**Center of Excellence**

Foreword

It has long been clear that economics controlled based on the sale of exhaustible natural resources have a low growth and known as natural resource curse phenomenon. Iran and many countries in the Middle East and Central Asia are controlled accordingly and only when a jump in oil price occur, they achieve to high growth and then they return to their low growth period again. This causes many fluctuations in the economy which won’t be a suitable environment for investment and export.

During more than two decades, Iran has tried to rely on their industrial exports to rid of this vicious circle, but all efforts have failed to do this and growth rates are still volatility. In this period, large and small economic crisis have been happened for many times that some people relate it to unstable macroeconomic environment. But the new state has shown that this idea has a great importance: controlling inflation and setting up industrial and commercial policies with a stability growth. This phenomenon is also seen in other countries of the region; due to it and during the negotiations, the Institute for Studies and Research and the Office of the United Nations Development Business have decided to establish a Centre of Excellence for the study and design of policies and other economic policies to create sustainable growth. So:

Following negotiations conducted between the Institute for Trade Studies and Research (hereinafter Institute) and United Nations Development Programme (UNDP) either side are satisfied to establish a center of excellence for the implementation of some cases that are suggested from section 2 of the proposed topics for the center of excellence.

First it is necessary to define some technical terms.

1. ToR or (Terms of Reference) that is the purpose and structure of the project committee, meeting or negotiation or any other set of people who agree with each other to achieve a common goal.
2. SOP (Standard Operating Procedure), which is underway procedures that have no timeline and won’t come to an end.
3. Community of Practice, a set of people who share their knowledge and skills to perform a certain task and to achieve a certain goal.
4. SDG (Sustainable Development Goal), which is the main goal of the United Nations and UNDP focused on growth based on intergenerational justice.
5. SIG (Sustainable Inclusive Growth) in which economic growth will be sustainable and comprehensive and involves all members of society.

With these technical definitions, structure of the center of excellence is addressed.

1. Introduction

Following the negotiation Dr. Razavi, President of the Institute for Trade Studies and Research and Dr. Ian Lewis and Dr. Ali Farzin, the representative of UNDP in Iran and Dr. Aladdin, representative of president of the Institute. The functions and procedures of the Institute Centre of Excellence and UNDP are announced.

1. First, a project document is prepared in which the list of activities and the budget will be written.
2. In the Center of Excellence a frame should be created that will be defined with strategic think, policies, programs and projects level and will be matched with Institute and UNDP;
3. Center of Excellence and department are embedded and registered clerically.
4. In this course, a few special reports are created that express the power of the center.

**2- List of issues proposed for the plan in the center of excellence**

2-1 Policies which are formulated to have sustainable and inclusive growth.

2-2 Projects which are defined as post-sanctions era in terms of industrial policy, trade policy, export development programs, foreign investment attracting plans and programs of economic policy.

2-3 Training initiatives are executed to educate merchants and business owners in Iran and countries such as Afghanistan, Iraq, Tajikistan, Azerbaijan, Kazakhstan, Turkmenistan, and other ECO or non-ECO members located in the Middle East region.

2-4 Industrial and commercial policies setting plans are executed for countries like Iraq and Afghanistan which are eager to shape the structure of the Ministry of Industry and industrial structure by Iran.

2-5 Studies are constantly monitored at the Institute of World Economy and Center of Excellence can use them well. So a center is considered to monitor global economy and its impact on economic and trade developments in Iran and countries located in the region.

2-6 Periodic reports are prepared about specific subjects mentioned that may be provided to mentioned countries by UNDP.

2-7 Economic and industrial coordinated development plans are suggested and regulated to these countries. In this context it is necessary to maintain a constant contact between these countries and the Centre of Excellence.

2-8 Since in the center of excellence examining the economic conditions of the countries is possible, special groups are formed to monitor industrial and commercial development in these countries that use Trade Promotion Center and other research units of the Ministry of Industry, Mine and Trade.

2-9 Since the main goal of UNDP is building up and developing the economy of developing countries, goals and policies of the UNDP and the center of excellence will be equalized in the center of excellence. The center will held some courses in accordance with the goals and tasks by using active human resources in UNPD system and other individuals who are identified appropriate in this regard. First these courses will be held for officials and experts of Iran and at later stages for the countries of the region.

2-10 After equalizing goals, specific projects and studies will be offered. These projects can be defined in such a way that the results are available for all countries.

2-11 At the center of excellence, the quantitative and analytical accepted techniques will be uniformed for these studies between UNDP and the Institute.

2-12 In this regard, UNDP can offer its programing or studding goals and the center of excellence will assess these goals by attracting skilled manpower and agreed budget allocation.

2-13 In the center of excellence ToRs are prepared, and then SOP is defined. Standards of the center of excellence and bilateral cooperation will be determined and the secretary of the Centre of Excellence will be choose by mutual agreement between UNDP and Institute.

2-14 Policies will be formulated for sustainable and comprehensive development of studied countries.

2-15 Growth policies are adjusted appropriate to each country or similar countries. There is a strong belief in the center of excellence that one size won’t be a suitable policy for all.

2-16 Most important policies that will be formulated for the countries include coordinate trade policy to help industrialization and development of the region, establishing and maintaining regional agreements, trade liberalization in the region level and movement towards the establishment of the customs union and common market.

2-17 These cases are examined, bargained and agreed in the center of excellence with representatives of UNDP and the Institute.

2-18 Other issues that may arise in the course of research and investigation needs to be separated.

**3- Results**

1. Advanced research projects on the problems of Iran and other countries in the region will be defined and implemented.
2. Policies should be formulated to achieve growth and sustainable development and be presented to national authorities.
3. It is tried to coordinate regional policies, so that these countries move towards harmonized trade policy with the aim of increasing trade between these countries.
4. Finally, it is tried to move towards harmonized policies of macroeconomic countries to be able to have a customs union and common market or preferential trade schemes.