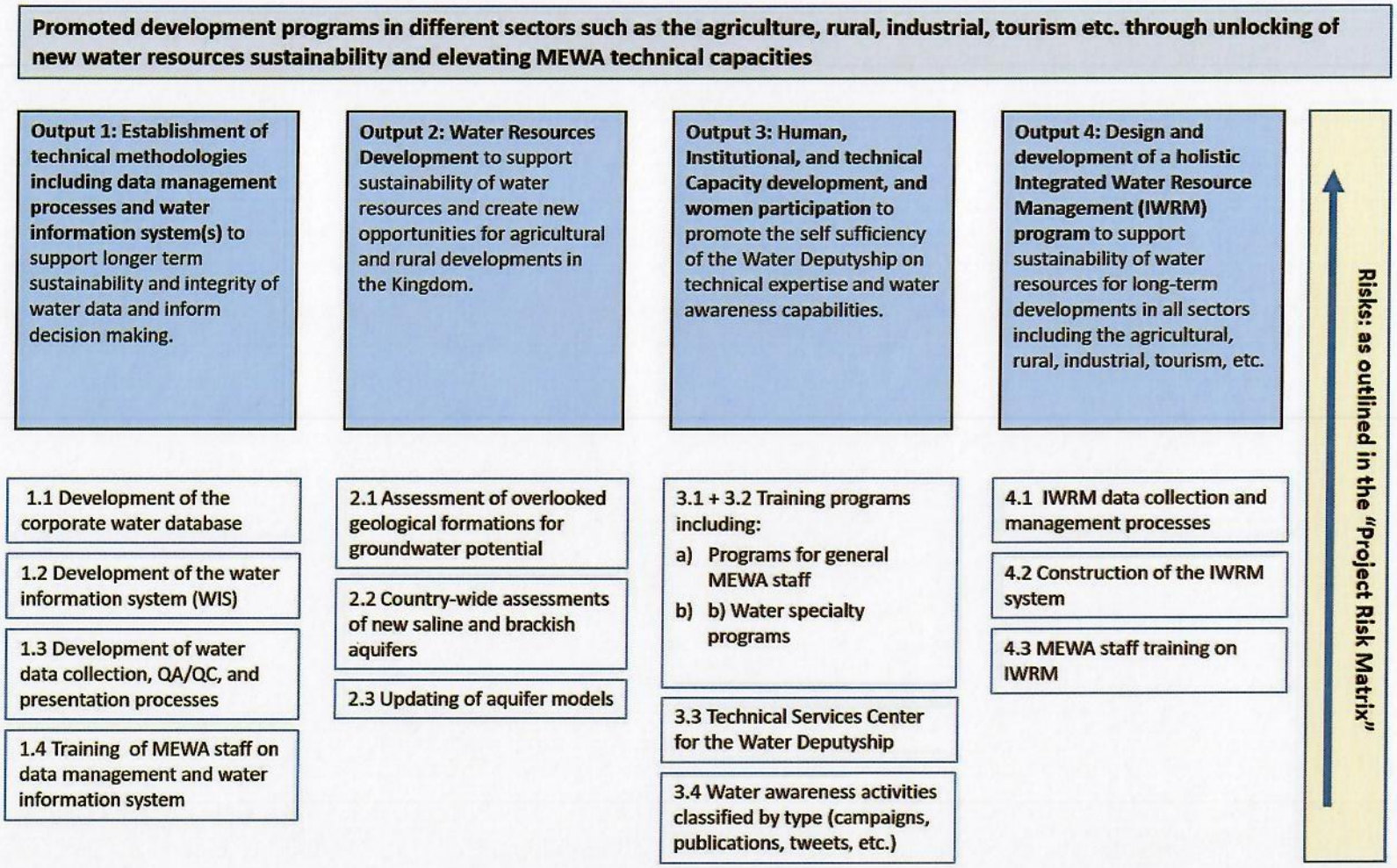


Diagram 1: Project Theory of Change

Annex 4: Project Board Terms of Reference

UNDP Standard Terms of Reference (ToR) for the Project Board of "Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030"

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: **'Project Board' or 'Project Steering Committee.'**[4] The Project Board is the most senior, **dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."**

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the [Project Board or Project Steering Committee]. The [Project Board or Project Steering Committee] reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The [Project Board or Project Steering Committee] is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The [Project Board or Project Steering Committee] also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the **project's** implementation modality.

   The Project Board reviews updates to the project risk log.

2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including **the approval of project plans and revisions, and the project manager's tolerances. The** [Project Board or Project Steering Committee] approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions ***('High-level oversight of the project' and 'Approval of key project execution decisions')*** is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the **'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.**

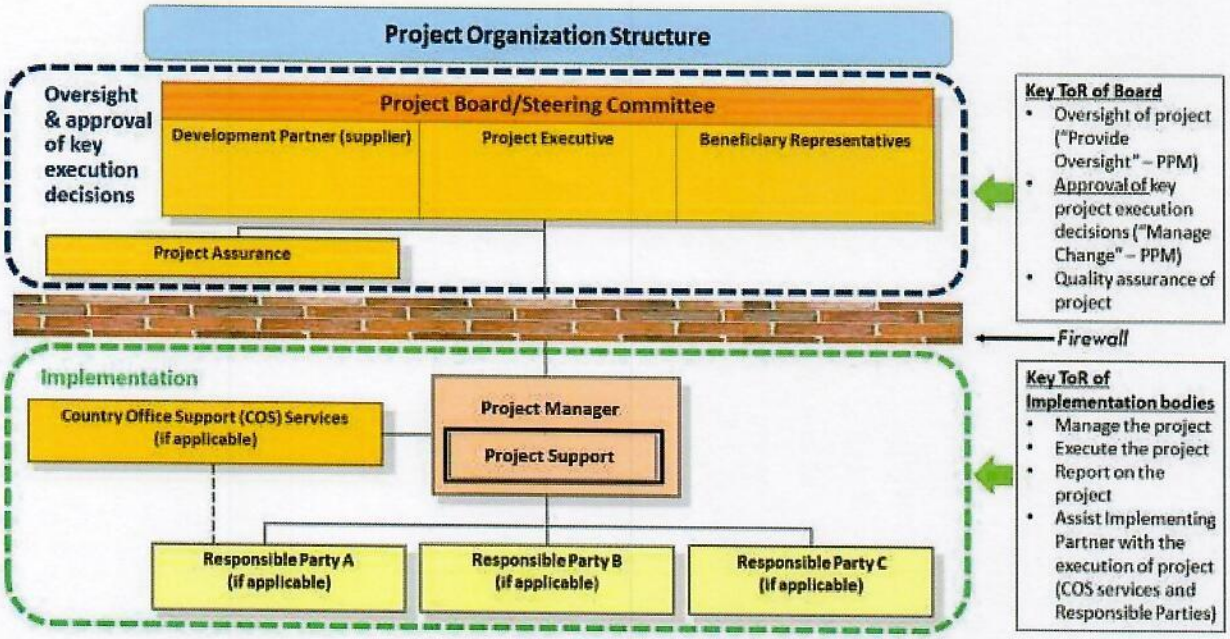


Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles

In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;

- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and **management actions to address specific risks (including ensuring compliance with UNDP's Social and** Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- **Agree or decide on project manager's tolerances as required, within the parameters set by UNDP** (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional **situations when the project manager's tolerances are exceeded;**
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[5].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the following:

- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Board

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

[5] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

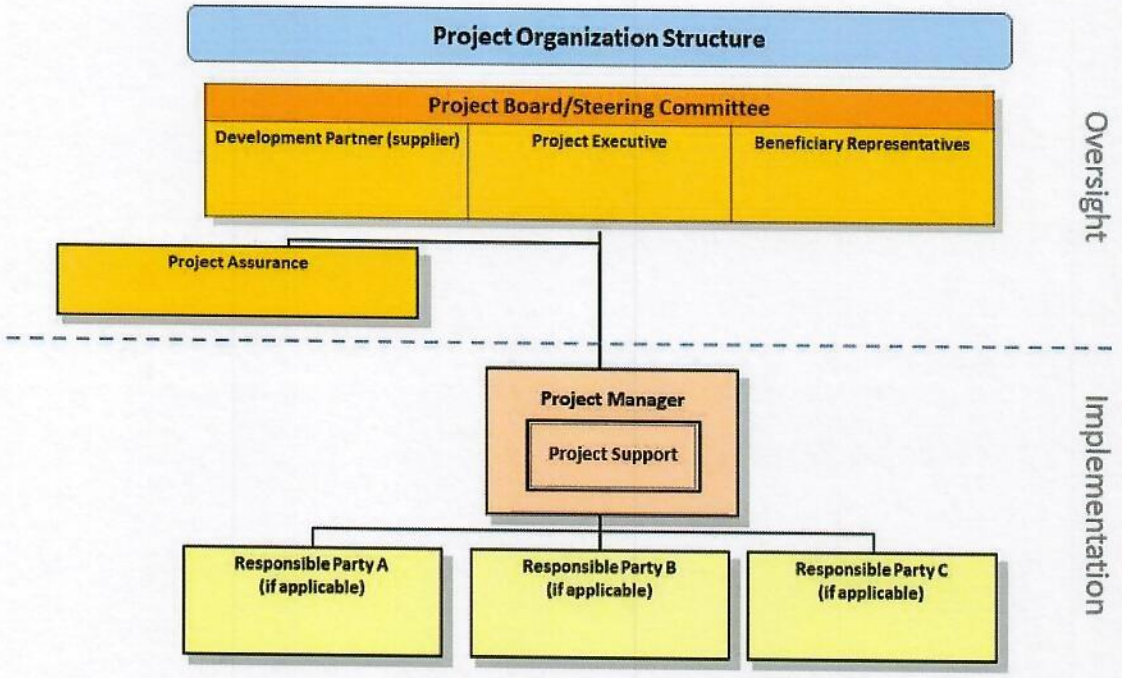


Diagram 2 – Standard Figure for a Project Organization Structure

The three categories of Project Board members are the following:

1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative. *The Project Executive is: UNDP Resident Representative*

2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders 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. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. *The Beneficiary Representative(s) is: Deputy Minister for Water, MEWA*

3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[6]. There can be multiple development **partner's** representatives in a Project Board. *The Development Partner(s) representative(s) is: UNDP Resident Representative*

[6] With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

A **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role.
Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard [Project Board or Project Steering Committee] Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet 2 times annually.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[7]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics

[7] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[8]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

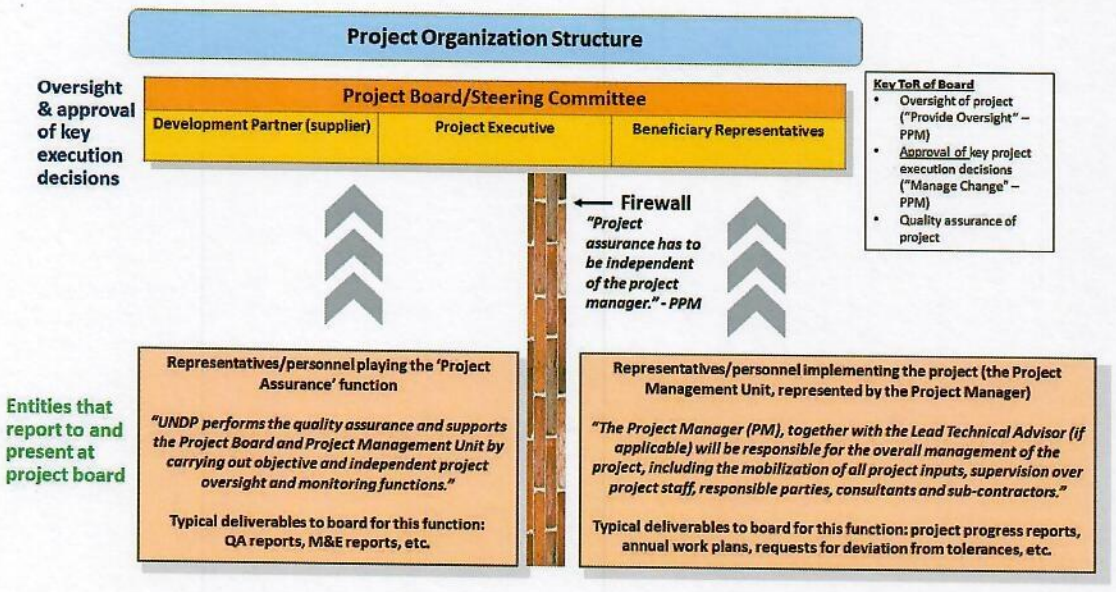
This will be in addition to the review and approval of any required project execution decisions.
The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



[8] Including audit reports and spot checks.

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. UNDP performs quality assurance and supports the [Project Board or Project Steering Committee] (and Project Management Unit) by carrying out objective and independent project **oversight and monitoring functions, including applying UNDP's social and environmental management** system to ensure the SES are applied through the project cycle. The [Project Board or Project Steering Committee] cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while **in certain cases UNDP's project assurance role across** the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: *the UNDP Programme Manager.*

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: the UNDP Programme Manager.

Acknowledgement of this ToR by each designated official Project Board member

Note: The form/evidence for this acknowledgement must be included as an annex or codified in other ways (e.g. note to file or minutes of a board meeting)
The formal acknowledgement of the ToR by board members can be done via various procedures, including the following options:

1) Having copies of the ToR be signed by each appointed board member at the Appraise and Approve stage (LPAC) and then having all signed copies attached as an annex to the Project Document
2) Having the final ToR be signed by each appointed board member at the first project board meeting after Project Document signing with the approvals recorded in the minutes of the meeting

In both cases, the signature or acknowledgement should include the name, title and category of board representation for the person signing

Eng. Abdulrahman Abdulmohsen Al Fadley
Minister of Environment, Water and Agriculture

Nahid Hussein
UNDP Resident Representative

Annex 5: UNDP Support Services to National Implementation Agreement

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

HOW TO USE THIS LETTER OF AGREEMENT

- This agreement is used to provide appropriate legal coverage when the UNDP country office provides support services under national execution.
- This agreement must be signed by a governmental body or official authorised to confer full legal coverage on UNDP. (This is usually the Minister of Foreign Affairs, the Prime Minister /or Head of State.) The UNDP country office must verify that the government signatory has been properly authorised to confer immunities and privileges.
- A copy of the signed standard letter will be attached to each PSD and project document requiring such support services. When doing this, the UNDP country office completes the attachment to the standard letter on the nature and scope of the services and the responsibilities of the parties involved for that specific PSD/project document.
- The UNDP country office prepares the letter of agreement and consults with the regional bureau in case either of the parties wishes to modify the standard text. After signature by the authority authorised to confer immunities and privileges to UNDP, the government keeps one original and the UNDP country office the other original. A copy of the agreement should be provided to UNDP headquarters (BOM/OLPS) and the regional bureau.

Dear [*name of government official*],

1. Reference is made to consultations between officials of the Government of Saudi Arabia (hereinafter **referred to as "the Government") and officials of UNDP with respect to the provision of support services by** the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

(a) Identification and/or recruitment of project and programme personnel;
(b) Identification and facilitation of training activities;
(c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the [*Insert title and date of the UNDP standard basic assistance agreement with the Government*] **(the "SBAA"), including the provisions on liability and privileges and immunities, shall** apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Eng. Abdulrahman Abdulmohsen Al Fadley
Minister of Environment, Water and Agriculture

Nahid Hussein
UNDP Resident Representative

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between *Ministry of Environment Water and Agriculture*, the institution designated by the Government of *Kingdom of Saudi Arabia* and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project SAU10/133976 Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030

2. In accordance with the provisions of the letter of agreement signed on [*insert date of agreement*] and the programme support document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
Support Institutional Capacity	2023 - 2028		20,000,000
Project Auditing	Annual		50,000
Project Evaluation	Mid-term & terminal		150,000

4. The parties agreed on the responsibilities related to this project as described herein the project document.

Annex 6: Schedule of Payment (Cost Sharing)

Capacity Development and Related Services for an Integrated Sustainable Development and Management of the Water Sector in the Kingdom of Saudi Arabia in the Framework of the Vision 2030 –
Project Number: SAU10-00133976

Payment	Amount in US$	Contributor
To be Paid March 2023	8,000,000	Government of Saudi Arabia
To be Paid March 2024	8,000,000	Government of Saudi Arabia
To be Paid March 2025	8,000,000	Government of Saudi Arabia
To be Paid March 2026	8,000,000	Government of Saudi Arabia
To be Paid March 2027	4,195,075	Government of Saudi Arabia
TOTAL	**36,195,075**	

Annex 7: Project Quality Assurance Report

Form Status: Approved	
Overall Rating:	Exemplary
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00147295
Portfolio/Project Title:	Promoting Adaptive Integrated Water Resources Management
Portfolio/Project Date:	2023-03-01 / 2028-02-29

Strategic **Quality Rating: Exemplary**

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

- ◉ *3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.*
- ○ 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- ○ 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

Evidence can be found in the Annex attached to t he PD.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ScreenShot2023-02-05at2.39.22PM_15939_101 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ScreenShot2023-02-05at2.39.22PM_15939_101.png)	farah.aljoaib@undp.org	2/6/2023 8:22:00 AM

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

- ◉ *3: The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts at least one Signature Solution[2]. The project's RRF includes all the relevant SP output indicators. (all must be true)*
- ○ 2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- ○ 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

As mentioned in the PD:
Strategic priority 1: Structural transformation acce lerated, particularly green, inclusive and digital tra nsitions.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- (●) *Yes*
- ( ) No

Evidence:

The Project will be facilitated through four outputs:

- Output 1: Technical methodologies, such as water accounting, and data management processes are established in order to support longer term sustainability, and inform policy decisions, by assessing both water consumption and water reserves and production capacity.
- Output 2: Improved water supply and services will be established to support agriculture developments with climate-smart practices and work to create new economic opportunities for rural communities in the Kingdom.
- Output 3: Institutional, technical, and human capacity building, particularly of water sector employees, including of women, as well as capacity within the general public, is augmented, to support the implementation of a holistic IWRM approach to water management.
- Output 4: Sustainable water management principles are reflected across relevant policy areas, supporting collaborative, cross-sectorial policy development and an integrated approach to water resources management.

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No documents available.			

Relevant **Quality Rating: Highly Satisfactory**

4. Do the project target groups leave furthest behind?

- 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- *2: The target groups are clearly specified, prioritizing groups left furthest behind.*
- 1: The target groups are not clearly specified.

Evidence:

This project aims to serve all target groups in the nation, as it is environmental.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- *3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.*
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence:

The project was designed based on knowledge, a nd lessons learned captured from the Terminal Ev aluation Report

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- *3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)*
- 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence:

The Project works in close partnership with the G overnment of Saudi Arabia at the national level an d will continue to build partnerships with local lev els of government and across sectors, including t hose such as agriculture and energy sectors.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Principled **Quality Rating: Highly Satisfactory**

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

- *3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)*
- 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

This project aims to provide more sustainable acc ess to essential resources for all parts of the Saud i Arabian population. The project recognizes the i mportance of "leaving no one behind," and theref ore has an output which focuses work on rural co mmunities.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- ○ 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- ◉ *2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)*
- ○ 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence:

Due to the nature of the Project at the upstream p olicy level, men and women are both fully benefiti ng from the results of the Project.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- *3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)*
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

The Project will support UNDP Saudi Arabia's Sec ond outcome and output 2.1 within its Country Pr ogramme Document, sustainable, integrated and climate-smart management of ecosystems and no n-oil natural resources. Under this output, UNDP will work with the Government to improve the sust ainable management of non-oil natural resources t o align with the SDG's as well as national priorities which include Clean Water and Sanitation, Industr y Innovation and Infrastructure, Responsible Cons umption and Production, Climate Action and Life on Land.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- (●) *Yes*
- ( ) No
- ( ) SESP not required because project consists solely of (Select all exemption criteria that apply)
  - [ ] 1: Preparation and dissemination of reports, documents and communication materials
  - [ ] 2: Organization of an event, workshop, training
  - [ ] 3: Strengthening capacities of partners to participate in international negotiations and conferences
  - [ ] 4: Partnership coordination (including UN coordination) and management of networks
  - [ ] 5: Global/regional projects with no country-level activities(e.g.activities such as knowledge management, inter-governmental processes)
  - [ ] 6: UNDP serves as Administrative Agent
  - [ ] 7: Development Effectiveness projects and Institutional Effectiveness projects

Evidence:

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	SESP-MEWA_15939_110 (https://intranet.undp.org/apps/ProjectQA/QAForm Documents/SESP-MEWA_15939_110.pdf)	Low		Final	farah.aljoaib@undp.org	2/6/2023 1:06:00 PM

Management & Monitoring **Quality Rating: Exemplary**

11. Does the project have a strong results framework?

- *3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)*
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence:

The project clearly describes the intended outputs given its intended scope. Explains each of the 4 e xpected outputs, along with output indicators, dat a sources and collection methods, baseline and p otential risks.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- *3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)*
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence:

The project board will consist of the two main project stakeholders, MEWA and UNDP. The project board will meet at least once per year to review project progress and approve annual workplans. Decisions by the Project Board will be informed by the UNDP Project Management team, who will facilitate data collection and project reporting. Each output of the project will have a project team, led by a UNDP Senior Expert and populated by other UNDP experts working on those outputs. The project teams will be responsible for providing data on progress against project indicators to the project management team, when requested.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ScreenShot2023-02-06at10.25.45AM_15939_112 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ScreenShot2023-02-06at10.25.45AM_15939_112.png)	farah.aljoaib@undp.org	2/6/2023 8:27:00 AM

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

- (●) *3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)*
- ( ) 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- ( ) 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ScreenShot2023-02-06at10.33.02AM_15939_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ScreenShot2023-02-06at10.33.02AM_15939_113.png)	farah.aljoaib@undp.org	2/6/2023 8:33:00 AM

Efficient **Quality Rating: Exemplary**

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

- (●) *Yes*
- ( ) No

Evidence:

A large proportion of this project will be supplying technical expertise to support analysis and projec t implementation. Similar technical expertise is av ailable through consultancy companies; however, the previous 2018-2021 UNDP/MEWA project saw savings of more than 50% on expert rates when c ompared to consultancy companies. Moreover, in addition to staffing costs, projects managed throu gh consultancy companies would incur an additio nal 20-30% project fee for travel fees, administrati ve fees, etc. in addition to labour costs. Other ben efits of utilising UNDP expertise include:

- Transparency and competitiveness.
- Improved risk management and risk mitigatio n built into the process
- Establishment of realistic schedules and bud gets
- Facilitating consistent service
- Optimization of the opportunity for lower proj ect life cycle costs
- Fewer change orders and disputes
- Better life-cycle value
- Promoting stronger business relationships be tween the parties

All contracts will be conducted in accordance wit h UNDP procurement guidelines to identify qualifi ed goods and service providers.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

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

Evidence:

The project has a clear multiyear work plan with a planned budget by year for each activity.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- ◉ *3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)*
- ○ 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- ○ 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence:

The budget mentioned in the project document is inclusive of development programs, recruitment, e valuation and auditing fees, establishment of man agement board, as well as the general manageme nt support costs and direct project costs.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Effective **Quality Rating: Exemplary**

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

- ○ 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- ○ 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ○ 1: No evidence of engagement with targeted groups during project design.
- ◉ *Not Applicable*

Evidence:

Not applicable.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- ◉ *Yes*
- ○ No

Evidence:

This project will be administered from the Head Of fice of the Ministry of Environment, Water and Agri culture (MEWA). Programme management will be t he responsibility of UNDP, through the UNDP Sau di Arabia County Office. A UNDP programme man ager will be appointed, who will hold the responsi bility for monitoring and reporting over the project period.
In accordance with UNDP's programming policies and procedures, the project will be monitored thro ugh monitoring and evaluation plans stated in the project document.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ScreenShot2023-02-06at10.38.23AM_15939_118 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ScreenShot2023-02-06at10.38.23AM_15939_118.png)	farah.aljoaib@undp.org	2/6/2023 8:39:00 AM

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

- (●) *Yes*
- ( ) No

Evidence:

GEN 2.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Sustainability & National Ownership **Quality Rating: Highly Satisfactory**

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

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

Evidence:

The National Partner has full ownership of the development of the Project, UNDP provided technical assistance.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- ○ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- ◉ *2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.*
- ○ 1: Capacity assessments have not been carried out.
- ○ Not Applicable

Evidence:

Capacity assessments will be carried out for regional MEWA offices and/or review of previous capacity assessments to ensure implementation of recommendations, and an indicator to support that includes measuring the number of Recruitment and Capacity Assessments to support the recruitment of women into water engineering positions within the Deputyship concluded.

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

- ◉ *Yes*
- ○ No
- ○ Not Applicable

Evidence:

The Project approach is Full Office support to NI M. The support Office Agreement will be signed a long with the Project Document.

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

- (●) *Yes*
- ( ) No

Evidence:

To enhance sustainability and scale-up, the projec t will engage other stakeholders s throughout the different outcomes.

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QA Summary/LPAC Comments