



Project Title: Gender and Economic Policy Management Initiative—Arab States

Expected Outcome: Promoting inclusive growth, gender equality and the achievement of the MDGs

Expected Outputs: (i) Master of Arts programme on Gender-aware Economics.
(ii) Policy Makers course on Gender-responsive Economic Policy Management

Implementing Agency: University of Bahrain

There is ample evidence that promoting gender equality, a development goal in its own right, is also an important means to achieving all the other goals. Limited recognition of the synergies between gender equality, economic growth and poverty reduction has led to economic policies and national planning and budgeting frameworks that fail to take into consideration the differentiated needs and responsibilities of poor women and men. While the demand for incorporating gender perspectives into national development frameworks is increasing in all regions of the world, there are insufficient capacity, procedures, tools and methodologies to promote and monitor progress towards these results. To respond to these gaps and the urgency to build capacity in this time of economic crisis, UNDP has developed the capacity development programme the Global Gender and Economic Policy Management Initiative (GEPMI). This Initiative is a direct response to demands from national counterparts to, in a more comprehensive manner, strengthen policy, programming and operational capacities for gender equality in economic planning.

GEPMI-Arab States consists of three major components: (i) a Master’s of Arts in Gender-Aware Economics, to be hosted and delivered by the University of Bahrain, a prominent and regionally known university to benefit Bahraini citizens and the Arab region; (ii) a policy makers course on Gender-Responsive Economic Policy Management, to be hosted and delivered in Arabic by the University of Bahrain to benefit Bahraini policy makers and the Arab states region; and (iii) GEPMI tailored country-level policy advisory services, to be monitored and organized by UNDP in collaboration with the University of Bahrain and GEPMI’s network of international and Arab regional experts, to respond to the immediate and specific needs of Arab governments.

The first two components of GEPMI-Arab States aim to institutionalize the courses at the University of Bahrain with the objective to produce a critical mass of economic policy makers and practitioners with the skills that are needed to identify and address gender biases in the economic sectors and to analyse economic policies and budgets from a gender perspective.

Programme Period: 2012-2014 Project Title: Gender and Economic Policy Management Initiative - Arab States Award ID: 00066219 Project ID: 00082421 Management arrangements: NIM PAC Meeting Date: 8 April 2012	Total resources required: US\$ 3,340,000 Total allocated resources: US\$ 3,340,000 University of Bahrain US\$ 1,670,000 UNDP Bahrain US\$ 1,670,000 UNDP Gender Team In-kind Contribution: US\$197,000
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Agreed by (Implementing Agency):

Dr. Ibrahim Bin Mohamed Janahi, President, University of Bahrain.

Signature:.....

Date: 11 April 2012

Agreed by UNDP:

Mr. Peter Grohmann, UNDP Resident Representative

Signature:.....

Date: 11 April 2012



I. SITUATION ANALYSIS

The Third Arab Human Development Report (AMDGR) for 2010 suggests the Arab region has achieved progress in many MDG areas, including significant strides in health and education. However, despite Arab countries' efforts, there have been setbacks and constraints attributable to several factors, including the relatively poor economic performance in the 1990s and early 2000s, inadequate financing of social policies, and increasing political tensions and conflicts. The Arab region continues to be characterized by sharp disparities between the different sub-regions, particularly between the high-income countries of the Gulf Cooperation Council (GCC) and the Arab Least Developed Countries (LDCs). These disparities are not only large in terms of level of development but also in terms of progress made towards achieving the MDGs. Indeed, while the GCC countries are on-track in achieving most of the MDG targets, the Arab LDCs, most of which suffer from conflict, together with Iraq and the Occupied Palestinian Territory, lag significantly behind, making it unlikely that they will be able to meet the majority of the targets by 2015. These differences, compounded by wide in country disparities, are very significant in assessing the impact of the global Food, Fuel and Financial crises on prospects for achieving the MDGs.¹

Women in the Arab states continue to face discrimination and inequality. The 2005 Arab Human Development Report (AHDR): "Towards the Rise of Women in the Arab World," identified gender inequality as one of the most significant obstacles to human development in the Arab region. Despite the legal guarantees for women's right for political and economic participation, stereotypical gender roles are deeply entrenched, limiting women's employment and decision-making opportunities, which are still the lowest in the world. And despite substantial efforts by Civil Society Organizations advocating for women's political rights, women still lag far behind men in terms of representation. Moreover, women in crisis situations face the double complication of being victims not only of disempowerment but also of violence.²

Moreover, the 2009 AHDR outlined the challenges facing the Arab youth as a major bottleneck that requires prominent attention. According to the report, Challenges to Human Security in the Arab Countries, about 30 per cent of the youth in the Arab States region is unemployed. Considering that more than 50 per cent of the population in Arab countries is under the age of 24, 51 million new jobs are needed by 2020 in order to avoid an increase in the unemployment rate. In this context, Arab countries and international organization must work together to ensure that employment and labor markets are responding to the needs of women and men equitably, including labor supply issues and segmented structures of employment while ensuring that economic analysis and policy-making strategies consider employment not only at the individual level but by taking into account the household dynamics.

It is evident and widely accepted that continuing discrimination against girls and women will make it difficult to fully achieve any of the MDGs. For example, economic policies that focus on women's employment opportunities, access to finance and other assets (e.g. agricultural inputs and credit), and the reduction and redistribution of unpaid care work would contribute significantly to MDG achievement.

To ensure MDG achievement by 2015, there is an urgent need to increase the capacity of Arab economists to apply gender equality as a key parameter in economic policy formulation, implementation, and monitoring and evaluation. To respond to this specific need, UNDP's flagship programme on Gender and Economic Policy Management was designed to respond to this gap by increasing the capacity building of Arab economists and planners to support their countries in their efforts to meet their overall development objectives.

¹ League of Arab States, ESCWA, UNDP-3rd Arab MDGs Report for 2010

² UNDP, Arab States, Regional Overview

The implementation of the GEPMI-Arab States Initiative will build upon the extensive knowledge base, experiences and lessons learned from the roll-out of GEPMI in the Asia and the Pacific and Africa and regions while taking into consideration the specific needs, diversity, economic and social frameworks in the Middle East region through: (i) the elaboration of I-PRSPs and PRSPs, national development strategies and frameworks, and recent MDG-based support initiatives; (ii) the provision of policy advisory services to UNDP country offices in support of Arab governments, (iii) partnerships within and outside the Arab region, and (iv) research of innovative and catalytic economic empowerment and social inclusiveness initiatives that have attempted to integrate the perspectives of gender equality and women's empowerment.

Building on the high commitment of the Government of Bahrain, in ensuring that gender equality and women's empowerment is at the core of all development efforts, the comprehensive UNDP programme in Bahrain a scoping mission was conducted in Bahrain in 2011 to meet with the senior officials of the University of Bahrain (UoB), government counterparts, policy makers, parliamentarians and NGOs to assess and agree on a roadmap for hosting GEPMI-Arab states to benefit Bahrain and the entire Arab States region. The successful scoping mission was concluded with a commitment from all stakeholders to initiate the GEPMI programme for the Arab states region and to rapidly undergo the capacity needs assessment essential to implement the regional programme.

II. STRATEGY

GEPMI-Arab States aims at accelerating the achievement of the MDGs, in particular MDG3 on gender equality and the empowerment of women. In doing so, the programme will strengthen capacities of Arab policy makers and planners and build a new cadre of economists with the knowledge and skills to: a) understand the value-added of gender-responsive economic policy management; and b) consider gender equality as a key parameter in economic policy formulation, implementation, monitoring and evaluation. .

By building the capacity of economic planners and decision-makers on gender-responsive economic policy management, it is envisioned that the region's economic policies will gradually start reflecting and responding to the specific needs of poor women and men, girls and boys more equitably.

This will be achieved through the delivery of: a) the Masters of Arts programme in Gender-Aware Economics at the University of Bahrain, focusing on both the theoretical and practical aspects of gender-responsive economic policy formulation, implementation, monitoring and evaluation; b) a three-week policy course on Gender-responsive Economic Policy Management, to be delivered in Arabic/English at the University of Bahrain to serve the entire Arab states region; and c) GEPMI-Arab States tailored country level policy advisory services and capacity development needs, to respond to governments specific capacity needs, to be managed and delivered by UNDP in collaboration with the University of Bahrain.

The three inter-connected components, which are the first of their kind in the Arab Region, will provide economic policy makers and practitioners with the tools, knowledge and skills needed to identify and address gender biases in the economic sectors and to analyse economic policies and public finance from a gender perspective.

The Master of Arts programme will specifically target young women and men currently being shaped as the future generation of economists in the region. Their added understanding of gender issues will ensure that 'gender equality' does not become an add-on to economic policies but rather fully integrated into economic policy management.

The Short course will target middle/senior managers already working as economists/policy makers in the government, such as the ministries of economy, finance, planning, trade, health, education, who have the skills and opportunities to influence economic policy management. The training will help them better understand gender perspectives in a wide range of areas of the economy (e.g. macroeconomics, development policies, poverty reduction, trade and finance), and integrate these dimensions into their policy and implementation work.

Due to limited capacity, the action plan for the implementation of GEPMI-Arab States will largely focus on building national and regional capacities, institutional capacities and networks, in order to construct a sustainable mass of expertise and resources adequate to roll-out the programme forward in the years to come. Please refer to Annex I for a more detailed outline of the Action Plan 2012-2013.

Another sustainability factor in the design of this programme highly depends on the institutionalization the Master's course and the Policy Makers course at the University of Bahrain which will, at the end of the project period, be able to absorb and self-sustain the costs of the initiative. UNDP will continue to play a catalyst role and will provide the university with the technical support, capacity development and advisory support as needed.

III. RESULTS AND RESOURCE FRAMEWORK

Three key outputs are proposed under this initiative:

(i) Delivery of a Master's of Arts programme in Gender-Aware Economics

The University of Bahrain was selected to host and deliver the Master of Arts in Gender-Aware Economics programme on the basis of its regional reputable presence, strong institutional infrastructure, financial commitment and most importantly the commitment of the high level management to implement this programme to benefit Bahrain and the region. Additionally, the University of Bahrain is committed to working with UNDP to build strong capacities of its Departments in teaching, research, outreach, networking and advocacy on gender and development issues in the Arab States region. It sees GEPMI-Arab States as a good catalyst to the Centre of Excellence the University is developing to carry out comprehensive research and academic activities on critical development issues including gender. The strong academic profile and experience of its Faculty of Business and Management as well as its social studies departments, Information Technology among others in successfully managing collaborative masters in management programmes, its state of the art e-learning centre, and the faculty's interactive positions in providing analytical backstopping for policy dialogue, formulation, implementation and monitoring and evaluation; were fundamental in selecting the University of Bahrain as host of GEPMI's Master's course.

A critical on-going step, throughout the duration of the development of the programme, will be focused on identifying the specific staff and institutional capacity needs at the University of Bahrain. Led by international and regional scholars, a series of consultation workshops, capacity trainings, and online discussions will be targeted to the staff and faculty of the University of Bahrain to ensure the successful delivery of the Master's programme. The lead consultants will also work closely with the senior management of the University of Bahrain to establish the necessary requirements to register the master's course at the University. Moreover, the consultants will provide a thorough report with recommendations to the UNDP/University of Bahrain Task Force on the institutional needs necessary for the delivery of the programme including library resources, on line journals among others.

In order to ensure the relevance and added-value of the Master's course in the context of the challenges and needs of the Arab region, a Taskforce, comprising of two lead consultants, a network of regionally and internationally recognised experts, policy makers, as well as advisors from UNDP and the faculty of the University of Bahrain will convene a series of consultations, capacity development assessments, on site and other forms of comprehensive trainings, in order to develop course materials, tools and methodologies that are regional specific and ones that respond to the specific socio-economic needs of the Arab States region.

The course materials will address the evolving policy context in the Arab States, with specific reference made to gender equality perspectives in relation to macroeconomic planning, trade, employment, investment, finance and Islamic finance, business, socio-economic analysis and economic governance. At a curriculum validation workshop (September 2012), with selected economic policy experts from governments and ministries of economy, planning and gender, and academic institutes as well as regional and international experts, the effectiveness of the Masters of Arts programme will be evaluated and assessed to ensure that the content is meeting the expected outputs.

The Masters of Arts programme at the University of Bahrain will be positioned at the Centre of Excellence and the courses will be taught by the faculties from the business and management department, social studies, informational technology and supplementary teaching staff, including new recruited lecturers and regional and international guest teachers. Core courses will be identified and agreed on as a result of the consultation workshops as per the Action Plan in Annex

1, which can include: micro- and macro-economics for policy management; applied econometrics; foundations for gender-aware economic analysis; gender-aware micro- and macro-economics; gender-aware economic policy management; gender-aware data collection; and a research paper. Elective courses include: health economics, resource and environmental economics, gender-analysis of international trade and investment, gender-aware macroeconomic modelling, public sector economics and gender-analysis of development finance.

The first intake for the programme is expected to take place in fall 2013. For the purpose of marketing the programme at the regional level, five students will be selected for a scholarship award under the programme. A selection criteria and process will be decided jointly by the University of Bahrain and UNDP.

The University of Bahrain, with support from UNDP, will pilot the Master's programme and support its institutionalization over the next two years. It is envisioned that the University of Bahrain will have full financial capacity to run the programme within this period, with resources from student fees and other sources by the third year of implementation.

UNDP will assist the university in identifying and upgrading its libraries to ensure up-to-date literature on gender-aware economics. UNDP will facilitate and will be supporting additional capacity development of relevant staff, including through participation in regional and international workshops and events, and visits to other universities involved in research and teaching on gender-aware economics.

SUCCESS CRITERIA:

- *The* Master of Arts programme on Gender-aware Economics is delivered in fall 2013 for the Arab States Region.
- The students enrolled in the Masters programme have acquired critical knowledge and tools to include gender equality as a key variable in economic analysis planning, budgeting and implementation. They have enhanced skills to identify and address gender biases in the economic sectors and to analyse economic policies and budgets from a gender perspective.
- The graduated students use their knowledge and skills acquired from the Master's programme to obtain positions in state administration and management, as policy makers: economists, macroeconomists, statistician, socio-economic planners, etc. and respond to the specific needs of women and men equitably.
- The Master's programme is increasingly institutionalized at the Universities with the view to sustaining and multiplying the impact over the years.

(ii) Delivery of a three-week Policy Makers Course on Gender-responsive Economic Policy Management

The University of Bahrain will host and deliver the short course on Gender-Responsive Economic Policy Management. This output will build on the development of the course modules, which will be carefully and strategically identified and developed in consultation with Arab policy makers, regional and international scholars as well as UNDP advisors and faculty members of the University of Bahrain. The course modules, will take into consideration the specific policy and socio-economic needs in the Arab states region, taking into consideration the diversity among the Arab countries in economic and development performance. Some of the courses can focus on: (i) basic gender and economics concepts; and gender equality perspectives of: (ii) unpaid care work; (iii) evolution of development strategies in the Arab states context; (iv) macroeconomic policies; (v) indicators and indices; (vi) poverty; (vii) employment and labour markets; (viii) international

trade; (ix) micro-finance and Islamic finance; (x) public finance and gender-responsive budgeting; (xi) sectoral policies; and (xii) inclusive growth sustainable development.

UNDP and the University of Bahrain will establish an Expert Consultation Group which will provide guidance and feedback during the process of developing the course modules, a consultation workshop will be jointly organized, bringing together experts from the region, academic scholars from University of Bahrain and the region, international experts as well as UNDP advisors.

In addition, course modules will be validated through a workshop to be held in Manama in 2012. The validation workshop will invite economic policy makers and planners and gender experts from national governments, regional organizations, and representatives of the UN system. The main purpose of the validation workshop would be to validate the practicality of the modules and the content relevance to the Arab States region. Recommendations from the validation workshop will also be utilized to finalize and revise the course modules.

Following the validation workshop, UNDP and University of Bahrain will organize the first Training of Trainers workshop (TOT) for the Arab States region. The TOT will aim at building the first Roster of Experts (Trainers) on Gender-Responsive Economic Policy Management, from Bahrain and the Arab region, who will be called upon, following an evaluation process by the UNDP/University of Bahrain Task Force, to deliver the policy makers course.

In order to further enhance the capacities and knowledge of the Trainers on issues of gender and development, the participants in the TOT will also be trained and registered at the Global GEPMI space on UNDP's knowledge management platform "teamworks". The Global Network on Gender and Economic Policy Management is a network of cross regional and international experts in the field of Gender and Economic Policy Management. The network was created to provide a space for our trainers and experts (Roster of Experts) to engage in discussions and dialogue on current development issues, gender and economic policy design, planning and implementation.

Through this network, the Arab States trainers will have a unique opportunity to engage in discussions, consultations and inquire about best practices in training policy makers and practitioners on gender responsive economic policy management among other areas of interest and focus areas. Additionally, under the supervision of UNDP, the experts in this network, whose quality is assured through regular training and policy discussions, can be deployed to strengthen national capacities of policy makers and government counterparts on integrating gender into macroeconomic frameworks and policy processes to make them respond equitably to the needs of poor women and men, girls and boys. Please refer to Section iii below.

The first intake for the Policy Makers course is expected to take place in January 2013 in Arabic. A specific date and period will be decided by the University of Bahrain. Subsequently, the course will initially be held once a year in Arabic, with the aim to hold it more frequently in the coming years. UNDP will support the institutionalization of the course at the University of Bahrain in the coming three years.

A final workshop will be held in early 2014 to evaluate the effectiveness of the course in accelerating the achievement of the Millennium Development Goals, and in increasing the capacity of Arab economists and planners to design and implement gender-responsive national economic policies and plans.

Success criteria:

- The Short course on Gender-responsive Economic Policy Management launched in 2012;
- Course delivered once a year in Arabic 2013-2014 with the participation of approximately 25-30 economists/policymakers from the Arab Region.

- Course institutionalised at University of Bahrain with the view to sustaining and multiplying the impact over the years.
 - A Roster of Arab Experts/Trainers on gender-responsive economic policy management established
 - Trained policy makers are able to transfer the knowledge gained to other government officials and subordinates at the national level, with the hope for a gradual change in the policy making/planning process and approaches to integrating in the Arab States region.
- (iii) GEPMI tailored country-level policy advisory services, to respond to the immediate and specific needs of Arab governments**

GEPMI's short course modules can also be used individually and tailored for immediate and specific capacity development and policy advisory support to meet a country's particular needs. Monitored and organized by UNDP in collaboration with the University of Bahrain and GEPMI's network of international and Arab regional experts, the GEPMI tailored country-level policy advisory and capacity development services will be tailored to respond to the immediate government needs. The tailored services will be conducted by the GEPMI Roster of Experts, whose quality is assured by UNDP through regular training and continuous knowledge sharing.

UNDP will map the course modules to respond to the specific needs in the policy making process in the Arab states region. The tailored services will range in duration depending on the specific requests, level of participants and available funds from governments. On average, the tailored workshops will be a maximum of five business days.

Governments can request GEPMI's tailored services and an evaluation committee, comprised of UNDP Gender Team, in consultation with UNDP Bahrain and University of Bahrain, will evaluate and prioritize the tailored requests based on agreed criteria for evaluation and implementation.

PARTNERSHIPS AND FURTHER RESOURCES MOBILIZATION

Aiming to draw participants from the whole Arab States region, the project will capitalize on the capacity of all the actors involved to analyze, consolidate and disseminate lessons learned. The initiative will work with various stakeholders (e.g. the Regional Economic Communities, UNDP Regional Centers, UNDP Country Offices, Bahrain's Development Bank, Tamkeen, national and regional policy institutes) whose experience, knowledge and networks will serve as valuable inputs to the initiative as well as serve as users of its outputs. These partners will range from the government of the host University; bilateral and multilateral development agencies; and civil society organizations and academic networks as well as foundations.

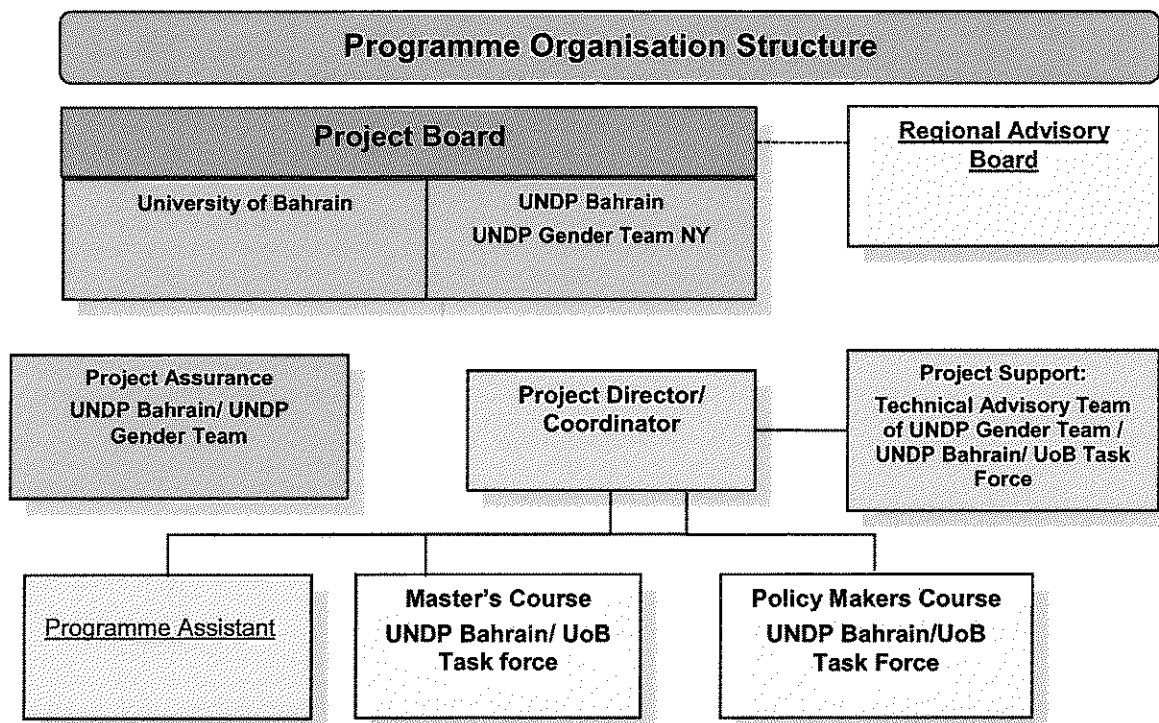
A detailed strategy to increase the donors' visibility will be planned together with interested donors. This will include:

- (1) Visibility of donor logos in all documents produced.
- (2) All training courses, workshops and policy dialogues will make it clear that they were supported by the University of Bahrain, and other Bahraini sponsors, through UNDP

IV. MANAGEMENT ARRANGEMENTS

The project will be implemented over a period of 3 years (2012-2014). The University of Bahrain will be the implementing partner, responsible for achieving project outputs and for the effective use of resources.

The organization structure and institutional management is presented as follows:



The programme will establish a Programme Board, composed of representatives from University of Bahrain and UNDP and. The Programme Board will be responsible for overseeing the implementation and monitoring of the project. The Programme Board should meet once per quarter to oversee the progress of the project. Relevant stakeholders may be invited to attend the Project Board meetings.

In addition a programme technical advisory team composed of representatives from University of Bahrain, UNDP among other, will be established to provide technical advice to the implementation of the programme.

The project will recruit a Programme Director who has the authority to run the project on a day to day basis. Within this he or she will be responsible for the management of the programme within the boundaries laid down by the Programme Board. The aim is to ensure that the programme produces the results specified in the project document, to the required standard of quality and within the specified constraints of cost and time. The Programme Director is expected to monitor risk logs and analyse quality management methods and develop the Annual Work Plans for the project. The Programme Director will report on progress every quarter to the Programme Board. A key function of the Programme Director will be to ensure the quality of the deliverables and products associated with the activities of the project. A special Terms of Reference will be developed by UNDP Gender Team for this role.

UNDP Bahrain will assign the programme assurance role to a Programme Analyst. Programme Assurance supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. The role also provides support in reporting on the contribution of the project outputs to the relevant UNDP country programme outcomes.

UNDP Gender Team will recruit a technical consultant to facilitate the day to day provision of technical support for the implementation of the programme.

The University of Bahrain will provide logistical support to the project; in terms of premises and other required facilities to ensure smooth implementation of the project.

The Project will establish a Regional Advisory Board to assist in setting long term strategies and policies in collaboration with main stakeholders; by taking into consideration different issues specific to the Arab Region.



V. MONITORING FRAMEWORK AND EVALUATION

Monitoring and Evaluation (M&E) will be an integral part of the implementation of project, in order to track implementation progress and assess performance. The annual work plans and budgets will constitute the basis against which the implementation of project activities will be monitored, while the results and resources framework will constitute the yardstick for output monitoring and evaluation.

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 Programme 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 Programme 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 Programme Review.** Based on the above report, an annual programme 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 Programme 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.

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Bahrain and UNDP, signed on 3 August 1978

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

- I. Programme Logframe**
- II. Estimated Budget 2012-2014**
- III. Risk Log**
- IV. Agreements**



GEPMI - ARAB STATES – LOGICAL FRAMEWORK

OUTPUT 1: BUILDING LONG TERM CAPACITY IN GENDER AWARE ECONOMICS IN SAUDI ARABIA AND THE ARAB STATES REGION					
Activity Results	Purpose	Description	Quality criteria	Quality method	Date of assessment
<p>Result 1: Capacity needs and skills required for the UoB to deliver the Master's Course in Gender Aware Economics identified</p>	<p>To have a clear understanding of the capacity needed by the UoB to deliver a Master's Course in gender Aware Economics for the Arab States</p>	<p>Undertake a needs assessment</p>	<p>Viability of the option proposed</p>	<p>Needs assessment report</p>	<p>March-April</p>
<p>Result 2: Option and roadmap for the delivery of the Master's Course in Gender Aware Economics defined</p>	<p>To bring together leading regional and international experts on gender and economic policy to support the UoB to identify viable option(s) and define the roadmap for the implementation of GEPMI-AS</p>	<p>Organize an expert group meeting (EGM) Development of a roadmap for GEPMI-AS</p>	<p>Number of leading regional and international experts who attended the EGM Consistency of the activities with the objectives of GEPMI-AS</p>	<p>Review/ assessment of the roadmap</p>	<p>Regular assessment/ on-going</p>

<p>Result 3: the Masters of Arts in Gender –Aware Economics delivered by the University of Bahrain</p>	<p>Masters of Arts in Gender Aware Economics aims at building the long term development needs of the economists in the Arab States</p>	<p>Organize a Master’s Aware Economics at the University of Bahrain</p>	<p>Number of economists from the Arab States who are graduated from the Master’s Art in Gender-Aware Economics</p>	<p>Report and evaluation of the Master Course programme</p>	<p>2015</p>
<p>Result 4: Cross regional expertise and experience on gender and economic policy management shared</p>	<p>To create a platform for policy dialogue and expertise sharing between the economic and social experts and implement institutions from all GEPMI regions: Africa, Asia and Pacific, Arab States as well as experts from CIS and the LAC countries</p>	<p>Hold a Global Conference on Gender and Economic Policy</p>	<p>Number of high level experts who participated in the Conference</p>	<p>Report and evaluation of the global conference</p>	<p>End of the global conference</p>
<p>Result 5: Curriculum on Gender –Aware Economics developed for the Arab States and a repository of case studies created to be used in the delivery of modules</p>	<p>To develop the content, syllabus for the Masters of Arts in Gender Aware Economics for the Arab States</p>	<p>A pool of consultants will be recruited to develop the curriculum of the Master Course in Gender Aware Economics</p>	<p>Comprehensiveness of the curriculum</p>	<p>Review of the curriculum</p>	<p>2015</p>

Result 6: Core staff of the UoB trained	To build the capacity of the core staff of the UoB	Organize an intensive training programme for the core staff of the UoB	Number of staff of the UoB trained	Evaluation of the intensive training	End of the capacity building workshop
OUTPUT 2: STRENGTHEN NATIONAL AND REGIONAL CAPACITY TO INTEGRATE GENDER INTO ECONOMIC POLICY MANAGEMENT					
Result 1: Capacity needs and skills required for the UoB to deliver the regional policy makers training programme identified	To have a clear understanding of the capacity needed by the UoB in order to deliver successfully a Master's Course in gender Aware Economics for the Arab States	A lead consultant will work with the UoB to undertake the capacity needs assessment	Feasibility of the option suggested	Review of the needs assessment report	March-April
Result 2: Option and roadmap for the delivery of the regional policy makers training programme defined	To bring together leading regional and international experts on gender and economic policy to support the UoB to identify viable option(s) and define the roadmap for the delivery of the regional policy makers training programme	Hold an expert group meeting	Number of regional and international experts who participated in the EGM Consistency of the activities with the objectives of GEPMI-AS	Review/assessment of the roadmap	On-going

<p>Result 3: Course materials for the policy makers training programme developed</p>	<p>To develop course materials which address the specific gender issues in the economic policy making and management processes in the Arab States</p>	<p>Four experts will be recruited to develop the course materials for the policy makers training programme</p>	<p>Comprehensiveness of the course materials determined by the fact that they address key gender issues in the development process of the Arab States</p>	<p>Evaluation of the Course materials</p>	<p>End 2014</p>
<p>Result 4: Course materials validated</p>	<p>To ensure the quality of the course materials developed for the policy makers training programme</p>	<p>Organize a validation workshop which brings together regional policy makers, regional experts from Universities, research institutions, CSOs, public sector institutions</p>	<p>Number of policy makers, academia, representatives from research institutions, etc who participated in the validation of the course materials</p>	<p>Report of the validation workshop</p>	<p>End of the validation report</p>
<p>Result 5: Regional Training of Trainers (TOT) organized</p>	<p>To train regional experts on the course materials to prepare them to co facilitate the policy makers course under the supervision of a lead trainer</p>	<p>Organize a regional training of trainers on gender responsive economic policy management</p>	<p>Number of regional experts trained on gender responsive economic policy management</p>	<p>Report of the TOT</p>	<p>End of the TOT</p>

<p>Result 6: A regional three week course on gender responsive economic policy management organized</p>	<p>To train middle senior level policy makers from the Arab States on gender responsive economic policy management</p>	<p>Organize a three week short course on gender responsive economic policy management</p>	<p>Number of medium and senior level policy makers from government, civil society organizations, parliament, etc. who are trained on the integration of gender in economic policy making and management processes Regional policy makers become more aware of the importance of integrating gender into economic policy management</p>	<p>Report of the Short Course Monitoring and evaluation of the extent to which gender issues are addressed into economic policies in the Arab States</p>	<p>End of the Short Course End of 2014</p>
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Description		Budget 2012	Budget 2013	Total Budget	Estimated funds from Bahrain Government/UNDP Bahrain	Contributions from UNDP Gender Team	Total Contributions	Roles and Responsibilities
1. Policy Makers Course on Gender Responsive Economic Policy Management								
1.1 Conduct a scoping mission to Bahrain to identify a training institute for the Short Course and the Master Course	The scoping mission will focus on meeting with key government partners, such as the ministry of finance, economic development, university of Bahrain, among other relevant state holders in order to identify and agree on a hosting institute for GEPMI's three week short course and the Master Course.					\$20,000	\$20,000	UNDP Gender Team covered the travel costs and DSA of two staff members to conduct the scoping mission
1.2 Expert Meeting and Assessment Mission to Bahrain	Consultant will evaluate the next process steps, agree with Bahrain on the content topics to be covered and the strategic examples, best practices, data, Arab regional interests and context etc., and to produce a programme guidance outline. The brainstorming consultation Expert meeting will bring together Arab and international experts (10 people) from the field of Gender and the Economy. The meeting will aim to brainstorm, identify and design a roadmap of the current and future needs in the Arab region. The outcomes of which will assist UNDP and UoB in the design and implementation of the GEPMI-Arab states initiative.	\$30,000		\$30,000	\$30,000	\$20,000	\$50,000	UNDP Bahrain/UoB are responsible for covering the cost of the EGM and Assessment Mission - UNDP Gender Team agreed with UNDP Bahrain to cover the costs of travel (ticket+DSA+terminal) for all the EGM invited experts, as well as the costs associated with the Assessment Mission. However, UNDP Bahrain will reciprocate the costs back to the gender team after the signing of the project document for an approximate amount of (). This amount does not include the travel costs of UNDP GT staff.
1.2 Produce a preliminary programme brochure for GEPMI-Arab States in Arabic	In addition to the project document, the GEPMI-AS brochure will be useful as a preliminary marketing tool with the key government partners in Bahrain and the region.			\$7,000		\$2,000	\$2,000	Gender Team produced the brochure in Arabic
1.3 Tailoring Short Course Modules to Arab States	Consultancy Fees to Tailor the 12 short course modules in partnership with UNDP Bahrain, and in consultation with regionally known experts, to fit the current demand and needs in the Arab States Region	\$50,000	\$20,000	\$70,000	\$70,000		\$70,000	UNDP Gender Team: The GT will take the lead in recruiting the consultants and in supervising the drafting of the modules with technical support from UNDP Cairo regional center and UNDP Bahrain CO
1.4 Validation of Course Materials	Organize a validation workshop to review and validate the course materials. Bahraini Academics, experts and policy makers should be included as well as a number of regional scholars.	\$40,000		\$40,000	\$40,000	\$15,000	\$55,000	UoB / UNDP Bahrain / UNDP Gender Team
1.4 Translation of Short Course Modules to Arabic	Translation of Short Course Modules to Arabic/Editing	\$7,000		\$7,000	\$7,000		\$7,000	UNDP Cairo RC

	Description	Budget 2012	Budget 2013	Total Budget	Estimated Funds from Bahrain Government/UNDP Bahrain	Contributions from UNDP Gender Team	Total Contributions	Roles and Responsibilities
1.5 Organize a Training of Trainers Workshop	Organize a regional training of trainers workshop (TOT) in order to build a network of trainers for the three week short course and GEPMI on demand courses in Bahrain and the region.	\$110,000	\$110,000	\$220,000	\$170,000	\$50,000	\$220,000	Uob / UNDP Bahrain / UNDP Gender Team - GT will cover the travel costs of their own staff for the amount of \$50,000 as indicated - See estimated TOT budget for more details
1.6 Host the Global GEPMI Community of Practice	Host and Organize the Global Gender and Economic Policy Management Initiative Global Community of Practice meeting and Official Launch of GEPMI-Arab States in Bahrain. Invite Helen Clark or Rebecca Grynszpan to the opening - Cost will be shared between UNDP Bahrain and the Global GEPMI partners from Africa, Asia and the Pacific and GT	\$120,000		\$120,000	\$50,000	\$70,000	\$120,000	Uob / UNDP Bahrain / UNDP Gender Team: University of Bahrain and UNDP Bahrain will lead on organising the Global GEPMI COP with support from UNDP Gender Team. UNDP GT will cover the costs of GEPMI programme managers from HQ, Africa and Asia and the Pacific.
1.5 Design, Edit, and printing of Short Course Package/Brochures/Booklet	Design, Editing and Printing of the short course materials in Arabic - Sufficient copies for three years		\$60,000	\$60,000	\$60,000		\$60,000	UNDP Bahrain
1.6 Advertisement	Advertisement in major news papers, magazines, websites	\$15,000	\$15,000	\$30,000	\$30,000		\$30,000	Uob
1.7 Rollout of the Three Week Short Course	Rollout of the three week short course at a training institute in Bahrain. This includes covering the participation of 4 trainers, 1 lead trainer, and 30 participants (25 regional participants, 5 participants from Bahrain)		\$250,000	\$500,000	\$500,000		\$500,000	Uob / UNDP Bahrain / UNDP Gender Team / UNDP Regional Center: UNDP Bahrain and Uob will lead on the rollout. Unidp GT / RC will provide technical support on delivering the policy makers course, identify participants, and recommending trainers.
1.8 GEPMI Knowledge Management Network - To be delivered by UNDP Gender Team	Inclusion of GEPMI-Arab states into GEPMI's Global network of experts for virtual regional and cross regional knowledge sharing, roster information, policy discussions etc.	\$30,000	\$5,000	\$35,000	\$35,000		\$35,000	UNDP Gender Team
Sub Total		\$402,000	\$460,000	\$1,114,000	\$992,000	\$177,000	\$1,169,000	
Gender Team Technical Advisory Services					\$125,000		\$125,000	UNDP Gender Team: GT will provide continuous technical advisory services, programme and content development support as well as logistical support throughout the programme cycle. In order to meet the ambitious implementation dates, as requested by Uob, the Gender Team will have to hire a technical consultant in HQ to support the delivery of the programme and to assist the two HQ staff members in the day to day work
Total Estimated Budget					\$1,117,000	\$177,000	\$1,294,000	

Gender and Economic Policy Management Initiative—Arab States

Description	Budget 2012	Budget 2013	Budget 2014	Total Budget	Estimated Funds from Bahrain/UNDP Bahrain	Contributions from UNDP Gender Team
2. Master Course on Gender Aware Economics						
2.1 Expert Group Meeting and Capacity Assessment Mission	\$20,000			\$20,000	\$20,000	
2.2 Programme Development and Introduction to Gender Aware Economics	\$60,000			\$60,000	\$60,000	
2.2 Capacity Building for Developing the curriculum on Gender Aware Economics		\$140,000		\$140,000	\$140,000	
2.3 Curriculum Validation Workshop	\$40,000			\$40,000	\$40,000	\$20,000
2.4 Academic Training						
Academic Lecturers		\$72,000	\$72,000	\$144,000	\$144,000	
Fees		\$20,000	\$20,000	\$40,000	\$40,000	
Supervisory Expenses		\$20,000	\$20,000	\$40,000	\$40,000	
Visiting Professors		\$40,000	\$40,000	\$80,000	\$40,000	
Field Visits		\$15,000	\$15,000	\$30,000	\$30,000	
Teaching Materials						
2.5 Student Enrollment (25 students - fees covered for the first batch)		\$150,000	\$0	\$150,000	\$150,000	
2.6 Monitoring and Evaluation			\$10,000	\$10,000	\$10,000	
2.7 Information Technology			\$10,000	\$10,000	\$10,000	
Maintenance of equipment						
2.8 Library						
Books		\$30,000	\$10,000	\$40,000	\$40,000	
Journal Subscription		\$5,000	\$5,000	\$10,000	\$10,000	
2.9 Capacity Development of Staff						
Participation in Global Conferences	\$15,500	\$15,000	\$15,000	\$30,000	\$30,000	
Capacity Development	\$15,000	\$15,000	\$15,000	\$30,000	\$30,000	
TOTAL	\$150,500	\$522,000	\$212,000	\$884,500	\$884,500	
Gender Team Technical Advisory Services					\$140,000	
Grand Total					\$894,500	\$20,000

UNDP Gender Team: GT will provide continuous technical advisory services, programme and content development support as well as logistical support throughout the programme cycle. In order to meet the ambitious implementation dates, as requested by ILOG, the Gender Team will have to hire a technical consultant in HQ to support the delivery of the programme and to assist the two HQ staff members in the day to day work.

Description	Budget 2012	Budget 2013	Budget 2014	Total Budget	Estimated Funds from Bahrain/UNDP Bahrain	Contributions from UNDP Gender Team
Staffing						
1.1 Project Director - PS Level International Recruit	\$57,495	\$270,000	\$270,000	\$607,495	\$607,495	
1.2 Project Staff (Project Assistant, Regional Expert, Researchers)	\$74,223	\$270,000	\$180,000	\$524,223	\$524,223	

OFFLINE RISK LOG



Project Title: Gender and Economic Policy Management Initiative Award ID: Date: April 2, 2012

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Suitable Project Manager not found	1/4/2012	Organizational	Adversely affects implementation of the project; in terms of quality and time	UNDP to assist in identification of possible candidates Ensure that the recruitment process is being properly managed		Jehan AIMurbati		
2	Suitable regional expert not found	1/4/2012	Organizational	Adversely affects implementation of the project; in terms of quality and time	UNDP to assist in identification of possible candidates Ensure that the recruitment process is being properly managed		Jehan AIMurbati		
3	Suitable faculty members not found	1/4/2012	Operational	Adversely affects implementation of the project; in terms of quality and time	UNDP to assist in identification of possible candidates Ensure that the recruitment process is being properly managed		Jehan AIMurbati		
4	Experts to develop the required course content not found	1/4/2012	Operational	Adversely affects implementation of the project; in terms of quality and time	UNDP to assist in identification of possible candidates Ensure that the recruitment process is being properly managed		Jehan AIMurbati		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
5	Quality of programme is low	1/4/2012	Operational	Adversely affects implementation of the project; in terms of quality and time	Support by international experts in the field		Jehan AIMurbati		
6	Capacity within UOB for delivering the courses is low	1/11/2009	Operational	Adversely affects implementation of the project; in terms of quality and time	Capacity building plan is developed and to be implemented once the project starts		Jehan AIMurbati		
7	Programme does not attract enough students to sustain it	1/6/2010	Financial	Adversely affects implementation of the project; in terms of quality and time	Proper marketing for the programme regionally and providing some incentives		Jehan AIMurbati		

**AGREEMENT BETWEEN THE UNITED NATIONS DEVELOPMENT
PROGRAMME BAHRAIN AND THE UNIVERSITY OF BAHRAIN**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the University of Bahrain have agreed to co-operate in the implementation of a project in the Kingdom of Bahrain (hereinafter referred to as "the Project ") which is titled "Gender and Economic Policy Management Initiative—Arab States".

WHEREAS the University of Bahrain 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 "the Executing Agency/ Implementing Partner")

NOW THEREFORE, UNDP and the University of Bahrain hereby agree as follows:

Article I

1. The University of Bahrain shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of USD 1,670,000.
2. The University of Bahrain shall, in accordance with the schedule of payments set out below, deposit the contribution in Account Name: UNDP Representative in Bahrain (US Dollar Account), Account Number: 375 218 4077 at the Bank of America (Swift Code: BOFAUS3N, Address: Bank of America, N.A. New York, USA)

	<u>Date payment due</u>	<u>Amount(US\$)</u>
(a)	Upon signature	670,000
(b)	January 2013	500,000
(c)	January 2014	500,000

The above schedule of payments¹ 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 the University of Bahrain with a view to determining whether any further financing could be provided by the University of Bahrain. 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.

¹ It is recommended that country offices negotiate the number of installments to ensure at least six months' anticipated disbursements are funded with each installment. This will make processing of contributions and reporting more efficient for the country offices.

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 Executing Agency/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 the University of Bahrain on a timely basis a supplementary estimate showing the further financing that will be necessary. The University of Bahrain 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 the University of Bahrain 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 the University of Bahrain on request with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify the University of Bahrain 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 finance 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 the University of Bahrain and consult with the University of Bahrain 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 the University of Bahrain.

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 the University of Bahrain. 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 the University of Bahrain and consult with the University of Bahrain 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 the Government.


Article X

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

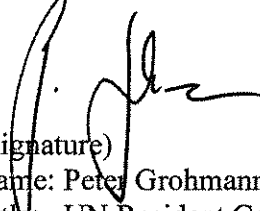
IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English in two copies.

For the University of Bahrain:

For the United Nations Development Programme

(Signature) 
Name: Dr. Ebrahim bin Mohamed Janahi
Title: President

Date: 11 April 2012
Place: Kingdom of Bahrain

(Signature) 
Name: Peter Grohmann
Title: UN Resident Coordinator
UNDP Resident Representative

Date: 11 April 2012
Place: Kingdom of Bahrain

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

HOW TO USE THIS LETTER OF AGREEMENT

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

Dear Dr. Ibrahim Janahi,

1. Reference is made to consultations between officials of the University of Bahrain (hereinafter referred to as "the University") 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 University through its institution designated in the relevant programme support document or project document, as described below.

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

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

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

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

the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the 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 University shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

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

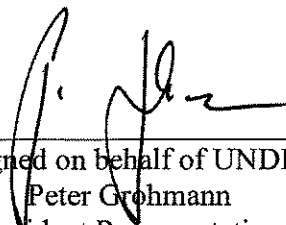
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

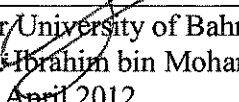
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

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

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the University 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,


Signed on behalf of UNDP
Peter Grohmann
Resident Representative


For University of Bahrain
Dr. Ibrahim bin Mohamed Janahi, President
11 April 2012