



معهد الإدارة العامة  
Institute of Public Administration



Empowered lives.  
Resilient nations.

**Country: Bahrain**  
**Initiation Plan**

**Project Title:** MENAPAR Institutionalization  
**Project Number:** 00099528

**Expected CP Outcome(s):** Improved Governance: Strengthened capacity to formulate plans and policies more efficiently, fairly and transparently.

**Initiation Plan Start Date:** September 11th, 2017  
**Initiation Plan End Date:** September 10<sup>th</sup>, 2018  
**Implementing Partner:** BIPA

**Brief Description**

The MENAPAR (Middle East and North Africa Public Administration Research) is a network of professionals and organizations in the Arab region with an interest in public administration research. MENAPAR institutionalization intends to convert the existing MENAPAR network into an effective and efficient MENAPAR institution that is an independent legal entity, managed by a governance Board, with a) functional and proper administrative structures, b) a project and activity portfolio, c) self-sufficient financial resources, and d) strategic and operational plans. This initiation project will lay the ground-work for the institutionalization by exploring legal and governance options that are best fit for a regional entity, strategies for financial sustainability and a networking strategy to ensure enhanced member goodwill and involvement. It will also work towards setting the formalization framework for institutionalizing evidence-based research. This initiation project will also contribute to the 2<sup>nd</sup> EuroMENA Conference in Grenada-Spain by holding a one-day event on best practices in Arab Public Administration, highlighting Bahrain's landmark experiences, and facilitating the scientific program of the conference.

**GOB GPA Theme:** Government performance: 6.1 Improvement of public sector productivity and governance

**Related UNDP CPD 2017-2020 Outcome 2:** Bahraini institutions and programmes are effective, responsive and accountable in line with international standards and practices.

**CPD Output 2.1:** Capacity of public administration developed on policy making, government performance, managing change, innovation and using international practice.

**Related CDP Output Indicators:**

- o Indicator 2.1.4. MENAPAR legally registered, and its by-laws and operational guidelines formulated.
- o Indicator 2.1.5. No. of research papers and case studies adopted in MENAPAR through south-south cooperation.

Total resources required	50,000 BHD
Total allocated resources:	50,000 BHD
• UNDP	25,000 BHD
• Government entity (BIPA)	25,000 BHD
 Total (including 3% GMS)	 50,000 BHD

Agreed by UNDP & BIPA:

BIPA	UNDP
Dr. Raed Benshams, Director General, BIPA	Amin El Sharkawi, Resident Representative
Date: 11 September 2017	Date: 11 September 2017

*Handwritten signature/initials*

---

## I. PURPOSE

MENAPAR as an Arab regional entity seeks to institutionalize the functioning of its network on the legal, governance, and financial aspects. For its effective implementation, it was deemed necessary to initiate a start-up plan that lays the groundwork for its formal institutionalization. This groundwork will involve researching various options for best fit regional legalization, governance and financial self-sufficiency models.

The project is motivated by i) the lack of research on public administration in the region; ii) a weak public administration research "ecosystem;" iii) limited knowledge sharing on public administration research approaches and good practices across countries and; iv) lack of financial support to public administration research in the region. Taken together, these aspects are causing a lack of evidence-based policy formulation, implementation (decision-making) and assessment/evaluation.

At present, MENAPAR is functioning as a rather "informal" network. As part of an institutionalization process, MENAPAR will solidify its functions and strengthen its support to member institutions in implementing research that supports effective and innovative public administration research, good decision-making and good governance. As a result, MENAPAR intends to be better able to address the issues detailed above, strengthen public administration practices, and stimulate and facilitate the sharing of good experiences with a sustainable financial model.

It is also intended to include -in the near future- the MENAPAR as an organization to the Global Coalition of Think Tanks, a new global initiative of UNDP that concentrates on the south-south countries collaborations.

---

## II. EXPECTED OUTPUT

The main output of the initial plan is the **full Institutionalization Project Document** which will outline in detail the Institutionalization process, mechanisms for implementation and their outputs. Additional outputs in the initiation plan will suggest the following: a) MENAPAR Research Curriculum and b) EuroMENA Conference (Forum of best practices and scientific program)

### Indicative Activities

#### **Output 1: Institutionalization of MENAPAR**

The institutionalization of MENAPAR will create a vehicle and a conduit for gathering and sharing resources from different stakeholders, both in Bahrain and throughout the MENAPAR network, to increase government performance and in return generate value-added offerings that can be shared across the network. The activities below are designed to help ensure the self-sustainability of MENAPAR.

#### **Activity 1.1: Facilitate institutionalization of MENAPAR as a regional institution by:**

- Researching institutional, legal, governance and financial models and recommending options
- Redrafting legal by-laws that will reflect the new institutional status and allow MENAPAR to operate as a regional entity
- Developing a governance and financial sustainability plan
- Defining roles and responsibilities of staff and organizations involved in MENAPAR
- Establishing a permanent secretariat in Bahrain, including but not limited to, setup, structure and staffing
- Registering MENAPAR as a regional institution
- Developing a five-year Strategic Plan aligned to member countries' research strategy goals
- Developing annual operational plans for the project period

#### **Activity 1.2: Suggest MENAPAR Research Curriculum**

#### **Activity 1.3: Support EuroMENA Conference (Forum of best practices and scientific program)**

### III. MANAGEMENT ARRANGEMENTS

The following personnel will be engaged in delivering the outputs of the initiation plan:

1. Project Consultants
2. Project Lead Consultant
3. Administrative Assistant

### IV. MONITORING

*Below is a description of the monitoring requirements for the Initiation Plan.*

Expected Output	Related Activity	Monitoring Mechanism
1. Production of MENAPAR Institutionalization Project Document	<ul style="list-style-type: none"> <li>✓ Hire Consultants</li> <li>✓ Perform research</li> <li>✓ Produce documents</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of Consultants ToRs</li> <li>• Consultants Hiring Process</li> </ul>
2. Production of MENAPAR Research Curriculum	<ul style="list-style-type: none"> <li>✓ Hire Consultant</li> <li>✓ Produce curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of Consultant ToRs</li> <li>• Consultant Hiring Process</li> </ul>
3. Joint-Production of 2 <sup>nd</sup> EuroMENA Conference	<ul style="list-style-type: none"> <li>✓ Organize the Conference (call for papers, selection of presenters etc.)</li> <li>✓ Compile Abstracts</li> <li>✓ Design for publication</li> <li>✓ Publish Proceedings</li>   <li>✓ Organize the Best Practices workshop from the scientific perspective (Call for submissions, selection of best submissions, etc.)</li> <li>✓ Compile the submissions</li> <li>✓ Design for Publication</li> <li>✓ Publish Compendium</li>   <li>✓ Organize collaborations (accept submissions, select best submission, etc.)</li> <li>✓ Compile and publish</li> </ul>	<p>Collection of Abstracts on Conference Management System</p> <p>Collection of Best Practices Submissions via the specified email.</p> <p>Collection of Collaboration Example Submissions via the specified email.</p>

*A Quarter Progress Report and presentation will be developed by end of each quarter, and one combined report will be produced by the end of the Initiation Plan, following the UNDP reporting format.*

*Handwritten initials/signature in blue ink.*

## V. ANNUAL WORK PLAN

Year: 2017-2018

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q2	Q3	Q4	Q1		Funding Source	Budget Description
<p>Output 1: Production of MENAPAR Institutionalization Project Document</p> <p>Baseline: The Concept note is complete and the Project Document template has been received.</p> <p>Indicators: UNDP approval of PD.</p> <p>Targets: Completion and approval of PD</p> <p>Related CP outcome: Improved Governance: Strengthened capacity to formulate plans and policies more efficiently, fairly and transparently.</p>	<p>Activity Result: Completion of MENAPAR Institution Legal, Governance and Financial Models Options Document</p> <p>Activity Actions: -Hire Consultant -Perform research -Produce document</p>					<p>Consultant + Program Director + Program Manager</p>	<p>BIPA + UNDP</p> <p>Project + Operational Expenses</p>	<p>Consultants: 13,000 BHD</p> <p>Institutionalization fees: 4,000 BHD</p> <p>Lead Consultant +Admin Assistant: 6,000 BHD</p> <p>Total: 23,000 BHD</p>

BMM  
ASu

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount
<p>Output 2: <u>Production of MENAPAR Research Curriculum</u></p> <p>Baseline: Existing BIPA concept documents on research strategy</p> <p>Indicators: Approval of curriculum.</p> <p>Targets: Completion and approval of curriculum</p> <p>Related CP outcome: Improved Governance: Strengthened capacity to formulate plans and policies more efficiently, fairly and transparently.</p>	<p>Activity Result: Completion of MENAPAR Research Curriculum</p> <p>Activity Actions: -Hire Consultant -Produce curriculum</p>					<p>Consultant + Program Director + Program Manager</p>	<p>BIPA + UNDP</p>	<p>Project + Operational Costs</p>	<p>Consultant: 5,500 BHD</p> <p>Curriculum development fees: 2,500 BHD</p> <p>Lead Consultant +Admin Assistant: 4,500 BHD</p> <p>Total: 12,500 BHD</p>

RAM  
ASa

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q2	Q3	Q4	Q1		Funding Source	Budget Description Amount
<p><u>Output 3: Joint-Production of 2<sup>nd</sup> EuroMENA Conference</u></p> <p>Baseline: MENAPAR III Proceedings + Best Practices Compendium</p> <p>Indicators:</p> <p>Targets:</p> <p>Related CP outcome: Improved Governance: Strengthened capacity to formulate plans and policies more efficiently, fairly and transparently.</p>	<p>Activity Result: Publication of Conference Proceedings</p> <p>Activity Actions: -Organize the Conference (call for papers, selection of presenters etc.) -Compile Abstracts -Design for publication -Publish Proceedings</p>					<p>Program Director + Program Manager + other non-project staff</p>	<p>BIPA + UNDP</p> <p>Project + Operational Costs</p>	<p>Conference Organization Expenses: 2,000 BHD</p> <p>Design &amp; Publication of Proceedings: 1,000 BHD</p> <p>Lead Consultant +Admin Assistant: 1,000 BHD</p> <p>Total: 4,000 BHD</p>

BPM  
Ase



EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount
	<p>Activity Result: <i>Publication of Best Practices Compendium</i></p> <p>Activity Actions:            -Organize the workshop (Call for submissions, selection of best submissions, etc.)            -Compile the submissions            -Design for Publication            -Publish Compendium</p>					Program Director + Program Manager + other non-project staff	BIPA + UNDP	Project + Operational Costs	Best Practices Workshop Organization Expenses: 2,000 BHD  Compendium Publication Expenses: 1,000 BHD  Lead Consultant +Admin Assistant: 1,500 BHD  Total: <b>4,500 BHD</b>

BHM  
ASa

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q2	Q3	Q4	Q1			Budget Description	Amount
	<p>Activity Result: Production of Collaboration Outputs</p> <p>Activity Actions: -Organize collaborations (accept submissions, select best submission, etc.) -Compile and publish</p>			x	x	Program Director + Program Manager + other non-project staff	BIPA + UNDP	Organize Collaboration Outputs: 2,000 BHD  Publish Collaboration Outputs: 1,000 BHD  Lead Consultant +Admin Assistant: 1,500 BHD  Total: 4,500 BHD	
GMS								3%	1,500 BHD
TOTAL									50,000 BHD

BMM  
Aman



**AGREEMENT FOR FUND MANAGEMENT AND ADMINISTRATION BETWEEN  
THE UNITED NATIONS DEVELOPMENT  
PROGRAMME BAHRAIN AND THE BAHRAIN INSTITUTE OF PUBLIC  
ADMINISTRATION (BIPA)**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Bahrain Institute of Public Administration 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 "*MENAPAR Institutionalization*".

WHEREAS the Bahrain Institute of Public Administration 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 Bahrain Institute of Public Administration and UNDP will receive the funds from the Ministry of Finance and have agreed to cost-share the financial resources required for this project on a 50/50 basis.

WHEREAS the UNDP shall designate the Bahrain Institute of Public Administration as the implementing partner for the implementation of the project financed from the contribution (hereinafter referred to as "Implementing Partner")

NOW THEREFORE, UNDP and the Bahrain Institute of Public Administration hereby agree as follows:

**Article I**

1. The Bahrain Institute of Public Administration shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of BD 25,000.00 upon receipt of funds from the Ministry of Finance.
2. The Bahrain Institute of Public Administration 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)
3. UNDP shall make available to the project, upon receipt of funds from the Ministry of Finance, a contribution of BD 25,000.00.

  
BIPA

4. The Bahrain Institute of Public Administration and UNDP will make available their financial contribution to the project as per the following schedule:

Date of payment	Amount	Entity
(i) Upon Signature	BD25,000.00	Bahrain Institute of Public Administration / Ministry of Finance
(ii) Upon Signature	BD 25,000.00	UNDP/Ministry of Finance

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.

5. All financial accounts and statements shall be expressed in United States dollars.

6. 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.

7. 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 Bahrain Institute of Public Administration with a view to determining whether any further financing could be provided by the Bahrain Institute of Public Administration. 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.

8. 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 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

*AS*  
*BPM*

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 Bahrain Institute of Public Administration.

### **Article IV**

1. The implementation of the responsibilities of the UNDP and of the Bahrain Institute of Public Administration 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 4, 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 Bahrain Institute of Public Administration on a timely basis a supplementary estimate showing the further financing that will be necessary. The Bahrain Institute of Public Administration shall use its best endeavors to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 4, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 4, above, is not forthcoming from the Bahrain Institute of Public Administration 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 Bahrain Institute of Public Administration with financial and other reports prepared in accordance with UNDP reporting procedures.

AS  
BIM

### Article VIII

1. UNDP shall notify the Bahrain Institute of Public Administration 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 Bahrain Institute of Public Administration and consult with the Bahrain Institute of Public Administration 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 Bahrain Institute of Public Administration in accordance with UNDP rules and regulations.

### 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 Bahrain Institute of Public Administration. 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 Bahrain Institute of Public Administration and consult with the Bahrain Institute of Public Administration 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 Bahrain Institute of Public Administration in accordance with UNDP rules and regulations.

### Article X

This Agreement shall enter into force upon signature by the Bahrain Institute of Public Administration and UNDP, and upon receipt the funds from the Ministry of Finance in accordance with the schedule of payments set out in Article I, paragraph 4 of this Agreement.

AS  
BMM

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

For Bahrain Institute of Public  
Administration (BIPA)



Dr. Raed Benshams  
Director General, BIPA

11 September 2017

For the United Nations  
Development Programme (UNDP)



Amin El Sharkawi,  
Resident Representative

11 September 2017

AS  
BMM

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE BAHRAIN  
INSTITUTE OF PUBLIC ADMINISTRATION (BIPA) FOR THE PROVISION OF  
SUPPORT SERVICES**

**Project: *MENAPAR Institutionalization***

Excellency Dr. Raed Beshams,

1. Reference is made to consultations between officials of the Bahrain Institute of Public Administration (BIPA) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally implemented programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Bahrain Institute of Public Administration (BIPA) 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 the Institute of 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 project.

3. The UNDP country office may provide, at the request of the Bahrain Institute of Public Administration (BIPA), 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;
- (a) 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 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 project document is revised with the mutual agreement of the UNDP resident representative and the Bahrain Institute of Public Administration (BIPA).

BAM  
AS



5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government of Bahrain signed on 3 August 1978, 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 implemented programme or project through the Bahrain Institute of Public Administration (BIPA). 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 the Bahrain Institute of Public Administration (BIPA) and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally implemented programmes and projects.

Yours sincerely,

  
Signed on behalf of UNDP  
Amin El Sharkawi, Resident Representative



For the Bahrain Institute of Public Administration (BIPA)  
Dr. Raed Benshams, Director General

11 September 2017

*BRM*  
*AS*

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Bahrain Institute of 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 implemented project *MENAPAR Institutionalization*.

2. In accordance with the provisions of the letter of agreement signed on 11<sup>th</sup> September, 2107 and the project document, the UNDP country office shall provide support services for the Project 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
Recruitment of project personnel	As outlined in the Project Document, section VII "Multi-Year Work Plan"	As outlined in the Project Document, section VII "Multi-Year Work Plan"	As outlined in the Project Document, section VII "Multi-Year Work Plan"
Facilitation of capacity building activities			
Procurement of goods and services			

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

UNDP will provide project assurance supporting the project board by carrying out the 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.

*Handwritten signature*