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**United Nations Development Programme**

**Country: Saudi Arabia**

**DRAFT Project Document**

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| **Project Title:**  | **Human Development Fund (Phase 1)** |
| **Strategic Plan Outcome(s):**  | MDG Achievement |
| **Expected RP Outcome(s):**  | Resource Mobilization and Strategic Partnerships  |
| **Expected Output(s):**  | Global UNDP-Managed Development Fund  |
| **Implementing Partner:** | Ministry of Foreign Affairs |

CPD Period: 2012-2016

Key Result (Strategic Plan): Strategic Partnerships

Atlas Award ID: \_\_\_\_\_\_\_\_\_\_\_

Start date: 2013

End Date 2015

PAC Meeting Date \_\_\_\_\_\_\_\_\_\_\_

Management Arrangements NIM

Implementing Partner MOFA

Total resources to be raised: $ 1,000,000

Initial allocated resources: $ 1,000,000

* Government $ 1,000,000

In-kind Contributions N/A

Parallel (Global Trust Fund) $10,000,000

(to be established) (to be mobilized)

**Brief Description**

Saudi Arabia is one of the top southern providers of development assistance, and has been a partner in global development with the UN and countries around the world for over 50 years. Cooperation between UNDP and MOFA has evolved in this period, with a new focus expressed through this new initiative on engaging the expanding role and potential of the Kingdom in leading global development efforts through contributions to UN/UNDP global initiatives in countries around the world. As the world moves forward on achievement of the Millennium Development Goals (MDGs) and their 2015 target date, as well as design of the post-2015 framework for the MDG successor regime, new leadership by Saudi Arabia and new strategic partners for global partner is a priority.

The project will help design, launch and manage a new UNDP-managed global trust fund to channel voluntary philanthropic contributions to UN/UNDP projects in countries around the world in specific thematic areas of resonance to the MDGs and the emerging post-2015 framework such as: food security, health and education. This will be undertaken through development of an innovative web-based crowd-sourcing platform through which individuals can provide online cash contributions to specific areas of assistance and projects as displayed on the web-based platform. This will be an innovative online crowd-funding platform that aims to reduce poverty and improve quality of live for people around the world, by mobilizing online citizens contributions.

The project will commence with an initial 3-6 month design phase supported through initial contribution of $1,000,000 from Government in which top global experts would be mobilized by UNDP to help design and launch a new UNDP managed global trust fund and web-based contribution platform. This will build on UNDPs long-standing expertise in management of UN/UNDP global trust fund systems for development, and lessons from the UN and other partners on models for web-based crowd-sourcing platforms. It will bring together of a team of local advisors to lead a local public campaign for citizen resource mobilization in Saudi Arabia over a 2-year period. This has the initial goal of to mobilizing $10m of contributions into the new UNDP managed global trust fund (through 50% by citizen web-based contributions and 50% Government matching contributions). Subsequent phase two of project activities post-2015 would link to the post-2015 framework and would be based on evaluations of results from this first phase, with a view to engaging a broader, more global base of citizen contributions.

# Situation Analysis

Saudi Arabia is one of the top southern providers of development assistance, and has been a partner in global development to countries around the world for over 40 years, with over $100 billion of official development assistance to over 87 countries since 1973. In addition to official assistance, a growing area of focus has been mobilization of direct assistance from Saudi citizens, with increasing levels of philanthropy within the general public and private donors. This project will engage these growing trends by establishing a new global funding mechanism that provides access to Saudi citizens to contribute to UN/UNDP projects around the world in various areas of development, such as food security, health and education.

This project takes place through cooperation between UNDP and the Ministry of Foreign Affairs (MOFA), with the idea for a new web-based platform for citizen-support to global development arising from a south-south youth dialogue in 2012 between youth from Saudi Arabia and India supported by UNDP and MOFA in which the potentials of ICT4D were explored. With the goal of channelling assistance ‘*from the people to the people’*, this initiative is focused on developing a New Strategic Partnership to expand the role of the Kingdom in providing assistance to global development efforts and to support innovative mechanisms for achieving the Millennium Development Goals (MDGs) and the emerging post-2015 framework. As the world moves forward on achievement of the MDGs and their 2015 target date, as well as design of the post-2015 framework for the MDG successor regime, new strategic partners with southern providers of development cooperation are a priority. The MDGs are the most broadly supported, comprehensive and specific development goals the world has ever agreed upon. They are also basic human rights – the rights of each person on the planet to be free from poverty and famine, to have access to health, education, shelter, and to live in a healthy environment.



In the year 2000, leaders of the world community set forth a shared vision for development in the form of the Millennium Declaration adopted by the UN General Assembly. The Millennium Development Goals (MDGs) were derived from the Declaration and set concrete targets around which global resources and energy could be mobilized. The goals focused in particular on development and poverty eradication, and represented a step forward in operationalizing new thinking on development since they went beyond an emphasis on growth alone, drawing attention to the multiple dimensions of achieving inclusive and sustainable development. The MDG framework that followed has helped galvanize develop­ment efforts, set global and national priorities, and focused action at all levels. Important progress towards the MDGs has been made in most countries in the world. However, the full picture is more complex and regional differences in progress can be stark.

As the target year of 2015 approaches the foremost responsibility of the world community is to continue to achieve progress against the MDGs. At the same time, discussions are underway on the goals and targets that could build on and succeed the MDGs. A future post-2015 development agenda, based on the Millennium Declaration in its totality, will be an important part of continued global action to address the root causes of poverty and inequality globally and within planetary boundaries, incorporating the broader aspects of human development thinking.

UNDP's support for the MDGs and the post-2015 successor framework puts strategic partnerships and innovative measures such as the current project at the centre of all aspects of our work to achieve development around the world. In addition to our core partnerships with Governments and other UN agencies, UNDP focuses on the innovation and ways to engage citizens in the process of development, as the role of civil society in development takes new energy. People around the world are willing to make a difference and help others who are facing challenges, to provide support ‘*from the people to the people’*. However, most average citizens face barriers to fully participate in the process. The new Human Development Fund would be linked to an innovative online crowd-funding portal to be managed by UNDP, building on ongoing mechanisms such as those linked to the Multi-Partner Trust Fund Office.

# Strategy

While efforts to achieve the MDGs have traditionally focused on the role of North-South flows of development assistance, the discourse of development assistance and MDG achievement is changing to a more multi-polar form of cooperation. The world is now seeing greater levels of assistance from Southern providers of development assistance to help achieve MDG related development goals. This is seen by many as a turning point for development cooperation, with the growing role of Governments and citizens across the South of increasing relevance to the MDGs. This strategy seeks to support the ongoing rebalancing of the traditional North-South paradigm of cooperation, and adapt policies, programmes and operations to the new roles which the South is ready to play as leaders in development solutions, including a greater role of individuals as global citizens and agents of change.

The United Nations Development Programme (UNDP) is the global development network for the United Nations system that is on the ground in 177 countries, with its headquarters in New York, USA. UN/UNDP efforts along these lines have taken on greater energy and priority in recent times across the Emerging South. Through its role as coordinator of the UN system at the country level and operations in over 177 countries around the world, UNDP partnerships bring to Saudi Arabia an opportunity to engage countries on common UN approaches to MDG achievement which touch substantively on a number of specialized thematic areas of cooperation such as poverty reduction, food security, health and education.

**The project will commence with an initial 3-6 month design phase supported through this NIM project with an initial contribution of $1,000,000 from Government with which top global experts would be mobilized by UNDP to help design and launch a new UNDP managed global trust fund and web-based contribution platform**. This will build on UNDPs long-standing expertise in management of UN/UNDP global trust fund systems for development, and lessons from the UN and other partners on models for web-based crowd-sourcing platforms. It will also be used to bring together of a team of local advisors to be based in a Local Project Office in Riyadh, to lead a local public campaign for citizen resource mobilization in Saudi Arabia over the 2-year period of the NIM project. This has the initial goal of to mobilizing $10m of contributions into the new UNDP managed global trust fund (through 50% by citizen web-based contributions and 50% Government matching contributions). Subsequent phase two of project activities post-2015 would link to the post-2015 framework and would be based on evaluations of results from this first phase, with a view to engaging a broader, more global base of citizen contributions.

Under the spirit of “From the People, To the People”, the project will help design, launch and manage a **UNDP-managed global trust fund on human development to channel voluntary philanthropic contributions from citizens** to UN/UNDP projects in countries around the world in specific thematic areas. This will be supported through **signature of a New Strategic Partnership Agreement** to outline the partnership between UNDP and the Kingdom to engage the role of the Kingdom as a global partner in development, and a **Financial Agreement to establish a new global trust fund and related global web-based crowd-sourcing platform** managed by UNDP, building on lessons and models from units such as the Multi-Partner Trust Fund Office. Through such platform, individuals can provide online cash contributions to 100's of MDG-related UN/UNDP projects around the world to be displayed on the web-based platform in areas such as: poverty reduction, food security, health and education.

Emerging ICT trends, propelled to a large extent by the diffusion of social media and mobile technologies, are bringing forward a paradigm change in the way people engage with and support global development. Today citizens have become key actors in the process where they directly provide content and information. As a result, crowd-sourcing is being mainstreamed and has become one of the cornerstones of various non-profit development initiatives. Crowd-funding is also being effectively used to get citizens around the world to support specific activities and programmes by contributing not only financial resources but also local knowledge and innovations. This initiative aims to support core development issues around the globe such as combating famine, increasing access to health and education.

New opportunities provided by new trends such as crowd-sourcing and crowd-funding will be brought into the picture through this cooperation, under the spirit of “From the People, To the People”. It will establish an online international crowd-funding platform managed by UNDP that aims at improving the quality of live for all human beings all around the world, by allowing online citizens to contribute their own resources and knowledge. Intending to be an international online crowd-funding portal sponsored by UNDP, where people can directly help all those in need and provide support to enhance basic quality of life. Support and cooperation from other Governments and other entities in the UN system will also provide critical leverage to the initiative.

**During the inception period of months 3-6, UNDP will explore appropriate units to host the new trust fund mechanism and to lead the web-based platform and contribution channeling process.** This may build on expertise and models undertaken in the past by the Multi-Partner Trust Fund Office (MPTF), which provides dedicated fund administration services to countries and is expanding its role as a major fund administrator for the entire UN System. It can also build on and utilize the existing models managed by the MPTF Office in online platforms and crowd-sourcing mechanisms.

# Results and Resources Framework

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| **Intended Outcome as stated in the Country Programme: Global Partnerships for Development (cross-cutting CPD priority)** |
| **Outcome indicators as stated in the Country Programme, including baseline and targets:**  |
| **Applicable Key Result Area (Strategic Plan): MDG Achievement; New Strategic Partnerships** |
| **Partnership Strategy:** Engagement of Saudi Arabia as a new strategic partner in global development through development of innovative means of channelling voluntary public and private contributions to UN/UNDP projects around the world in priority areas of relevance to MDGs and emerging post-2015 framework.  |
| **Project title and ID (ATLAS Award ID):**  |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| **Output 1: Design and Launch of Global UNDP-Managed Trust Fund; Online Contribution Platform** | Targets (year 1)-Global HD Fund launched-Web-Platform launched-Initial set of UNDP projects | 1.1. Recruitment and deployment of global experts to review crowd-sourcing models and design architecture best suited to project goals1.2. Launch global trust fund and online platform | *UNDP*  | *$500,000* |
| **Output 2: Design and Launch of Local Public Contribution Campaign**  | Targets (year 1)-Initial public outreach commenced-Minimum level of contributions achieved | 1.1. Establishment of a Resource Mobilization and Strategic Partnership Facilities to be based in UNDP Country Office, to act as a Project Office composed of several local advisors to lead local campaign, fund raising 1.2. Launch local public campaigns and achieve initial citizen contributions | *UNDP and MOFA* | *$500,000* |

# Annual Work Plan

**Year: 2013**

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| --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS***And baseline, indicators including annual targets* | **PLANNED ACTIVITIES***List activity results and associated actions*  | **TIMEFRAME** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| Output 1) **Design and Launch of Global UNDP-Managed Trust Fund; Online Contribution Platform** | 1.1. Recruitment and deployment of global experts to review crowd-sourcing models and design architecture best suited to project goals  |  | X | X |  | UNDP | Government | ExpertsTravel/DSA | $350,000 |
| 1.2. Launch global trust fund and online platform  |  |  | X | X | UNDP | Government | Sub-contractsEquipmentMiscellaneous | $150,000 |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Output 2) **Design and Launch of Local Public Contribution Campaign**  | 1.1. Establishment of a Resource Mobilization and Strategic Partnership Facilities to be based in UNDP Country Office, to act as a Project Office composed of several local advisors to lead local campaign, fund raising  |  | X | X | X | UNDP and MOFA | Government | ExpertsEquipmentMiscellaneous | $300,000 |
| 1.2. Launch local public campaigns and achieve initial citizen contributions |  |  |  | X | MOFA | Government | ExpertsTravel/DSAWorkshops | $200,000 |
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|  |  |  |  |  |  |  |  |  |
| TOTAL |  |  |  |  |  |  |  |  | $1,000,000 |

# Management Arrangements/Project Organizational Structure

**Project Manager/**

**Partnership Advisor (P5)**

**Partnership Advisor (NO-C)**

**Programme Analyst (NO-B)**

**Project Board**

**Senior Beneficiaries**

Youth Committee

(Selected group of international youth)

**Executive**

Foreign Ministry and

King Abdullah Centre for Global Dialogue

**Senior Supplier**

UNDP

Saudi Arabia

**Project Assurance**

UNDP

**UNDP Headquarters**

Trust Fund and

Web-Based Platform

UNDP, New York

Funding to UN/UNDP

Projects around the world

**Local Project OfficeTeam of External Advisors (IC)**

**Local Project Office** would be established through support of the Government Cost-Sharing to the NIM Project, to support local activities within the Kingdom such as outreach to the public for citizen contributions, etc, It would be composed of a team of 3 project staff based in UNDP Country Office in Riyadh, Saudi Arabia as a UNDP Resource Mobilization and Strategic Partnership Facility to help oversee management of local, as well as reporting and UNDP-MOFA partnership management activities. They would also help facilitate linkages to UNDP Headquarters in New York, in terms of channelling of citizen contributions and monitoring of results under UN/UNDP global projects funded through the globally managed UNDP trust fund.

**UNDP Financial Cooperation Agreement:** A special agreement would be signed to establish global Trust Fund anduse of crowd-sourcing platform and linkage of contributions to UN/UNDP projects around the world. The exact nature of the Trust Fund and crow-sourcing mechanism as well as management arrangements within UNDP Headquarters would be defined during the inception activities in the first 3-6 months.

**New Strategic Partnership Agreement:** A special agreement would be signed between MOFA and UNDP Headquarters outlining the new strategic partnership entailed by this new initiative and the commitment of UNDP to support the Kingdom's expanding role in achievement of MDGs.

# Monitoring Framework And Evaluation

*Please refer to the* [*Deliverable Description*](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/download/?d_id=1360367) *to complete this component of the template.*

*Suggested text to be adapted to project context*

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

* On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

* **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

*In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. However, a project evaluation may be required due to the complexity or innovative aspects of the project.*

**Quality Management for Project Activity Results**

*Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process “Defining a Project” if the information is available. This table shall be further refined during the process “Initiating a Project”.*

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| **OUTPUT 1:** |
| **Activity Result 1****(Atlas Activity ID)** | *Short title to be used for Atlas Activity ID* | Start Date:End Date: |
| **Purpose** | *What is the purpose of the activity?* |
| **Description** | *Planned actions to produce the activity result.* |
| **Quality Criteria***how/with what indicators the quality of the activity result will be measured?* | **Quality Method***Means of verification. what method will be used to determine if quality criteria has been met?* | **Date of Assessment***When will the assessment of quality be performed?* |
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# Legal Context

Standard text with reference to SBAA in Saudi Arabia

Legal Terms under the Agreement to establish a UNDP managed Trust Fund mechanism

# ANNEXES

**Risk Analysis**. Use the standard [Risk Log template](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/download/?d_id=1266198&). Please refer to the [Deliverable Description of the Risk Log](http://content.undp.org/go/prescriptive/Project-Management---Prescriptive-Content-Documents/download/?d_id=1266195&) for instructions

**Terms of Reference**: TOR for key project personnel should be developed and attached

**Special Clauses***:* UNDP shall administer the payment in accordance with the regulations, rules and directives of UNDP. All financial accounts and statements shall be expressed in United States dollars. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:

1. [7%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
2. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”