

## United Nations Development Programme

**Country: Bahrain**

### Project Document

<b>Programme Title:</b>	Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain
<b>Expected CP Outcome (s):</b>	Enhanced transparency and accountability of public institutions, as well as participation of all constituencies in systematic national decision-making in Bahrain
<b>Expected Output(s)/Annual Targets:</b>	Capacity Development Response Programme designed and mainstreamed among Public Sector Institutions  BIPA is promoted as a reference centre through a well established Quality Assurance System of Capacity Development and qualified human resources
<b>Executing Entity:</b>	Bahrain Institute for Public Administration (BIPA)
<b>Implementing Agencies:</b>	UNDP

#### Brief Description

Bahrain has a large public sector, with Bahraini nationals accounting for 90% of the public sector work force in the year 2000. Rapid population growth, a high proportion of youth and dependence on foreign labour all increase the pressure for job creation, training and education. Bahrain has taken on the challenge of expanding job opportunities for its growing young population, in order to ensure higher productivity at the national level.

Bahrain's Economic Vision 2030 aims to meet these challenges by transforming the Bahraini economy by focusing on developing the quality and number of jobs for Bahrainis and improving skills for job seekers. Vision 2030 highlights the important challenges facing the Government, including the need to provide better policy making, better strategic planning and better services to the public. The Bahrain Institute of Public Administration (BIPA) was established with the aim of developing public administration and training in Ministries and State institutions and contributing to qualifying and training the staff of those Ministries and institutions.

This project aims to enhance the capability of BIPA in serving the public sector by:

- Establishing a Capacity Development Facility at BIPA, and
- Promoting BIPA as the reference point for Quality Assurance in training, consulting and research for government institutions in Bahrain.

This will provide critical and immediate capacity development interventions in policy, management, leadership and institutional reform, in support of sustainable national capacity development within the public sector.

Project Title: *Support to Establishing a Capacity Development Facility at Bahrain Institute for Public Administration in the Kingdom of Bahrain*

Atlas Award ID: 00061812

Project Duration: *Three years*

Start Date: *May 2011*

End Date: *May 2014*

Management Arrangement: *NIM*

Total resource required: US\$ 858,500.00

GMS (3%): US\$ 25,755.00

Total allocated resources: US\$ 884,255.00

• BIPA US\$ 442,127.50

• UNDP US\$ 442,127.50

Total Budget: US\$ 884,255.00

Agreed by (Implementing Agency):  
**Dr. Raed Benschams,**  
Director General, Bahrain Institute for Public Administration (BIPA)

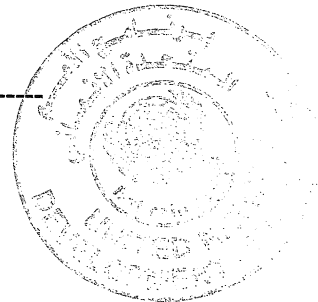
Signature: \_\_\_\_\_

Date: *11/05/2011*

Agreed by (UNDP) Mr. Sayed Aqa, UNDP Resident Representative

Signature: \_\_\_\_\_

Date: *11/05/2011*



# I. Situation Analysis

## 1 Background

Bahrain has a large public sector, with Bahraini nationals accounting for 90% of the public sector work force in the year 2000.<sup>1</sup> The International Labour Organisation (ILO) notes that rapid population growth, a high proportion of youth and dependence on foreign labour all increase the pressure for job creation, training and education.<sup>2</sup> Women and youth entering the labour market are increasingly facing difficulties locating suitable jobs. Female participation in the labour market is growing, and now stands at 32.7%. However, young women's unemployment is almost double that of young men, despite the fact that female graduates from secondary and tertiary education now outnumber males. While Bahrain's current overall unemployment rate of 3.4% is relatively low, youth unemployment stands at 21%, which poses a serious challenge for the country.<sup>3</sup>

Globalisation and increasing competition make the country's current reliance on cheap expatriate labour unsuitable. According to the Labour Market Regulatory Authority (LMRA), labour productivity declined by 11.9% in 2008 – 2009. This decline was attributed to the affect of the global financial crisis, and a substantial increase of foreign employment, particularly in the private sector.<sup>4</sup> If this trend continues, living standards will eventually decline. Moreover demographic trends suggest that Bahrain will experience significant growth in the workforce over the coming decade, with estimates that 100,000 Bahrainis will enter the workforce between 2003 and 2013.<sup>5</sup> This presents both a challenge and an opportunity. The challenge is to maintain the pace of growth of Bahraini jobs. The opportunity is that an increasing Bahraini workforce permits a higher rate of output growth while stabilizing or even increasing the share of Bahrainis in the total workforce.

Bahrain has taken on the challenge of expanding job opportunities for its growing young population, in order to ensure higher productivity at the national level. Higher productivity requires people with the right skills for each position. Competitive countries go to great lengths to educate their people, retain qualified staff and attract foreign workers with the skills that are lacking. Government institutions have an important role to play in steering up the economy through several levels, including good service delivery by highly qualified human resources who adopt advanced approaches in public policies management.

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<sup>1</sup> ILO Decent Work Pilot Programme: Country Brief Bahrain. Available at:  
<http://www.ilo.org/public/english/bureau/dwpp/download/bahrain/countrybriefbah.pdf>

<sup>2</sup> Ibid.

<sup>3</sup> Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries

<sup>4</sup> See [http://blmi.lmra.bh/2010/12/mi\\_dashboard.xml](http://blmi.lmra.bh/2010/12/mi_dashboard.xml)

<sup>5</sup> See Fn 1.

## 2 Institutional Set-up

### **BIPA**

Bahrain Institute of Public Administration (BIPA) was created by Decree No. 65 for the year 2006 promulgated by His Majesty the King, Hamad bin Isa Al-Khalifa, on 28th June 2006. The Institute aims to develop public administration and training in Ministries and State institutions and contribute to qualifying and training the staff of these Ministries and institutions.

A detailed description of BIPA's scope of work and other supporting initiatives can be found in Annex 1.

### **UNDP**

As a trusted multilateral partner serving in more than 130 countries around the world, UNDP has the global scope and presence to help nations enhance their capacity to reach their development goals. The UNDP first opened its office in Bahrain in 1971, and has enjoyed the full support of the Government of Bahrain since that time.

UNDP brings to the Capacity Development Facility (CDF) its global network of advisors on capacity and human development, its extensive partnerships with leading institutes and UN agencies, the benefits of its presence in over 130 countries, and the accumulation of best practices in capacity development from decades of experiences around the world.

A detailed description of UNDP's capacity development process can be found in Annex 2.

## **II. Strategy**

This project comes in line with UNDP's Country programme (CP) for 2008-2011 responding to Bahrain's key development challenges and reflecting priorities of the Government's vision for the country future development under the national reform agenda.

In line with BIPA's vision the establishment of the Capacity Development Facility in partnership with UNDP should over time provide BIPA with the necessary capacity and infrastructure to establish itself as a portal for the public sector offering quality assurance services in training, consulting and research, rather than providing the services directly. BIPA could then offer other types of value-added services to help build different types of capacities in the Public Sector, namely:

- Establishing Capacity Building Facility (CDF) through an inclusive process and launch experiment phase;
- Assessment of training needs within the public sector, leading to a tailored 'Portfolio' of courses and value-added programs, including IT, management skills and soft skills;
- Online skills assessment, including self-assessment facilities, for use in both recruitment and ongoing staff development;

- A Portal connected to the Public Sector Institutions' intranet covering all areas of administration of training courses, including booking, authorization and scheduling and completion of (online) evaluations;
- Accredited training programs, designed by BIPA together with the ministries and associate providers;
- Development and delivery of tailor-made courses through BIPA's associate trainers;
- A comprehensive system for evaluating courses through monthly reports which take into account attendance (including sex-disaggregated data), cost (including wastage), participant evaluations and observed results.
- Develop a guide for good governance in public administration management including women empowerment and gender equality;
- Develop a guideline framework for code of ethics drafting, appropriation, implementation and evaluation.

The project's approach/strategy will be informed by, and fully integrated with, the capacity assessment methodology and the definition of sectoral capacity development strategies. While the emphasis is on the development of a framework which addresses long-term capacity development needs, the Project's approach is flexible enough to take into account emerging and revised priorities. The CDF will act as facilitator and convening agent and will contribute in sector/s where it has a competitive edge.

Greater economic empowerment of women is among the national priorities so as to provide additional space for women's participation in the development process. Within the public sector in Bahrain, women are significantly under-represented across a number of sectors (such as Oil and Gas, Transportation and Agriculture), as well as in senior management and leadership roles. By pursuing equal attendance of male and female participants, collecting sex-disaggregated data for all courses and actively targeting female participants for leadership programmes, BIPA will actively contribute to enhancing the capacity of female public sector employees, particularly in decision-making roles. It will also promote gender parity in regards to the recruitment of consultants / experts for the provision of all training activities. Similarly, as Bahrain is a signatory to the Convention of the Rights of Persons with Disabilities, BIPA's CDF will ensure equal access to all persons with disabilities.

The BIPA Capacity Development Strategy that is being developed currently will provide a framework for guiding and mobilizing existing and new technical assistance initiatives, squarely in support of sustainable national capacity development. The process for the formulation of the Capacity Development Strategy places strong emphasis on the inclusive engagement of key stakeholder groups and partners, striving to achieve national ownership and a broad-based agreement.

The Capacity Development Assistance component will provide critical and immediate capacity development interventions in policy, management, leadership and institutional reform utilising national, regional and international experts. This also includes the consolidation of the various capacity development and technical assistance initiatives that are on-going and planned for Bahrain into one cohesive platform for action.

## ***II. a). Project Approach***

Support services provided by the CDF will address demand-driven and country-specific CD challenges at the national and sub-national levels. The selection of appropriate and specific CD responses will be predicated upon findings from national and local-level capacity assessment exercises.

Capacity development is much more than supporting training programmes and the use of national expertise – these are necessary and on the rise, but we must include responses and support strategies for accountable leadership, investments in long term education and learning, strengthened public systems and voice mechanisms between citizen and state, and institutional reform that ensures a responsive public and private sector that manages and delivers services to those who need them most.

This is why the project will be carried out in close collaboration with BIPA senior management in order to mainstream BIPA's vision in its activities and outputs.

## ***II. b). Duration and exit strategy***

The project will be carried out over a period of 36 months. Accordingly the work plan outlined in this project document illustrates CDF activities that will occur over a three-year period. However, it is clear from the extent of capacity development needs and the nature of interventions that civil service capacity development will not occur in full by the end of this period. For this reason, the terms of reference establishing the project will be revisited in the second year to identify which areas of the Project may require additional funding and duration and or be absorbed through BIPA's budget and organizational structure to ensure sustainability of the investment and efforts.

The CDF Project Manager will be responsible for developing a concrete exit strategy for Project -related activities 6 months after the commencement of the contract, to be approved by the Project Board. The exit strategy will include a realistic assessment of the timeframe necessary to ensure achievement of long-term project goals, and will orient project execution toward sustainability.

### Part III. Results and Resources Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>			
Enhanced transparency and accountability of public intuitions as well as participation of all constituencies in systematic national decision-making in Bahrain.			
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</b>			
Indicator: Coordination system for inter-ministerial planning in place. National strategic planning with clear bench marks.			
<b>Applicable Key Result Area (From 2008-11 Strategic Plan)</b> Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including the MDGs			
<b>Partnership Strategy:</b>			
<b>Project title and ID (ATLAS Award ID):</b> Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain – Project I.D. 00061812			
<b>Intended Outputs</b>	<b>Output Targets</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>
<p><b>1. Capacity Development Facility established, fully operational and mainstreamed among Public Sector Institutions</b></p> <p><b>Baseline:</b></p> <p>1. <i>There's no Specialized unit and staff in the field and in BIPA</i></p> <p>2. <i>... (number) of consultancies' requested by government's institutions</i></p> <p>3. <i>... (number) of consultancies used by government's institutions and initiatives resulted.</i></p> <p>4. <i>... (number) of trained staff in public administration</i></p> <p><b>Indicators:</b></p> <p>1. <i>Number of Staff based on concrete</i></p>	<p>1. Establish a clear framework for CDF establishment, and initiate inclusion of government institutions and asses needs for public administration development.</p> <p>2. Establish CDF as a unit inside BIPA, and organize recruitment, staff trainings, etc</p> <p>3. Set standards for BIPA's CDF as a centre of excellence providing value added support to governmental, and lead three pilot training.</p>	<p>1.1. Identify sectoral needs/gaps using TNA results and other assessments, and classify CDF priorities by sector.</p> <p>1.2 Establish clear quality standards for developing CDF experts data base</p> <p>2.1 Launch open call for experts to apply. Concerted efforts will be made to encourage diversity of candidates, including the promotion of women and persons with disabilities.</p> <p>2.2 Recruit staff and organize trainings for CDF</p> <p>3.1 Design Capacity Development Support programs, including experts/firms procurement procedures.</p> <p>3.2 Conduct pilot training workshops for national public institutions on applying competence evaluation tools at all levels</p> <p>3.3 Develop a self assessment system and</p>	<p><b>BIPA</b></p> <p><b>UNDP</b></p> <p><b>EDB</b></p> <p>Project team = 270,000            Operation = 35,000            CDT = 10,000            Consultants = 150,000            Workshops = 15,000            Printing = 10,000            Editing = 5,000</p>

<p><i>needs in the Unit</i></p> <ol style="list-style-type: none"> <li>Number of Consultations conducted with government institutions</li> <li>Number of CD response programmes published</li> <li>Number of CD activities organized</li> <li>Number of Women and men who participated in CD activities.</li> </ol> <p><b>II. BIPA is Promoted as a reference point for Quality Assurance System of Capacity Development and qualified human resources put in place.</b></p> <p><b>Baseline:</b></p> <ol style="list-style-type: none"> <li>QAS does not exist</li> <li>Specialised human resources</li> <li>Performance evaluation at governments institutions exist on ad-hoc basis</li> </ol> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>CD experts database established at BIPA</li> <li>Number of requests from government's institutions</li> <li>CD strategies applied in pilot institutions</li> <li>Institutional competence and performance evaluation tools developed</li> <li>Human resources at BIPA trained to handle quality assurance for competence evaluation at governments institutions</li> <li>Institutional self assessment systems developed</li> </ol>	<ol style="list-style-type: none"> <li>Establish CD as a reference centre for value added input to improve PA in Bahrain</li> <li>CD is mainstreamed in government institutions with BIPA as a reference and TA centre</li> <li>Establish a diverse pool of professional human resources available at BIPA as a reference center, in particular promoting the inclusion of women and persons with disabilities and public sector management innovation.</li> </ol>	<p>management innovation to be introduced inside government institutions</p> <ol style="list-style-type: none"> <li>Conduct intensive training of trainers workshops for BIPA staff on competence evaluation tools and analysis</li> <li>Design and populate experts database through a transparent vetting system.</li> <li>Design a professional communication strategy about BIPA as a reference CDF centre</li> </ol> <ol style="list-style-type: none"> <li>Provide Technical assistance to government institutions in introducing capacity development in their national plans and budgets</li> <li>Organize events and workshops to promote BIPA strategy as a reference capacity development centre, focusing on the importance of CD within government institutions.</li> <li>Procure professional services for the development of corporate competence evaluation tools</li> <li>Launch BIPA total appropriation of Capacity Development Facility through adoption of its two years program in partnership with government institutions.</li> </ol>	<p>Project team = 270,000  Operation = 26,000  Consultants = 50,000  Workshops = 10,000  Printing = 5,000  Editing = 2,500</p> <p>BIPA  UNDP</p> <p><b>TOTAL = 858,500</b></p>
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## **IV. Management Arrangements**

### **IV. a). Governing Principles**

The following principles will govern management and implementation arrangements:

- The project adopts the gender approach and targets all vulnerable groups including persons with disabilities;
- The project is implemented through good governance principles;
- The project designs activities based on responding to future challenges, which requires inclusion of future generations and management innovation especially new ways of mobilizing human and financial resources and building strategies;
- The Project provides the needed technical support to the development of the Capacity Development Facility at BIPA for the Kingdom of Bahrain on cost sharing basis and close consultation with the government;
- The initial focus will be is on rapid delivery of assistance within the context of meeting immediate needs of the government to meet capacity development challenges among public sector institutions in an efficient and effective manner. In this respect the project will be directed by government planning;
- A multi-stakeholder approach to Project development and implementation will be employed, through partnerships with Government, UN agencies, and with options for engaging a range of delivery agents including national institutions, international institutions, the private sector and others;
- Implementation of the Project will seek to employ modalities that strengthen sustainable capacities within government, civil society and the private sector; The management of the Project will promote strong collaboration and complement with other national and international assistance working in the field through joint priority setting, implementation and monitoring/evaluation;

### **IV. b).Organizational arrangement**

The Project will be implemented over a period of 36 (thirty six) months comprising mobilizations of project team as well as all intended outcomes and outputs mentioned earlier. The Project will be implemented under National Execution (NIM) modality, and the main counterpart within the Government is the Bahrain Institute for Public Administration (BIPA).

Most of the intended outcomes and related interventions will have fixed costs. As such the Project will provide a fixed budget that will be used for the intended expenses in mobilizing expertise and consultants as well as conducting consultation events and associated expenses.

### **IV. c).Project Team**

A Project Unit will be set-up in BIPA from which it will expand its intervention to other concerned stakeholders through a well designed plan of action.

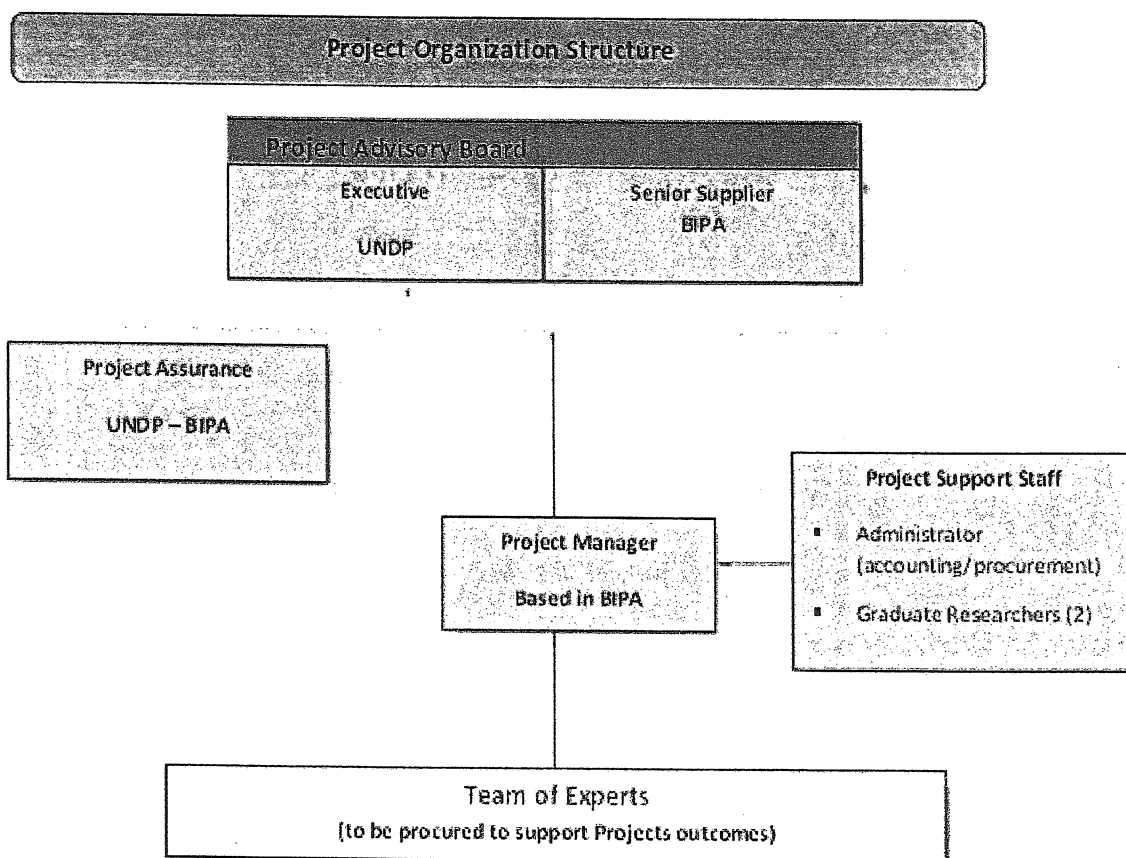
The Project will be headed by a Project Manager to whom the authority for daily management will be delegated. A Project team (3 staff) will be put in place by the project manager in consultation with UNDP and BIPA as soon as possible to provide needed support in logistics as well as event organization. Additional short-term consultants will participate in delivering the various outputs through specific activities designed to meet the set objectives. Accordingly the Project Unit will have the following, general responsibilities:

1. The PMU will act as the secretariat of the Advisory Board (Steering Committee), which is the ultimate decision making body.
2. The PMU will provide substantive input and support to the Government related to the Capacity Development Strategy, either directly or through sourcing of resource persons on capacity assessment, monitoring and evaluation, leadership, human resources, etc.;
3. The PMU will cooperate with the Government in preparation of the requests for assistance and present them to the Board for approval. The PMU will monitor the progress of each assignment and report in the Board meetings on the progress made;
4. All terms of reference for the Project and capacity development interventions will be submitted for ex ante approval by the Board

#### **IV. d). Oversight and Implementation Arrangements**

The Project Manager, who will be recruited by UNDP in consultation with BIPA, will be based at BIPA, along with his team, and will ensure proper delivery on the Outcomes and outputs. Project assurance will be the joint responsibility of BIPA and UNDP. Assigned UNDP Project Analyst (Assurer) and a BIPA assigned assurer will have joint oversight on the project operation as well as lead discussions with the central government in coordination with the manager. They report directly to the Project Advisory Board (Steering Committee).

The Project Manager will (1) Provide day-to-day management; (2) Prepare annual and quarterly implementation plans, including monitoring and evaluation (3) ensures timely mobilization of short term experts; (4) Process expenditures through competitive bidding according to UN rules and regulations; (5) Process invoices upon receipt, certify goods and services and liaise with Finance Unit(s) to ensure timely payment; (6) Maintain record and control systems; (7) Prepare annual and quarterly progress and financial reports on achievements and disbursements of funds; (8) Prepare the final report; (9) Manage the asset inventory; (10) Update and maintain risk logs, issues logs and quality assurance logs; (11) Maintain timely implementation of the action plan developed for every component; (12) report on any major deviation from the initial plan in order to get Board approval ; and (13) act as the secretariat to the Project Advisory Board. The Project manager shall be assisted by a core team consisting of University graduates in Public administration, social sciences or similar disciplines and an office administrator who at the same time acts the main project accountant and procurement supervisor.



As stated in the above organizational chart the Project shall have an Advisory Board , which will be acting as a Steering Committee and can call for attendance on organizational or individual basis organizations or individuals to its meetings to get their input on annual plan and/or programmes. The Advisory Board / Steering Committee will provide overall direction and guidance for the effective and smooth implementation of the project. The Board / Committee is responsible for making strategic management decisions for the project when guidance is required by the Project Manager, including recommendation for solving problems, approval of project amendments and revisions. The Board decisions shall be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Advisory Board will be meeting on regular basis the frequency of which can be agreed upon at the first board meeting.

#### ***IV.e). Management of funds***

UNDP will be implementing the Project activities based on the NIM modality. A Project unit will be established in BIPA to carry out the day-today operations, monitoring and oversight.

While all expenditures are registered in the Combined Delivery Report (CDR), the Implementing partner will maintain records locally to reflect accumulated expenditures per

budget line, budget balances and outstanding obligations. These records serve to monitor the Project's financial situation and to share financial information with other stakeholders. The Project Manager will coordinate with the administrative units of the country office on the follow up of disbursements against obligations.

According to NIM the Combined Delivery Report (CDR) is mandatory and should be issued quarterly and/or adjusted based on the current Project duration. The CDR reflects all disbursements made by the Project in a certain period. The final CDR at the end of the Project must be signed by the designated authorized official in BIPA and returned to UNDP's files.

#### ***IV.f). Management of Assets***

All assets acquired within the Project should remain the assets of the Project<sup>6</sup>. Equipment purchased with the Project's funds should be utilized for the Project's activities and will be reflected in separate inventories.

#### ***IV.g). Partnerships***

Coordination with other UN agencies working in the sectors as agreed in the UN Country Team will be sought in order to strengthen the community-driven development approach applied by the Project. Moreover, a close cooperation and coordination with line ministries is an essential element for the success of this project. This cooperation can be intensified in support of the current project making sure that efforts and resources are well invested and overlaps and duplication are eliminated.

Opportunities for cooperating with the private sector, specifically with the major establishments will be actively sought giving particular consideration to CSR.

## **V. Monitoring and Evaluation**

### ***V.a. Monitoring Framework***

Effective monitoring of activities supported through the Project, will be implemented through on-site monitoring, regular reporting, and financial expenditure tracking. The monitoring framework will be implemented to achieve the following purposes.

- **Results-Orientation:** Ensure appropriate measurement and assessment of Project performance in order to more effectively improve performance and achieve results.
- **Quality Assurance:** Ensure quality in Project activities supported through the Project to ensure best possible benefit for beneficiaries, through monitoring Project delivery and identifying issues that need corrective action and ensure that additional assistance is provided early.
- **Accountability:** Ensure accountability in the use of Project resources through heavy emphasis on financial reviews to make sure that funds are being appropriately used to

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<sup>6</sup> Refer to NIM policies and procedures under "Management of Assets" section

achieve Project outputs, and that the responsible parties / delivery agents have sufficient controls in place to demonstrate that funds are being used appropriately.

- **Transparency:** Ensure transparency in Project activities, finances, and results to all stakeholders.
- **Learning:** Ensure that the Project has mechanisms to ensure learning for purposes of improving ongoing implementation and guiding new initiatives, and to identify key lessons learned and successes stories from Project implementation to feedback into planning and implementation processes of UNDP, the Government and development partners;

In order to achieve these purposes, the monitoring framework for the Project will seek to apply the following measures:

- **Appropriate Resourcing of Monitoring:** The Project will dedicate staffing to ensure proper implementation of monitoring systems, as well as financial resources for monitoring purposes.
- **Lessons from previous Projects:** The Project will seek to address lessons from previous evaluations and assessments of UNDP and Government Projects regarding monitoring systems.
- **Field-Based:** Priority is placed on active on-site field monitoring and regularly scheduled field visits to all activities supported by the Project, to ensure close interaction with responsible parties and delivery agents.
- **Template Based System:** The Project will seek to apply a template based system to structure monitoring information and ensure its collection on a regular basis.
- **Joint Monitoring:** Monitoring should include joint monitoring activities with government and UNDP.
- **Operational Effectiveness:** Ensure proper application of UNDP's and government's internal control framework, and reviews of operational effectiveness.

#### ***V. b. Audit***

The Project will be audited in line with the rules and regulations of UNDP for NIM/DIM UNDP supported Projects and the Government of Bahrain.

## V. Quality Management for Project Activity Results

<b>OUTPUT 1: Capacity Development Facility established, fully operational and program designed and mainstreamed among Public Sector Institutions</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> clear framework for CD responses established	Start Date: April 2011 End Date: March 2013
<b>Purpose</b>	<i>What is the purpose of the activity?</i> Building on the TNA exercise and the valuable results generated there from, the project will build on the results and subsequent plans to develop a tailor made CD response programme targeting CD needs and gaps.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Based on the analysis carried out, the Project will prepare a Capacity Development Strategy that incorporates key elements of capacity development: Capacity Development Responses, the Costing of Capacity Development and Evaluation Framework. The Capacity Development Strategy is undertaken through a series of consultations towards establishing its final form. It will be then published and disseminated through government institutions to confirm transparency, ownership and commitment that will further be confirmed through pilot implementation with selected institutions..	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Consultations conducted with government institutions	Consultation minutes circulated and endorsed by relevant government institutions and EDB	During the first year for the CD response programme and after every CD event for the CD implementation programme
CD response programme published	Publication of the CD response programme and wide dissemination	
Equal participation of men and women from government institutions is ensured in CD events	Assessment Questionnaire for CD events filled by participants	

<b>OUTPUT 2: BIPA is Promoted as a reference point for Quality Assurance. System of Capacity Development and qualified human resources put in place.</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> BIPA is established as a reference centre for value added input while mainstreaming CD among government institutions	Start Date: Jan. 2012 End Date: March. 2013
<b>Purpose</b>	<i>What is the purpose of the activity?</i> Other than providing or mediating training, for government institutions, BIPA seeks to develop the capacities of government institutions to identify their training needs, develop training programs, and deliver and evaluate them.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> The Project will assist BIPA in cooperation with a leading consulting organization, specializing in the assessment of behavioral competence to establish an in-house capability to design, deliver, analyze and feedback on a variety of assessment tools and techniques. The assessment tools will be focused across all levels of staff in the Directorates and will include Under Secretaries, Assistant Under Secretaries, Directors, Chiefs, Managers, Team Leaders and Staff and should be appropriate for analyzing leadership and productive work behaviors at all levels.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Institutional competence and performance evaluation tools developed	Feedback from consultations and training at various government institutions	Prior to conducting pilot self assessment exercises
Institutional self assessment systems developed		
Human resources at BIPA trained to handle quality assurance for competence evaluation at government institutions	Establishing hotline for government institution support fully functional at BIPA	Upon training evaluation of BIPA staff

## VI. Legal Context

This Project Document shall be the instrument envisaged in Article 1 of the Agreement between the Government of Bahrain and the United Nations Development Project (UNDP), signed by the parties on August 3, 1978.

The following types 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 the other signatories of the Project Document have no objections to the proposed changes:

1. Revision in, or addition of, any of the annexes of the Project document;
2. Revision which does not involve significant changes in the immediate objectives, outputs or activities of the Project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;
3. Mandatory revisions that re-phase the delivery of Project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

## VII. Project Work Plan

<b>Output 1: Capacity Development</b>												
Target Outputs	Y1				Y2				Y3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1.1: Establish a clear framework for CD responses												
Output 1.2: Initiate professional approach among government institutions												
Output 1.3: CD is mainstreamed in government institutions with BIPA as a reference and TA centre												
Output 1.4: Establish BIPA's CDF as a centre of excellence providing value added support												
<b>Outcome 2: BIPA is Promoted as a reference centre through a well established Quality Assurance System of Capacity Development and qualified human resources</b>												
Intended Outputs	2011				2012				2013			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 2.1.: Establish BIPA as a reference centre for value added input												
Output 2.2.: Establish BIPA as a value added institution to improve PA in Bahrain												
Output 2.3.: Establish a diverse pool of professional human resources available at BIPA as a reference center, in particular promoting the inclusion of women and persons with disabilities												



## VIII. Project Risk log

Project Title: Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain		Award ID: 00061812		Date: 11 May 2011			
#	Description	Date Identified	Type	Impact & Probability (1=Low, 5=High)	Countermeasures / Mgt response	Owner	Submitted, updated by
1	Insufficient involvement or cooperation from the national authorities in CD initiative	Project formulation	Operational Organizational	P = 2, I = 5	Open, consultative project development approach; close coordination with line Ministries; inclusion of senior national representation on Project Board	Project Board	UNDP
2	Lack of cooperation with the project and the experts, by requesting parties	Project formulation	Operational Organizational	P = 2, I = 4	Address clearly in writing the duties and responsibilities of the counterpart for each assignment; Exercise pressure by the Project Board	UNDP	UNDP
3	Lack of political will to implement changes recommended	Project formulation	Political Organizational Operational	P = 3, I = 5	Work closely with respective General Secretaries in line Ministries; Exercise pressure by the EDB and PMO	Project Board	UNDP
4	Insufficient commitment by PSIs to mainstream CD in their systems	Project formulation	Operational Organizational	P = 2, I = 5	Work closely with respective General Secretaries in line Ministries; Exercise pressure by the EDB and PMO	Project Board	UNDP
5	Insufficient funding and time to establish all the objectives stated	Project formulation	Operational Organizational	P = 3, I = 5	Revisit the project planning in one year to evaluate progress based on PSIs commitment to the time frame set above	Project Board	UNDP

## ANNEX 1

Bahrain Institute of Public Administration (BIPA) was created by Decree No. 65 for the year 2006 promulgated by His Majesty the King, Hamad bin Isa Al-Khalifa, on 28th June 2006. The Institute aims to develop public administration and training in Ministries and State institutions and contribute to qualifying and training the staff of these Ministries and institutions.

This is to be conducted in accordance with the requirements of training programs, R&D and consultancy endorsed by BIPA's management with the main objective to enhance public administration and support economic and social development plans.

BIPA's scope of work is to:

- Determine the training, study and research programs appropriate for the varying levels of public administration, including leaderships, top executives, professionals, etc.
- Hold courses, workshops, seminars and meetings on public administration and training for various levels of public administration, with a view to enhancing public administration and strengthening economic and social development plans.
- Conduct studies, and gather, publish and maintain public administration documents, researches and data.
- Work with national, regional and international research & study centres and scientific organizations in the field of public administration.
- Coordinate with all Government entities, universities and institutes as well as private-sector institutions and obtain, from the same, data, statistics and studies pertinent to BIPA's objectives.
- Establish a specialized library that is accessible to administration, science and training researchers and interested people.

### Ongoing Supporting Initiatives

#### **Bahrain Qualification Framework**

Is one step among others towards a far-reaching educational reform in the Kingdom and part of extensive plans by the leadership of Bahrain and the Economic Development Board to revamp the Kingdom's education and training opportunities and prepare Bahrain's next generation for the workplace of the 21st century.

The process is expected to take two years and will be managed on a day-to-day basis by "Tamkeen" and a project Steering Committee<sup>7</sup> which reports progress to the Education Reform Board.

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<sup>7</sup> The Steering Committee: is led by Tamkeen and made up of the Economic Development Board (EDB), the Ministry of Education, the Higher Education Council, the Ministry of Labour (the High Council for Vocational Training) and the Quality Assurance Authority for Education and Training.

The Bahrain Qualifications Framework will ensure the relevance of qualifications to the changes in demand within the labor market. It will further allow Bahraini to enhance their professional and vocational skills for improving their personal career path.

## **TNA**

The TNA study has identified a number of courses that needs to be delivered to fill the gaps across Bahrain Government. This need is an opportunity to create a structure that will be able to follow up on course development and delivery to the public sector at large.

The TNA exercise was so far the major delivery in this respect and will lead in its final phases to the identification of a portfolio of training programs and priorities on a per ministry basis. BIPA portfolio of training will be equally impacted by the TNA study results. Besides identifying training needs, the TNA study undertook a thorough evaluation of learning & development support processes in the different PSI, which will set the stage for further consultancies offered and/or brokered by BIPA.

Based on the TNA results and best practices in other public sectors, BIPA will endeavour to define a comprehensive agenda of consulting that will be developed and offered overtime both through in-house resources and outsourcing.

## **Policy framework (Political and Legislative)**

### **Alignment with the Economic Vision**

BIPA's action plan has been set in light of Bahrain's national strategy 2030. Four principal functions have been assigned to BIPA under the national strategy:

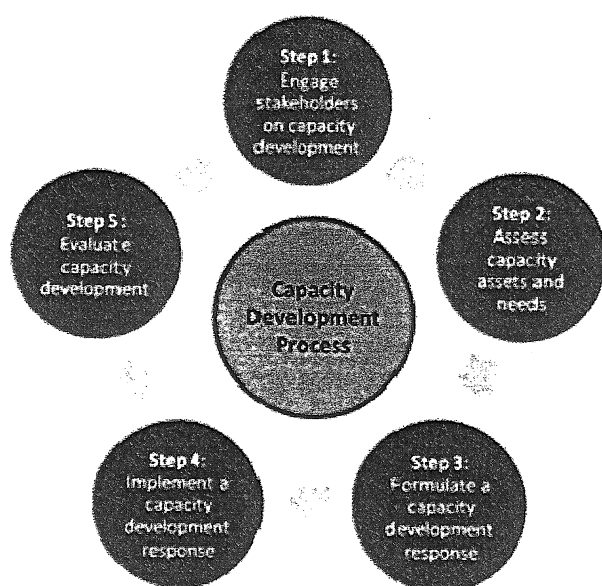
Designing an outstanding leadership programme tilted towards bettering the performance of the leaderships in charge of formulating public-sector policies and maintaining those leaderships in their top positions; delivering adequate training for government employees and enhancing the quality and availability of this training; providing opportunities for gaining further experience; increasing the focus on the ability to acquire skills in recruitment and promotion procedures. An additional function is cultivating a culture in which government employees become more customer-oriented.

BIPA is currently preparing the implementation programmes to realize the objectives of Bahrain's strategic vision. The Institute started with government leadership development programme to be followed by personal development programme. In particular, BIPA has targeted female personnel for its leadership development programme, in an effort to enhance the capacity and increase the number of female public sector employees employed in decision making positions. Other training programmes are to be introduced over the coming period. These efforts are exerted in tandem with the Civil Service Bureau's declaration of its intention to link career development in the government to BIPA-provided training.

## ANNEX 2

UNDP defines capacity development as a means towards reaching development outcomes. It is the “how” of development and is at the heart of the organization’s mandate and functions. UNDP’s Strategic Plan (2008-2011) states that capacity development is UNDP’s single most important service to its partner countries.

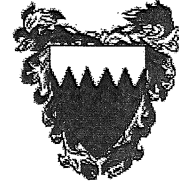
Driven by the priorities of and requests from the country in question, UNDP works through a five-step capacity development process (illustrated below) to help analyze what capacity exists and what can be improved upon and to advise on policy and investment choices that protect, retain and grow national capacity.



The public sector will increase its productivity by becoming more efficient and effective. Government institutions will enjoy a strong performance culture that puts customer interests and delivery of results at the centre of all its activities. As a result, it will design effective public policies and deliver high-quality services.

Amongst other things, the Government will:

1. Transform public sector human resource management
2. Strengthen civil service governance
3. Review and adjust government organization and processes to streamline them and increase transparency
4. Establish a performance-management system that sets clear targets, measuring and linking the results of employees and institutions with comparable rewards



**AGREEMENT BETWEEN THE UNITED NATIONS DEVELOPMENT  
PROGRAMME (UNDP) - BAHRAIN INSTITUTE FOR PUBLIC  
ADMINISTRATION (BIPA)**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and Bahrain Institute for Public Administration (hereinafter referred to as BIPA) have agreed to co-operate in the implementation of a programme in the Kingdom of Bahrain (hereinafter referred to as "the Project") which titled "Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain"

WHEREAS BIPA has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP shall designate an executing entity or implementing partner for the implementation of each project financed from the contribution (hereinafter referred to as Implementing Partner)

NOW THEREFORE, UNDP and BIPA hereby agree as follows:

**Article I**

1. BIPA shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of US\$ 442,127.50
2. BIPA shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP Representative in Bahrain (US Dollar Account), Account Number 375 218 4077 at the Bank of America, Swift Code BOFAUS3N, Bank of America, N.A. New York, USA.

	<b><u>Date payment due</u></b>	<b><u>Amount (US\$)</u></b>
(a)	Upon Signing of Project	148,000
(b)	31 May 2012	148,000
(c)	13 May 2013	146,127.50

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. All financial accounts and statements shall be expressed in United States dollars.
4. UNDP may agree to accept contribution-payments in a currency other than United States dollars provided such currency is fully convertible or readily usable by UNDP and subject to the provisions of paragraph 5, below. Any change in the currency of contribution--payments shall be made only in agreement with UNDP.
5. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the contribution-payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform BIPA with a view to determining whether any further financing could be provided by BIPA. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

## Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

### **Article III**

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

### **Article IV**

1. The implementation of the responsibilities of the UNDP and of the Implementing Partner pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above.
2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies) UNDP shall submit to BIPA on a timely basis a supplementary estimate showing the further financing that will be necessary. BIPA shall use its best endeavors to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from BIPA or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

### **Article V**

Ownership of equipment, supplies and other property 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.

### **Article VI**

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

## Article VII

UNDP shall provide BIPA on request with financial and other reports prepared in accordance with UNDP reporting procedures.

## Article VIII

1. UNDP shall notify BIPA when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify BIPA and consult with BIPA on the manner in which such commitments and liabilities may be satisfied.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with BIPA.

## Article IX

1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by BIPA. The Agreement shall cease to be in force thirty days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify BIPA and consult with BIPA on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.



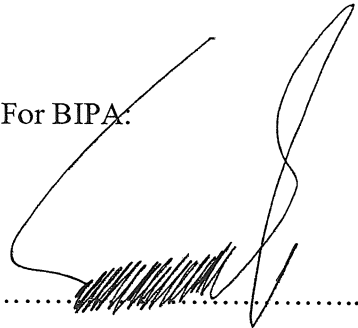
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with BIPA.

**Article X**

This Agreement shall enter into force upon signature and deposit by BIPA of the first contribution-payment to be made by BIPA in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

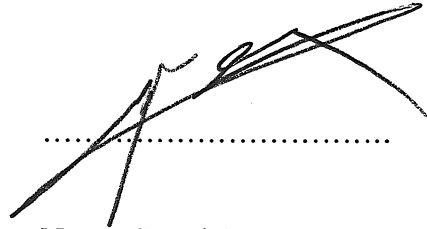
IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English and language in two copies.

For BIPA:

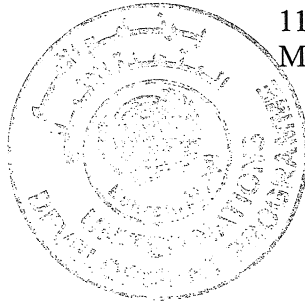
A handwritten signature in black ink, consisting of a large loop at the top and a dense, scribbled base, positioned above a horizontal dotted line.

Name: Dr. Raed Benshams  
Director General  
11 May 2011  
Manama – Bahrain

For the United Nations Development Programme

A handwritten signature in black ink, consisting of several sharp, intersecting strokes, positioned above a horizontal dotted line.

Name: Sayed Aqa  
UN Resident Coordinator  
UNDP Resident Representative  
11 May 2011  
Manama – Bahrain



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

Dear Dr. Raed Benshams

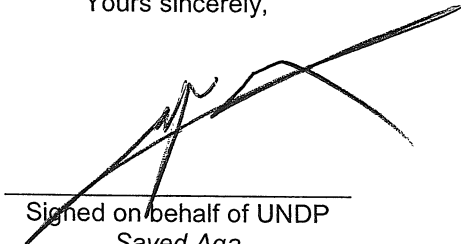
1. Reference is made to consultations between officials of the Government of *Bahrain* and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant 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 Bahrain Institute for Public Administration (BIPA) 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 Implementing Partner, the following support services for the activities of the project:
  - (a) Identification and/or recruitment of project personnel;
  - (b) Identification and facilitation of training activities;
  - (a) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project 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 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 project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the Implementing Partner.
5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government of Bahrain, signed on 3 August 1978 or the Supplemental Provisions forming part of the project document, 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 project through its Implementing Partner. 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 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 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,



For the Government  
**Dr. Raed Benshams, Director General**  
11 May 2011



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Signed on behalf of UNDP  
Sayed Aqa  
*Resident Representative*



Attachment

**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. Reference is made to consultations between Bahrain Institute for Public Administration (BIPA); the institution designated by the Government of Bahrain and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain

2. In accordance with the provisions of the letter of agreement signed on 11 May 2011 and the project document titled "Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain" the UNDP country office shall provide support services for the activities of a comprehensive environmental programme as described below.

3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Amount and method of reimbursement of UNDP
1. Recruitment of project personnel	The duration of the programme		
2. Facilitation of training activities	The duration of the programme		
3. Procurement of goods and services	The duration of the programme		

4. Description of functions and responsibilities of the parties involved:

UNDP will provide project assurance supporting the Project Board by carrying out objectives and independent project oversight and monitoring functions. UNDP will also provide support to the Project Manager in implementing the project activities as outlined in the project document, sourcing and recruiting experts to undertake the activities and to contribute to the capacity building of the national organization.