

# PROGRESS REPORT FOR UNDP PROJECTS

## 3<sup>rd</sup> Quarter of 2014

<b>Project No. &amp; Title:</b>	Project #: 00061812 Establishing a Capacity Development Facility at BIPA in the Kingdom of Bahrain
<b>Implementing Partner:</b>	Bahrain Institute for Public Administration (BIPA)
<b>Contact Persons:</b> UNDP Implementing Partner	UNDP – Mr. Ali Salman (Program Analyst) BIPA –Dr. Sofiane Sahraoui (Senior Advisor and Head of Research and Consulting), and Aysha Amin (UNDP Assistant Project Manager)
<b>Project Short Description:</b>	<p>This project aims to enhance the capability of BIPA in serving the public sector by:</p> <ul style="list-style-type: none"><li>• Establishing a Capacity Development Facility at BIPA, and</li><li>• Promoting BIPA as the reference point for Quality Assurance in training, consulting and research for government institutions in Bahrain.</li></ul> <p>This will provide critical and immediate capacity development interventions in policy, management, leadership and institutional reform in support of sustainable national capacity development within the public sector.</p>





		<p>templates and processes to deliver BIPA consulting end to end. Extract and develop a training manual/material based on the CSOM to reach out to the public sector through a portfolio of trainings on BIPA consulting methodology. This will help public sector organizations in Bahrain build internal consulting capacity. A pilot training test will be undertaken early 2015 within BIPA and other pilots will be undertaken throughout 2015. Building internal consulting capacity will become a regular offering of BIPA in 2016;</p> <ul style="list-style-type: none"> <li>○ Develop training materials for all signature services that have already been offered and/or developed by BIPA as part of its consulting offerings. BIPA will run pilots for these services throughout 2015. BIPA training catalogue will include signature consultancy trainings in 2016;</li> <li>○ Develop a library and knowledge management system to support BIPA consulting and research activities.</li> </ul>	
	<p>Design Capacity Development Support Programs, including experts/firms procurement</p>	<ul style="list-style-type: none"> <li>● A Full-Fledged Consulting Strategy for BIPA that has been drafted by the Project Manager and reviewed by the head of the research and consulting unit in BIPA; Dr. Sofiane Sahraoui. The strategy is considered as a detailed “Road Map” to achieve Output One in the new adopted work plan, and it will lead to launching a series of trainings</li> </ul>	<p>Completed</p>

	procedures	<p>focusing on developing BIPA's consulting capacities. In parallel, a Research Strategy has been prepared by Dr. Sofiane Sahraoui in line with realizing output one and it will be presented for discussion with the Project Steering Committee in the upcoming Meeting due during the second quarter of 2014.</p> <ul style="list-style-type: none"> <li>• <b>An international consultant for preparing an Operational Guide on Establishing a Consulting and Research Unit at BIPA:</b> A consultancy was conducted over a period of 2 months and it resulted in developing a detailed Consulting and Research Strategy which included the following products: <ul style="list-style-type: none"> <li>- Market survey</li> <li>- Stakeholder analysis</li> <li>- Strategic and business plan for the Consulting and Research Unit</li> <li>- Marketing plan</li> <li>- Customized Consulting Services Operational Manual (CCSOM)</li> <li>- Reference Manuals for 6 Signature Services</li> <li>- Monitoring and Evaluation Framework (M&amp;E Framework).</li> </ul> </li> <li>• Establishing of MENAPAR (Middle East and North Africa Public Administration Research) Network. MENAPAR is a network of organizations that are active in the scholarship/practice of public Administration in the Middle East. On November 24, 2013, the CDF and BIPA, jointly organized a two-day workshop on "Developing a Strategy, Governance, and Research Agenda for the MENAPAR.</li> <li>• Work on MENAPAR started during the second quarter of 2013, and intensified in 2014. A regional conference on the MENAPAR was held on 23-24 April 2014. 270 Participants attended representing the region's civil service, practitioners, academics and researchers. Senior UNDP analysts who helped elaborate the project since inception also participated.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
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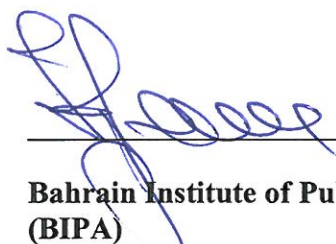
		<ul style="list-style-type: none"> <li>• A Senior UNDP consultant has developed a first draft proposal for a long-term cooperation arrangement between BIPA and UNDP as an extension of the MENAPAR and the CDF project.</li> </ul>	Completed
	Conduct pilot training workshops for national public institutions on applying competence evaluation tools at all levels	<ul style="list-style-type: none"> <li>• A proposal for organizing a training workshop on Results Based Management and Monitoring and Evaluation was developed in cooperation with the UNDP Cairo Regional Office.</li> <li>• TORs and a procurement notice for recruiting a training consultant were prepared and the recruitment process was launched through contacting three consultants registered in the UNDP roster.</li> <li>• Following hiring the trainer, a one week training workshop on Results Based Management (RBM) was organized for BIPA and other government institutes employees. The main objectives of the workshop were as following: <ol style="list-style-type: none"> <li>1. Improve understanding of results management and its importance to achieving results.</li> <li>2. Improve knowledge of the basic concepts and approaches in results management, including the results cycle, planning, monitoring and evaluating.</li> <li>3. Enhance critical thinking and analytical skills, along with partnership outreach strategies</li> <li>4. Develop greater appreciation for the value of monitoring and evaluation (M&amp;E)</li> <li>5. Strengthen skills in applying effective M&amp;E practices and setting up an M&amp;E system.</li> </ol> </li> <li>•</li> </ul>	Completed

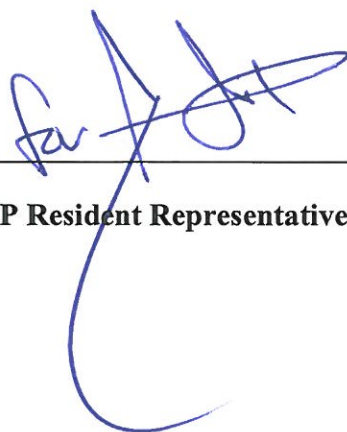
<b>Output 2 BIPA is Promoted as a reference point for Quality Assurance System of Capacity Development and qualified human resources put in place</b>	Provide Technical Assistance to government institutes in introducing capacity development in their national plans and budgets	<ul style="list-style-type: none"> <li>A training titled “Capacity Assessment and Development” was organized on December 9th for a period of four days. The training was attended by 20 participants representing BIPA, senior government employees, and representatives from civil society. Participants in the training will be considered on merit and performance basis to be part of a pool of consultants BIPA could consider and draw on for consulting projects from time to time. This training course consisted of two parts:             <ol style="list-style-type: none"> <li>Understanding Capacity Development as a process and how to conduct assessments to identify capacity assets and gaps, and formulate capacity development responses (3 days)</li> <li>Exploring the operational modality of BIPA providing Capacity Development advisory services to its partners and clients (1 day)</li> </ol> </li> </ul>	Completed
	Organize events and workshops to promote BIPA strategy as a reference capacity development center, focusing on the importance of CD within government institutions.	<ul style="list-style-type: none"> <li>The Project Manager has been asked to be on board in the technical committees of BIPA’s consulting team to provide direct technical support, advisory services, and identify capacity needs to BIPA and its government counterparts on regular basis. This will contribute to promoting BIPA as a reference in capacity development through the CDF.</li> <li>Two PPP modules were delivered partnering with the Arabian Gulf University (AGU)/ French Arabian Business School (FABS):             <ol style="list-style-type: none"> <li>Strategic Planning and Resource Development for Public and Non-Profit Organizations (6 days)</li> <li>Budgeting and Financial Management for Public and Non-Profit Organizations (3 days)</li> </ol> <p>The Modules took place during February and early March and targeted public sector</p> </li> </ul>	Completed

		<p>2) Budgeting and Financial Management for Public and Non-Profit Organizations (3 days)</p> <p>The Modules took place during February and early March and targeted public sector employees.</p>	
		<p>BIPA has been retained by an international consortium to build strategic planning capacity into Libya's National Institute of Administration</p>	Ongoing

<b>Issues:</b>	The local consultant's work to develop training material for BIPA signature services might go beyond the end of the current contract by 3 months.
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<b>Follow-up Actions:</b>	<ul style="list-style-type: none"> <li>• Prepare a concept note on the long-term cooperation arrangement between BIPA and UNDP within the framework of the MENAPAR and CDF project.</li> <li>• Submit a detailed progress report on the internal consultant's work and expected time of completion.</li> </ul>
<b>Attachments (if any):</b>	<ul style="list-style-type: none"> <li>• Minutes of Meeting for the second CDF Steering Committee Meeting</li> <li>• Concept note on the long-term cooperation arrangement between BIPA and UNDP within the framework of the MENAPAR and CDF project</li> </ul>

  
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**Bahrain Institute of Public Administration (BIPA)**

  
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**UNDP Resident Representative**

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**Date**