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**PROJECT DOCUMENT**  
**Kingdom of Bahrain**

**Project Title:** Strategic Positioning and Partnership Project

**Project Number:** 00099267

**Implementing Partner:** Ministry of Foreign Affairs

**Start Date:** April 2018

**End Date:** December 2019

**PAC Meeting date:** 19/03/2018

**Brief Description**

In the Government Plan of Action 2015-2018, the Government of Bahrain identified the need to strengthen foreign relations as one of the strategic focus areas, and this extends to include relationships between Bahrain and the neighbouring countries, along with other countries which Bahrain has established relationships with. The plan also highlights the need to continue Bahrain's role in supporting regional and international organizations and strengthen the country's role in various global efforts related to peace, stability, dialogue of civilizations around the world. To achieve this the government has identified the need to engage in various diplomatic, development and humanitarian initiatives, and is planning to focus on building upon the existing rapport with countries and strengthening Bahrain's role in the relevant regional and global organizations such as the Gulf Cooperation Council (GCC), the United Nations (UN) and its relevant agencies and programmes, League of Arab States and the Organisation of Islamic Cooperation.<sup>1</sup> An extensive focus on knowledge sharing and building the capacity of the existing diplomacy skills has been recognized to be able to tackle the above challenges, along with the need to adopt various initiatives and utilize available tools to support positioning Bahrain internationally and regionally as a contributing nation towards the global challenges, focusing on showcasing the local efforts and human capacity.





There are two main approaches that should be followed to address those challenges and would enable the Government of Bahrain to fulfil the goals of the Government Programme of Action. The Ministry of Foreign Affairs (MoFA) will partner with UNDP to facilitate the implementation of initiatives that will contribute to positioning Bahrain internationally such as publishing Bahrain's first partnerships and contributions report. The UNDP will also support MoFA in developing its capacity along with any other relevant entity representatives on diplomacy and negotiation skills.

*Strategic Partnership Framework outcome 2: Bahraini institutions and programmes are effective, responsive and accountable in line with international standards and practices*

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

<b>Total resources required:</b>	USD 100,000	
<b>Total resources allocated:</b>	<b>Ministry of Finance/UNDP</b>	USD 48,000
	<b>Tamkeen</b>	USD 52,000
	<b>Unfunded:</b>	

Agreed by (signatures):

Implementing Partner	United Nations
 Dr. Sh. Abdulla bin Ahmed bin Abdulla Al Khalifa Undersecretary for International Affairs- Ministry of Foreign Affairs	 Mr. Amin El Sharkawi United Nations Resident Coordinator and United Nations Resident Representative
Date: 26/03/2018 	Date: 26/03/2018 

<sup>1</sup> Kingdom of Bahrain Government Programme of Action 2015 - 2018

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## I. DEVELOPMENT CHALLENGE

In the Government Plan of Action, the Government of Bahrain identified the need to strengthen foreign relations as one of the strategic focus areas, and this extends to include relationships between Bahrain and its neighbouring countries, along with other countries which Bahrain has established relationships with. The plan also highlights the need to continue Bahrain's role in supporting regional and international organizations and strengthen the country's role in various global efforts related to peace, stability, dialogue of civilizations around the world. To achieve this the government has identified the need to engage in various diplomatic initiatives, and is planning to focus on building upon the existing rapport with neighbouring countries and strengthening Bahrain's role in the relevant regional organizations such as the Gulf Cooperation Council (GCC), League of Arab States and the Organisation of Islamic Cooperation.<sup>2</sup> An extensive focus on knowledge-sharing and capacity- building of the existing diplomacy skills has been recognized to be able to tackle the above challenges, along with the need to adopt various initiatives and utilize available tools to support positioning Bahrain internationally and regionally as a contributing nation towards the global challenges, focusing on showcasing the local efforts and human capacity.

Bahrain Economic Vision 2030 identified the need to focus on building the economy and enable it to attain high level of sophistication and innovation, in order for it to have an attractive position in the global value chain, to be able to attract foreign investments.<sup>3</sup> Having more learning and innovation opportunities will enable the local talents to achieve its potential and be able to represent and position Bahrain in global events, as well as the implementation of different initiatives in Bahrain will contribute in positioning the country through showcasing its added value to the international community vis-à-vis its development, economic and educational contributions.

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## II. STRATEGY

As mentioned in the Country Programme Document (CPD), UNDP will support the MoFA to position Bahrain as a global partner through different initiatives and approaches. The following explains the selected path to address the solution to the development challenge, along with the identified assumptions:

There are two main approaches that should be followed to address those challenges and would enable the Government of Bahrain to fulfil the goals of the Government Programme of Action. The MoFA will partner with UNDP to manage a project that aims at implementing several initiatives under each. The approaches will work towards achieving the following two outputs:

1. **Facilitate the implementation of initiatives that will contribute to positioning Bahrain internationally.**
2. **Develop the capacity of MoFA and any other relevant entity representatives on diplomacy skills.**

Under the first approach "**Facilitate the implementation of initiatives that will contribute to positioning Bahrain internationally**". The project proposes the following initiatives:

### **1.1. Publishing Bahrain's first partnerships and contribution report**

MoFA, with the support of UNDP Bahrain, will compile the first ever Bahrain UN Partnerships and Contributions Report, which aims to shed light on the Government of Bahrain's overall national and global contributions to the multilateral system from 2014-2016. The report is the first of a series to be issued until 2030. The report will assimilate information from a variety of sources to ascertain contribution amounts, recipients and uses over the period in question, using this data to showcase the trends and reach of Bahrain's global giving.

UNDP will work closely with MoFA and other governmental entities to collect data from across its Ministries, funds, foundations, and other Governmental contributing bodies. In tandem, UNDP will work closely with the UN Country Team in Bahrain, the UN Secretariat in New York, and sister UN Agencies' country, regional and global offices to cross-check

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<sup>2</sup> Kingdom of Bahrain Government Programme of Action 2015 - 2018

<sup>3</sup> Bahrain Economic Vision 2030, Bahrain Economic Development Board

data, collect stories on the use of Bahrain's contributions, and compile a final report. The report will showcase Bahrain's global partnerships and contributions and highlight the trends in Bahrain's international cooperation over the period in question. An analysis of the trends will generate a clearer picture of Bahrain's international cooperation policy and offer an opportunity to examine its alignment with national priorities.

The report will attempt to capture the following types of contributions if available:

- Multilateral, Bilateral and Humanitarian contributions
- South-south and triangular cooperation (skills, knowledge exchange)
- Private Sector contributions
- In-kind contributions, including goods, services and scholarships
- Official Islamic giving to non-Bahraini citizens
- Concessional loans for development contributed by the Ministry of Finance

Mapping the contributions with the following recipients:

- United Nations and its specialized Agencies in Bahrain and outside Bahrain
- Multilateral institutions, including:
  - Regional and global multilateral institutions: Islamic Development Bank, OPEC Fund for International Development, African Development Bank, Arab Fund, Arab Bank for Economic Development in Africa (BADEA), World Bank, etc.
  - Global multi-partner trust funds: Global Fund, Global Environment Facility, Ebola Crisis Fund, etc.
- International and national Non-Governmental and Civil Society Organizations: for example, INGOs: Save the Children, Action Aid; or local NGOs in recipient countries.
- Sovereign nations (in the form of grants or concessional loans for development or humanitarian causes)
- Individual recipients (i.e. for scholarships)

Under the second approach "**Develop the capacity of MoFA and any other relevant entity representatives on diplomacy skills** ", the UNDP will support MoFA in a capacity building initiative that will be designed based on the needs of the relevant entities, and the global negotiation which Bahrain is participating in. The capacity building techniques will vary between recruiting international experts in diplomacy and negotiation skills from the United Nations Institute for Training and Research (UNITAR) to conduct workshops locally, and/or sending some of local talents to the diplomacy and negotiations training end exposure such as in the United Nations University institutions in Bonn.

The above strategy will support the achievement of output 2 in the CPD, which states: "Bahraini institutions and programmes are effective, responsive and accountable in line with international standards and practices".

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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

***This project proposes to provide the needed tools and initiatives that will support the Government of Bahrain in positioning Bahrain globally.*** To achieve this, the project is consequently expected to deliver the following outputs:

**Output 1:** Provide the needed tools and facilitates the implementation of initiatives that will contribute to positioning Bahrain internationally

- **Activity 1.1:** Identify a consultant(s) to produce an outline of the partnership report, which would include contents and information of the report and an assessment of the availability of that information.
- **Activity 1.2:** Production of the Partnership Report in 2019. Production will be dependent on the outcomes of Activity 1.1

**Output 2:** Develop the capacity of MoFA and any other relevant entity representatives on diplomacy and negotiation skills

- **Activity 2.1:** Conduct needs assessment and plan a learning strategy in diplomacy training.
- **Activity 2.2:** Organize training workshops as per the identified needs and the negotiations that Bahrain is planning to attend.
- **Activity 2.3:** Facilitate training visits for Government of Bahrain representatives to UN global educational institutes.

Interventions of this project will support the initiation of new initiatives that will support Bahrain's Government Programme of Action; build the capacity of local talents; and prepare the ground for the initiation of different innovative projects that can be expanded on if proven feasible hence positioning Bahrain in the global community and build upon the positive relationship Bahrain has with neighbouring and other friendly countries.

The delivery of the two outputs mentioned above is in direct alignment with the CPD and the UNDP Strategic Plan with reference to the following:

- Related UNDP Strategic Plan Outcome: Countries have strengthened institutions to progressively deliver universal access to basic services.
- Related CPD Outcome: Output 2 - Bahraini institutions and programmes are effective, responsive and accountable in line with international standards and practices.
- Related CDP Outputs:
  - Output 2.1 Capacity of public administration developed on policy-making, government performance, managing change, innovation and using international practice.

#### ***Resources Required to Achieve the Expected Results***

The main resources needed to deliver on the above outputs are people, expertise, trainings and financial resources. Each initiative would require experts from within the needed relevant fields, and building connections with other UN agencies and programmes. More resources would be needed in all the research related activities and with the publishing of reports and studies that are expected to be produced in this project. The details are outlined in the work plan.

#### ***Partnerships***

The project depends mainly on the engagement with ministries, governmental authorities, NGOs, educational institutes and the private sector, especially with outcome 1. As for output 2, other UN agencies need to be defined, along with knowledge providers. The relevant entities include:

- Ministry of Foreign Affairs
- Ministry of Finance

- Ministry of Justice
- Prime Minister's Cabinet
- Ministry of Social Development (for NGOs)
- Ministry of Health
- Royal Charity Organization
- Bahrain Red Crescent Society
- Chamber of Commerce (for Private Sector)
- University of Bahrain
- UNITAR
- Other UN entities such as United Nations University institutions in Bonn

### ***Risks and Assumptions***

The key risks identified at the design stage, are: not having all the sufficient needed data for the Partnership and Contributions report, as well as the risk of not having enough resources.

### ***Stakeholder Engagement***

MoFA is the main stakeholder and implementing partner. Other stakeholders are highlighted in the partner's section. Under each initiative different groups of stakeholders will be involved and their work will be interconnected, especially in the partnership report. In output 1 engagement will take place through the visits of experts and the data collection approach. For output 2 stakeholders will be engaged through facilitating of the capacity building sessions along with the involvement of other relevant UN agencies such as UNPA, UNU, and other UN educational institutes.

### ***Knowledge***

The project will attempt to produce learning experiences as well as a main report. The Partnerships and Contributions Report. The learning outputs of the capacity-building activities will be captured and the lessons learned will be documented.

### ***Sustainability and Scaling Up***

The project involves different activities that has the potential to scale up and grow towards bigger projects. All activities in output 1 has the potential to become a standalone project once proved feasible and the interest is captured.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Utilizing the suggested resources will enable the Government of Bahrain to reach the goal of strategically positioning Bahrain and strengthening its relations with the global community. The suggested resources will provide the necessary expertise and knowledge to the local talents working in diplomacy, development and humanitarian initiatives, as well as prepare the ground to the establishment of learning platforms that would help in positioning the country.

### ***Project Management***

The project will be managed by MoFA with the support of UNDP who will facilitate in providing the needed expertise, tools and methodologies. The project manager may assign initiative leaders to assist in the delivery of the activities under each output.

## V. RESULTS FRAMEWORK<sup>4</sup>

<b>Intended Outcome as stated in the SPF/Country Programme Results and Resource Framework:</b>							
Outcome 2: Bahraini institutions and programmes are effective, responsive and accountable in line with international standards and practices <sup>5</sup>							
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>							
Output 2.1 Capacity of public administration developed on policy making, government performance, managing change, innovation and using international practice. Indicator 2.1.2. No. of communication initiatives supported to position Bahrain's partnerships, diplomacy and negotiations							
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> Countries have strengthened institutions to progressively deliver universal access to basic services.							
<b>Project title and Atlas Project Number:</b> Strategic Positioning and Partnership Project							
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>6</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year	1	
<b>Output 1</b> <i>Provide the needed tools and facilitate the implementation of initiatives that will contribute to positioning Bahrain internationally</i>							
<b>Output 2</b> <i>Develop the capacity of MoFA and any other relevant entity representatives on diplomacy and negotiation skills</i>	No. of communication initiatives supported to position Bahrain's partnerships, diplomacy and negotiations						

<sup>4</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>5</sup> Outcome 2 from CPD.

<sup>6</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		



<p><b>Project Report</b></p>	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>			
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to disseminate project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

## VII. MULTI-YEAR WORK PLAN <sup>78</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

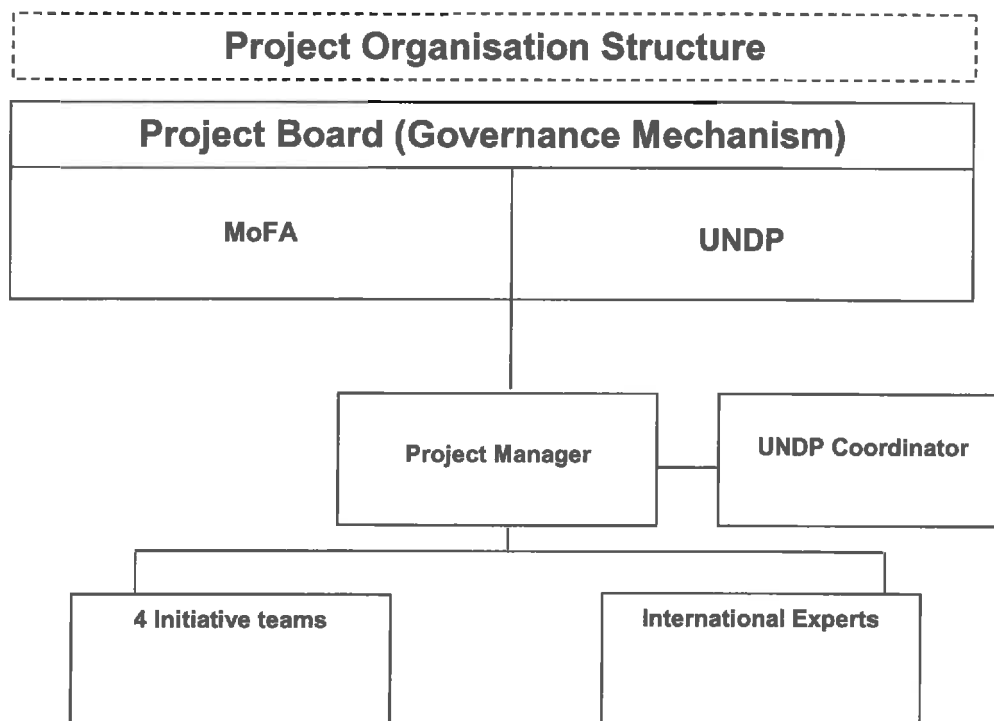
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY			PLANNED BUDGET	
					Funding Source	Amount (USD)
Output 1: Provide the needed tools and facilities the implementation of initiatives that will contribute in positioning Bahrain internationally	Activity 1.1: Identify a consultant(s) to produce an outline of the partnership report, which would include contents and information of the report and an assessment of the availability of that information	UNDP and MOFA			Ministry of Finance	10,000
	Activity 1.2: Production of the Partnership Report in 2019. Production will be dependent on the outcomes of Activity 1.1	UNDP and MOFA			Ministry of Finance	35,000
<b>Sub-Total for Output 1</b>						
Output 2: Develop the capacity of MoFA and any other relevant entity representatives on diplomacy and negotiation skills	Activity 2.1: Conduct needs assessment and plan a learning strategy in diplomacy training.	UNDP UNITAR and				
	Activity 2.2: Organize training workshops as per the identified needs and the negotiations that Bahrain is planning to attend.	UNDP UNITAR and			Tamkeen	52,000
	Activity 2.3: Facilitate training visits for Government of Bahrain representatives to UN global educational institutes.	UNDP UNITAR and				
<b>Sub-Total for Output 2</b>						
<b>GMS</b>						
<b>Total</b>						
						USD 52,000
						USD 3,000
						USD 100,000

<sup>7</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>8</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The implementation arrangement is National Implementation (NIM). The Project will be implemented by MoFA with support from UNDP. The Implementing Partner, MoFA, will be responsible for the effective utilization and use of UNDP resources; for the management of the Project; and for the delivery of Project activities to achieve results that will contribute to development outcomes of the Project.



The **Project Board (PB)**: will constitute one senior person (nominated at the level of decision-making from each of the entities involved in the Project), and the Project Manager. It will include representatives from MoFA and UNDP. Other stakeholders will also be invited to join the Project Board. The Project Board will be responsible for providing strategic guidance for the Project and making management decisions whenever required. Those nominated will have responsibilities within that ministry or institution for policy-level decisions related to data and statistics.

The purpose of the Project Board will be to review and commit to carry out the proposed activities of this Project; to identify capacity development needs of the institutions represented in the Project Board as they relate to data and statistics; to provide feedback to the findings of the data collection and the report structure; and review report drafts. The Project Board will also approve the Project Work Plan; review project progress including quarterly and annual reports; review/endorse substantive revisions to the Project and work plan; and receive the final report.

The Project will have four **initiative teams** which will handle each initiative on its own: Partnerships and Contributions Report, SDG Stamps, Bahrain UNU Feasibility Study, and Diplomacy Training. The teams will be led by the project manager who'll be assigned from MoFA, and will work closely with UNDP project coordinator to facilitate all the support required from the UN.

A **Project Manager** will be assigned by MoFA to manage the Project. S/he will act as a Technical Advisor to the Project and be responsible for the day to day management., S/he will also be a member of the Project Board, report to it and act as its secretary. The Project Manager will manage the daily activities of the Project and coordinate the administrative staff and consultants' work. The aim is to ensure that the Project implementation meets the required quality standards, and is within the specified constraints of cost and time as laid out in the Project Document. The Project Manager is expected to develop Work Plans and Budgets for the Project, as well as to

monitor risk logs and analyse quality management methods. The Project Manager will submit reports to the chairs of Project Board, the initiatives teams, and UNDP, and will submit the work plan to the Project Board for approval.

The Project Manager will report to the Project Board, produce progress reports, comply with UNDP reporting requirements, and manage independent evaluations and audits. The Project Manager will prepare progress reports and submit them to each Project Board meeting using the UNDP Project Progress Report format. Results-based Monitoring and Evaluation mechanisms will be utilized. All financial reports required under the Project will be prepared by the Project Manager applying UNDP procedures. The Project Manager will work closely with short term international and national consultants as well as other stakeholders on the implementation of project activities.

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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

### LEGAL CONTEXT STANDARD CLAUSES

#### Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bahrain and UNDP, signed on August 3, 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency Information and e-Government Authority ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### RISK MANAGEMENT STANDARD CLAUSES

#### Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document *[and the Project Cooperation Agreement between UNDP and the Implementing Partner]*<sup>9</sup>.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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<sup>9</sup> Use bracketed text only when IP is an NGO/IGO

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## X. ANNEXES

1. **Project Quality Assurance Report**
2. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
3. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
4. **Project Board Terms of Reference and TORs of key management positions**

# STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE MINISTRY OF FOREIGN AFFAIRS FOR THE PROVISION OF SUPPORT SERVICES

## Project: *Strategic Positioning and Partnership Project*

### 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 authorized to confer full legal coverage on UNDP. (This is usually the Minister of Foreign Affairs, the Prime Minister /or Head of State and the Implementing Partner) The UNDP country office must verify that the government signatory has been properly authorized to confer immunities and privileges.
- A copy of the signed standard letter will be attached to each 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 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 authorized 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.

Your Excellency Dr. Sh. Abdulla bin Ahmed bin Abdulla Al Khalifa,

1. Reference is made to consultations between officials of the Ministry of Foreign Affairs 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 Ministry of Foreign Affairs 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 Ministry of Foreign Affairs 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 Ministry of Foreign Affairs, 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 Ministry of Foreign Affairs.

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 Ministry of Foreign Affairs. 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 Ministry of Foreign Affairs 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,

  
For the United Nations  
H.E. Mr. Amin El Sharkawi  
UN Resident Coordinator and UNDP Resident Representative  
26 March 2018



  
For the Ministry of Foreign Affairs:  
Dr. Sh. Abdulla bin Ahmed bin Abdulla Al Khalifa  
Undersecretary of International Affairs  
26 March 2018





Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Ministry of Foreign Affairs, 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 *Enhance the Position of Bahrain as a Global Partner*

2. In accordance with the provisions of the letter of agreement signed on 11 September 2017 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.

**FINANCING AGREEMENT BETWEEN THE UNITED NATIONS  
DEVELOPMENT PROGRAMME AND THE GOVERNMENT OF BAHRAIN**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Government of Bahrain represented by the Ministry of Foreign Affairs (hereinafter referred to as the "Government") have agreed to co-operate in the implementation of a project in the Kingdom of Bahrain (hereinafter referred to as "the Project"), as described in the Project document no. 00099267 titled Strategic Positioning and Partnership Project, in the Kingdom of Bahrain, and submitted to the Government for information. Add the Government's reference if any;

WHEREAS the Government 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 Ministry of Foreign Affairs is the Implementing Partner for the implementation of the Project financed from the contribution (hereinafter referred to as "the Implementing Partner")

NOW THEREFORE, UNDP and the Government hereby agree as follows:

**Article I**

1. The Government shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of USD 100,000.
2. The Government 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  
Name of the Bank: Bank of America  
Swift Code: BOFAUS3N  
Address: Bank of America, N.A.  
New York, USA

	<b><u>Date payment due</u></b>	<b><u>Amount (stated currency)</u></b>
(a)	07.08.2017	\$52,000
(b)	26.03.2018 (paid on 01.03.2018)	\$48,000

3. The Government will inform UNDP when the Contribution is paid via an e-mail with remittance information to [contributions@undp.org](mailto:contributions@undp.org), providing the following information: Government's name, UNDP country office, Project no. 00099267 titled Strategic Positioning and Partnership Project, Government reference (if available).

This information should also be included in the bank remittance advice when funds are remitted to UNDP.

4. 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. UNDP shall not absorb any loss (including but not limited to exchange fluctuations) under the Project. The Parties acknowledge and agree that all losses shall be charged to the Project.
5. All financial accounts and statements shall be expressed in United States dollars.
6. UNDP may agree to accept Contributions 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 6 above. Any change in the currency of the Contribution shall be made only in agreement with UNDP.

#### **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 implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

#### **Article III**

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

#### **Article IV**

1. The implementation of the responsibilities of the UNDP and of the Implementing Partner pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above. UNDP shall not start implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable).
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 Government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to make available to UNDP the additional funds required.
3. If the Contribution 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 Government 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, policies and procedures of UNDP.

#### **Article VII**

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

#### **Article VIII**

1. UNDP shall notify the Government when all activities relating to the Project have been completed in accordance with the Prodoc.
2. Notwithstanding the completion of all activities relating to the Project, UNDP shall continue to hold unutilized funds from the Contribution 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 funds prove insufficient to meet such commitments and liabilities, UNDP shall notify the Government and consult with the Government on the manner in which such commitments and liabilities may be satisfied.
4. In cases where the Project is completed in accordance with the project document any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the Government.

#### **Article IX**

The Parties agree that it is important to take all necessary precautions to avoid corrupt practices. To this end, UNDP shall maintain standards of conduct to govern the performance of its staff, including of corrupt practices in connection with the award and administration of contracts, grants, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the UNDP Financial Regulations and Rules, and the UN Procurement Manual.

#### **Article X**

Consistent with numerous United Security Council resolutions, including S/RES/1269 (1999), S/RES 1368 (2001), and S/RES/1373 (2001), both the Donor and UNDP are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of UNDP to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, UNDP undertakes to use reasonable efforts to ensure that none of the Donor funds provided under this Agreement are used to provide support to individuals or entities associated with terrorism.

#### **Article XI**

1. After consultations have taken place between the two Parties to this Agreement and provided that the funds from the Contribution 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 Government. 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 Government and consult with the Government on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized funds 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. In cases where this agreement is terminated before Project completion any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the Government.

## Article XII

Any notice or correspondence between UNDP and the Government will be addressed as follows:

- (a) To the Government:

Address: Ministry of Foreign Affairs, P.O. Box 547, Government Avenue,  
Manama, Kingdom of Bahrain

- (b) Upon receipt of funds, UNDP shall send an electronic receipt to the Government email address provided below as confirmation that the remitted funds have been received by UNDP

Government email address: \_\_\_\_\_

Attention: \_\_\_\_\_

- (c) To UNDP:

Amin El Sharkawi  
UNDP Resident Representative

Address: United Nations House 69, Road 1901 Hooraa 319  
Kingdom of Bahrain

### Article XIII

This Agreement shall enter into force upon the signature of this Agreement by parties hereto, on the date of the last signature.

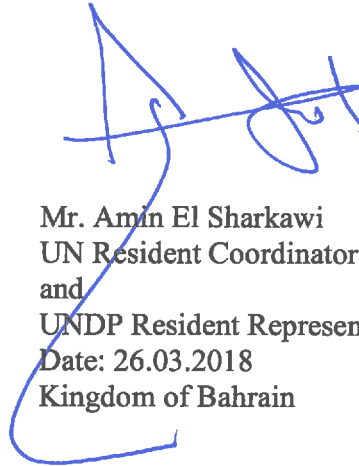
IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

For the Government

For the United Nations Development Programme



Dr. Sh. Abdulla bin Ahmed bin Abdulla Al  
Khalifa  
Undersecretary for International Affairs  
Ministry of Foreign Affairs  
Date: 26.03.2018  
Kingdom of Bahrain



Mr. Amin El Sharkawi  
UN Resident Coordinator  
and  
UNDP Resident Representative  
Date: 26.03.2018  
Kingdom of Bahrain

