UNITED NATIONS DEVELOPMENT PROGRAMME
Project of the Government of Saudi Arabia
PROJECT DOCUMENT

Project number: SAU/01/001/A/01/99
Project title: Advisory Services to the Ministry of Foreign Affairs
Project short title: Advisory Services to MOFA
Estimated start date: 1 January 2001
Estimated end date: 31 December 2003
Duration: Three years
Management Arrangement: National Execution
Designated Institution: Ministry of Foreign Affairs
Project Site: Riyadh, Saudi Arabia
Beneficiary country: Kingdom of Saudi Arabia

Summary of Cost-sharing Inputs
(as per attached budget)

Cost-Sharing
Government US$ 240,000
Total: US$ 240,000

Administrative and operational services
Country Office
Administrative Cost (COAC) US$ 7,200

TOTAL US$247,200

Classification Information
ACC sector & sub-sector: 02 General Development Issues
  40 Public Admin. and Management
DCAS sector & sub-sector: 002 Development Administration
  005 Public Admin. and Management
Primary areas of focus/sub-focus:
  05 Other UNDP Development Priorities
  35 Other UNDP Development Priorities
Primary type of intervention:
  02 Direct Support
Secondary Type of Intervention:
  07 Advisory Services
Primary target beneficiaries: MOFA Staff
Secondary target beneficiaries: Other

LPAC review date: 11 April 2001
Programme Assistant: Yassin H. Yassin

Justification: The Ministry of Foreign Affairs (MOFA) plans to sustain and promote its on-going efforts to develop human resources and to undertake the urgent task of streamlining and simplifying its administrative procedures and processes. The present project is intended to provide advisory services to MOFA to better discharge this mandate.

On behalf of

Government

UNDP

Signature

Date

Name/Title

H. E. Dr. Youssef T. Al-Saadoun
Deputy Minister for Economic and Cultural Affairs, Economic and Cultural Department
Ministry of Foreign Affairs
Jose Eguren
Resident Representative
A. Context

1. The Development Situation

Within the scope of the overall national development in the Kingdom of Saudi Arabia, it has become increasingly important for the Government to undertake the required administrative and organizational development of its institutions to manage the expansion and implementation of the development processes. This urgent need is seen as an integral part of the general trend to enhance the performance of public sector through a set of policies that include:

- To develop the internal organizational structures of the government units thereby clarifying the limits of their responsibilities and powers, as well as expediting the process of decision making and enforcement.
- To ensure better coordination between the specializations and activities of the various government units.
- To review and simplify administrative procedures in order to remove bureaucratic complications.
- To provide more flexibility and autonomy to management leaders in making decisions on the use of resources available to them.
- To develop precise and specific criteria to evaluate staff performance, thereby promoting higher productivity and improved performance in line with the nature of their tasks.

2. Previous Experiences and Lessons Learned

Over the last decade, MOFA implemented projects, with UNDP support, which were generally designed to promote the Ministry’s IT capabilities. Specifically and very recently, MOFA has implemented UNDP-supported project geared to re-organize its human resources in an effort to further improve the Ministry’s institutional capacities to meet the challenges of the national development and the global changes. Within the framework of the previous UNDP-supported project, the Ministry was able to assess its overall existing administrative and organizational structure.

3. Development Objective

To build the capacity of the Ministry’s administrative and organizational structure and human resources development within the framework of the national development planning in the Kingdom of Saudi Arabia.

4. The Project Strategy

MOFA will coordinate the different activities of the project. This includes channelling the advisory services to the various departments of the Ministry. In addition to this, it will also assume responsibility for the arrangements needed with the Ministry’s regional branches, embassies and diplomatic missions abroad.

5. Beneficiaries

The primary beneficiaries of the advisory services of the project will be MOFA’s various
departments in the head office as well as in its regional branches, embassies and
diplomatic missions abroad. The ultimate beneficiaries are the employees of MOFA,
who would greatly benefit from the efficiency of the services delivered by the Ministry.

B. Immediate Objectives, Outputs and Activities

**Objective 1**

Advisory services provided to the MOFA within the framework of its efforts to develop
its administrative and organizational structure.

**Output 1.1:** Revise and modify the proposed administrative reform plan.

**Activity 1.1.1:** Participate in the ongoing deliberations in MOFA towards
finalizing and approving the administrative reform plan.

**Activity 1.1.2:** Design and carry out pilot implementation of the proposed
administrative reform plan in certain departments in the
Ministry.

**Objective 2**

Advisory services provided to the MOFA in the process of preparing the Diplomatic
Service Rule.

**Output 2.1:** Participate in MOFA’s committees working on the formulation of the
Diplomatic Service Rule.

**Activity 2.1.1:** Provide consultancy, conduct studies and research to
facilitate the work of these committees, as required.

C. Inputs

1. **Government (in-kind)**

MOFA will provide the office appropriately equipped to enable the national consultant
carry out the tasks assigned under this project.

2. **UNDP**

The inputs to the project to be provided on the basis of the agreed cost-sharing
contribution with the Government will consist of:

1. Official travel.
2. National consultant (1).

D. Risks and Prior Obligations

**Risks**

No risk is envisaged in this project of advisory services.

**Prior Obligations**

MOFA will recruit the national consultant whose major responsibility is to provide the
services under this project.
E. Management

MOFA will execute the project. The Ministry will assume responsibility for the overall management of the project, which includes planning, reporting, accounting, and monitoring.

In addition to the assistance that UNDP normally provides to projects during their life cycle, the UNDP country office will provide further support to the Ministry of Foreign Affairs to facilitate the work responsibilities as follows:

a) **Support to reporting:** The UNDP Country Office will assist the Ministry of Foreign Affairs in fulfilling the reporting requirements.

b) **Direct payments:** UNDP may be requested by the Ministry of Foreign Affairs to make direct payments to other parties for goods and services provided to the project. MOFA must forward to UNDP country office a standard form “Request for Direct Payment”, duly completed and signed. Documentation of payment by UNDP country office must be made available to MOFA.

F. Monitoring and Evaluation

The project will be subject to tripartite review (joint review by representatives of the Government and UNDP) at least once during the lifetime of the project (i.e. one year). The Project Coordinator shall prepare and submit to each tripartite review meeting an Annual Project Report (APR).

A terminal APR will be prepared for consideration at the terminal tripartite review meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance prior to the terminal tripartite review.

G. Legal Context

The project document shall be the instrument referred to as such in Article 1, para. 1, of the Standard Basic Agreement between the Government of the Kingdom of Saudi Arabia and the United Nations Development Programme signed by the parties on 4 January 1976. The Government implementing Agency shall, for the purpose of the Standard Basic Agreement, refer to the Government co-operating Agency described in the Agreement. Provision of services, procurement of equipment and subcontracting shall follow the rules and regulations of the Ministry of Foreign Affairs of the Kingdom of Saudi Arabia.

H. Project Revisions

The following type of revisions may be made to this Project Document with the signature of the UNDP resident representative only, provided he or she is assured that other signatories of the project management have no objections to the proposed changes:

- Revisions in, or additions of, any of the annexes of the project document;
• Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
• Mandatory annual revisions that re-phase the delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

I. General Audit requirements

The MOFA is responsible for the management of the project financial resources. To obtain reasonable assurance that the resources are being managed in accordance with UNDP’s project implementation, monitoring and reporting procedures, the project will undergo an annual audit exercise in accordance with UNDP’s Procedures.

J. Budget

See attached budget.
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PAYMENT SCHEDULE

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