

## Independent Terminal Evaluation

ITPO BAHRAIN

**UNIDO INVESTMENT AND TECHNOLOGY PROMOTION  
OFFICE IN MANAMA, BAHRAIN  
(ITPO BAHRAIN, 2017-2019)**

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# Table of Contents

Acronyms and abbreviations.....	v
Glossary of evaluation-related terms .....	iii
Executive Summary .....	v
1. Introduction.....	1
1.1.Evaluation objectives and scope.....	2
1.2.The economic context .....	2
1.3.Overview of the Project.....	4
1.4.Evaluation methodology .....	7
1.5.Theory of Change .....	7
1.6.Limitations of the Evaluation .....	9
2. Project’s contribution to development results - effectiveness and impact.....	9
2.1.Development results.....	9
2.2.Project's quality and performance.....	16
2.3.Performance of Partners .....	27
2.4.Factors facilitating or limiting the achievement of results .....	31
3. Conclusions and recommendations.....	33
3.1.Conclusions.....	33
3.2.Good practices .....	34
3.3.Recommendations .....	36
Annex A: Testimonial by Senior UN Officials.....	38
Annex B: Terms of reference .....	40
Annex C: List of persons met.....	65
Annex D: Agreement between the Government of the State of Bahrain and UNIDO .....	68
Annex E: Questionnaire for client companies (e.g. startups who benefited by the EDIP program).....	82
Annex F: Theory of Change for the ITPO Network.....	92
Annex G: Letters from Mauritania and Afghanistan for the establishment of an EDIP Centre..	93

# Table of Figures

- Figure 1: Map of Bahrain ..... 3
- Figure 2: Map of Sudan ..... 3
- Figure 3: Map of Morocco ..... 4
- Figure 4: Global ITPO Network ..... 5
- Figure 5: Bahrain Financial Harbour ..... 6
- Figure 6: ITPO events planned in 2019 and associated SDGs ..... 7
- Figure 7: Theory of change for ITPO Bahrain..... 8
- Figure 8: ITPO companies’ line of business questionnaire responses..... 12
- Figure 9: The Bahrain Business Incubator Centre ..... 13
- Figure 10: Some countries with active EDIP programs ..... 14
- Figure 11: EDIP University training session in Hassan II University Casablanca (MSc in Entrepreneurship)..... 18
- Figure 12: Foundation Mohammed V Solidarity Market..... 19
- Figure 13: The plaque to commemorate the cooperation and certificates bestowed..... 19
- Figure 14: Graduation and Certification Ceremony ..... 20
- Figure 15: Estimated investment in million USD ..... 24
- Figure 16: Unified EDIP approach to counselling (the ecosystem)..... 25
- Figure 17: Bahraini EDIP Female Graduate Huda Janahi mentioned by President Bush in Davos 2008 alongside her EDIP Certificate ..... 27
- Figure 18: Those who inspire, Bahrain Edition..... 27
- Figure 19: UNIDO DG meeting Bahrain's Crown Prince organized by ITPO and SC for the Environment ..... 29
- Figure 20: Ministry Organizational Structure..... 30
- Figure 21: Bahrain GDP ..... 31
- Figure 22: Highlights from the 2017 Annual Report..... 32
- Figure 23: Sustainable Development Goals of the United Nations ..... 35
- Figure 24: AICEI website homepage ..... 36

## Acronyms and abbreviations

Abbreviation	Meaning
AGU	Arabian Gulf University
BADEA	Arab Bank for Economic Development in Africa
BBIC	Bahrain Business Incubator Centre
CTPES	Centre de Tres Petites Entreprises Solidaires (Morocco)
EDIP	Enterprise Development and Investment Promotion
EoDB	Ease of Doing Business Index
ET	Evaluation Team
FDI	Foreign Direct Investment
GCC	Gulf Cooperation Council
ICU	ITPO Coordination Unit
IDB	Islamic Development Bank
ITPO	Investment and Technology Promotion Office
IPS	Investment Promotion Service
IPSO	Investment Promotion Service Office
MICT	Ministry of Industry, Commerce & Tourism
MoF	Ministry of Finance
SCW	Supreme Council for Women
SDG	Sustainable Development Goals
SME	Small & Medium Sized Enterprises
TC	Technical Cooperation
UoB	University of Bahrain
UoK	University of Khartoum

## Glossary of evaluation-related terms <sup>1</sup>

Term	Definition
Assumptions	Hypotheses about factors or risks, which could affect the progress or success of a development intervention. Necessary conditions for the achievement of results at different levels; conditions that must exist if the project is to succeed but which are outside the direct control of the project management (also called the external logic of the project because these conditions lie outside the project's accountability and can be related to laws, political commitments, political situation, financing, etc.).
Baseline	The situation prior to a development intervention against which progress can be assessed or comparisons made.
Conclusions	The factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impact, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	Measuring how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
External evaluation/review	The evaluation/review of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.
Gender mainstreaming	Strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated (the ultimate goal being to achieve gender equality).
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Lessons learned	Generalizations based on evaluation that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logical framework	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure (thus aimed at facilitating planning, execution, monitoring and evaluation of a development intervention).
Milestones	Interim targets; points in the lifetime of a project by which certain progress should have been made, providing an early warning system and basis for monitoring the trajectory of change during the lifetime of the project.

<sup>1</sup> Definition of main evaluation concepts based on OECD DAC Guidelines

<b>Term</b>	<b>Definition</b>
Monitoring	A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.
Outcome	The likely or achieved short-term and medium-term effects of an intervention's output(s).
Outputs	The products, capital goods and services, which result from a development intervention; changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations should be linked to conclusions.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, partners' and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results	The output, outcome or impact (intended/unintended, positive/negative; direct/indirect) of a development intervention.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently "evaluation" is used for a more comprehensive and/or more in-depth assessment than "review". Reviews tend to emphasize operational aspects.
Risks	Factors that may affect the successful achievement of an intervention's objectives (often outside the scope of the project).
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target	Definite ends to be achieved; specifies a particular value that an indicator should reach by a specific date in the future.
Target group	Specific individuals/organizations for whose benefit an intervention is undertaken.
Theory of Change	Assumed overarching intervention logic from outputs to impact; schematic conceptual basis of the interventions including assumptions.

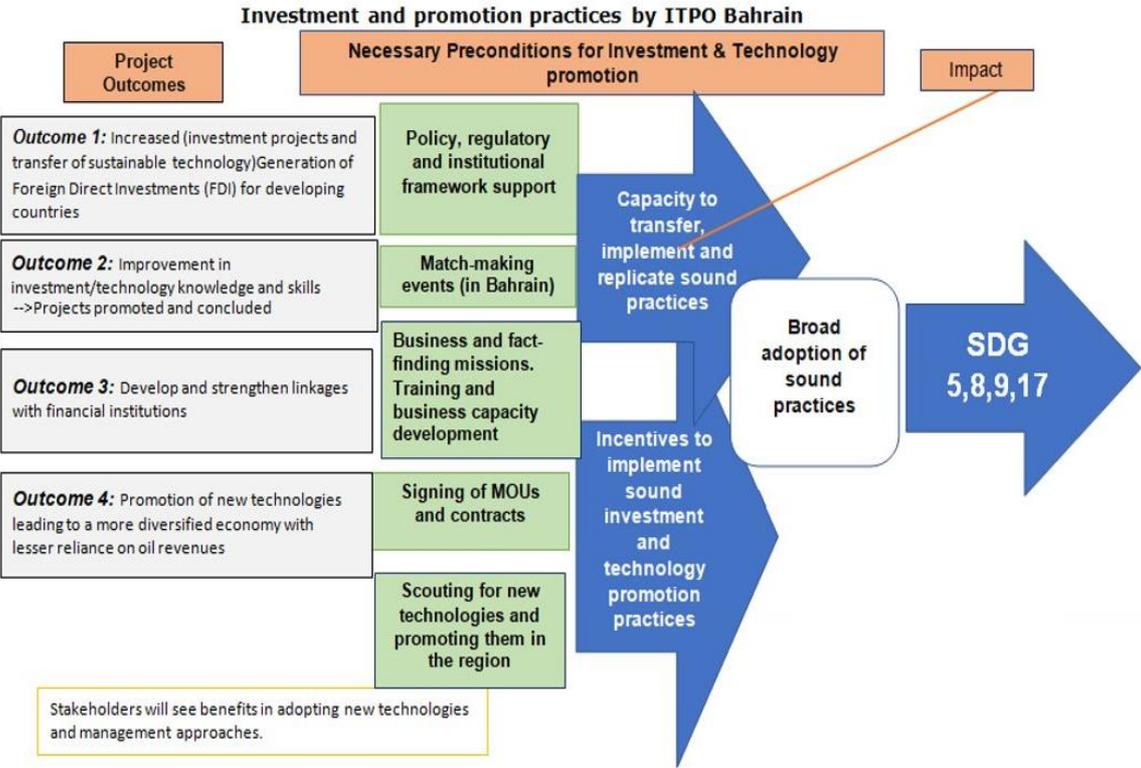
# Executive Summary

## Evaluation purpose and methodology

The evaluation was conducted in accordance with the UNIDO Evaluation Policy<sup>2</sup> and the UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle<sup>3</sup>. UNEG Norms and Standards for evaluation were also observed.

It was carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project were kept informed and regularly consulted throughout the evaluation. The evaluation manager was a senior Officer of the UNIDO Independent Evaluation Division (ODG/EVQ/IEV) making sure evaluation and methodological issues were observed. The evaluation used a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It was paying close attention to triangulating the data and information collected before forming its assessment. This was essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change identifies causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.



The ITPO office in Bahrain strives to achieve the above 4 outcomes. In doing so, it provides feedback to governments to modernize their legislation, organizes events where interested parties can meet and create synergies, travels extensively to be at the forefront of technological advances and match requests and offerings on a global scale and last but not least provide a

<sup>2</sup> UNIDO. (2015). Director General’s Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)  
<sup>3</sup> UNIDO. (2006). Director-General’s Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

unified environment where an ecosystem of financial institutions, academic institutions, entrepreneurs, business associations, NGOs etc. can all work together to achieve these 4 outcomes under the Sustainable Development Goals of the United Nations as well as the priorities of the local governments.

The evaluation also analyzed various sources of information including desk analysis of the project documents, Annual Reports and Annual Work Programmes and interviews with various stakeholders. Interview guidelines were developed, in order to facilitate information collection and analysis, and were used in the interviews with stakeholders (see **Error! Reference source not found.**).

Prior to the field missions to Sudan, Bahrain and Morocco, a number of UNIDO staff members, who have been associated with the work of the ITPO Bahrain, were interviewed. While in Sudan, Bahrain and Morocco, the evaluation team interviewed a number of stakeholders; ITPO staff members, Government representatives, representatives of a number of investment and technology promotion or FDI-related organizations, financial institutions and a large number of beneficiary companies and entrepreneurs. The ET also met counterpart institutions, the Ministry of Finance and the Ministry of Industry, Commerce and Tourism.

During the field missions, the evaluation team was able to directly observe the staff of the ITPO Bahrain in their day to day activities, even during the weekend on one occasion and witnessed presentations by EDIP graduates and entrepreneurs. See Annex C for the full list of persons consulted. The evaluation team also “visited” the AICEI and e-entrepreneurs.org (EDIP Virtual Innovation and Entrepreneurship Hub) web pages. In addition, a questionnaire targeted at ITPO client companies was launched. The survey recipients were selected from a list provided by ITPO Bahrain, ensuring the largest possible sample space for which up-to-date contact details were available. The questionnaire was implemented through an on-line tool (Google Forms) administered by the evaluators themselves, ensuring full anonymity for the respondents. Questions and relevant results from the survey are introduced and commented in the relevant sections of the report, and provided in Annex E.

The evaluation team also “visited” the ITPO Virtual Innovation and Entrepreneurship Hub portal ([www.e-entrepreneurs.org](http://www.e-entrepreneurs.org)).

While maintaining independence, the evaluation was carried out based on a participatory approach, which sought the views and assessments of all parties. Preliminary findings were presented at UNIDO Headquarters on the 25th of March 2019. Major stakeholders were given the possibility to comment on the findings and conclusions of the draft evaluation report. Feedback obtained from this meeting was incorporated in the final report.

## Key findings

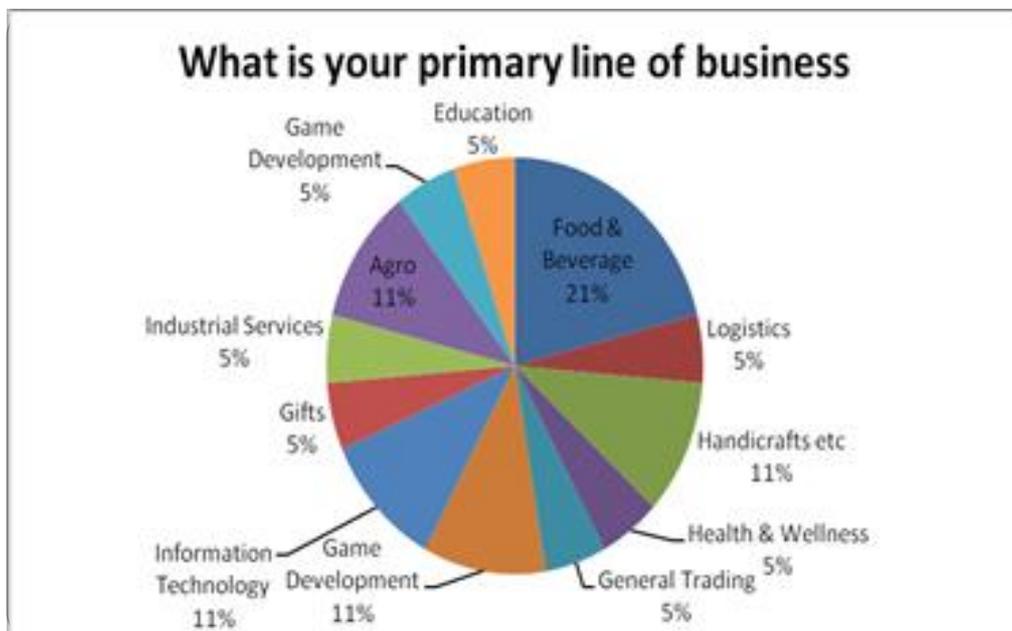
**The operation of ITPO Bahrain was found to be well clearly in line with the Government priorities and its Vision 2030** (with key sectors being, logistics, financial services, tourism, downstream industries and aluminum, services such as health & wellness and education) while also contributing to the strategic objectives and guidelines of UNIDO. The Office is in close cooperation with key partners in Bahrain and abroad.

The ITPO has developed the Enterprise Development and Investment Promotion (EDIP) Programme which treats Investment Promotion as a unified approach, which ensures collaboration between all relevant stakeholders such as banks, incubators, technology experts, ministries, SMEs, NGOs, chambers of commerce, to name a few. The EDIP programme is currently

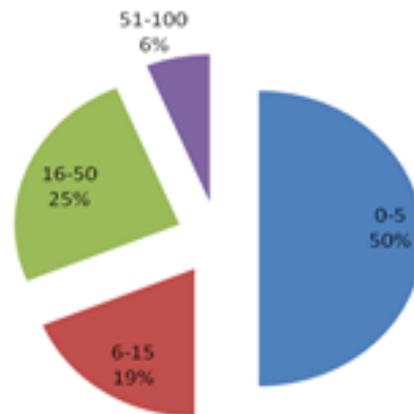
active in 52 countries (including Afghanistan and Mauritania whose governments have just confirmed while the evaluation was underway, see Annex G: Letters from Mauritania and Afghanistan for the establishment of an EDIP Centre) and has created a wealth of successful entrepreneurs that the evaluators have met in Sudan, Bahrain and Morocco.

**EDIP has provided great visibility for UNIDO and its programmes** and experts while putting Bahrain and the ITPO on the global map of investment promotion. Through the EDIP programme, the ITPO Bahrain has created more and more entrepreneurs with “bankable projects” and instilled the entrepreneurship culture in Universities early on at undergraduate level. This approach, was creating the notion, early on to students’ minds in countries such as Sudan, that they can graduate and set up their own companies and employ others rather than expecting to work for the public sector. Most stakeholders that the evaluation team has consulted with, found the services provided by the Office, relevant, high level and as a result, more and more countries are considering to participate in the EDIP programme. For more results consult Annex E: Questionnaire for client companies (e.g. startups who benefited by the EDIP program).

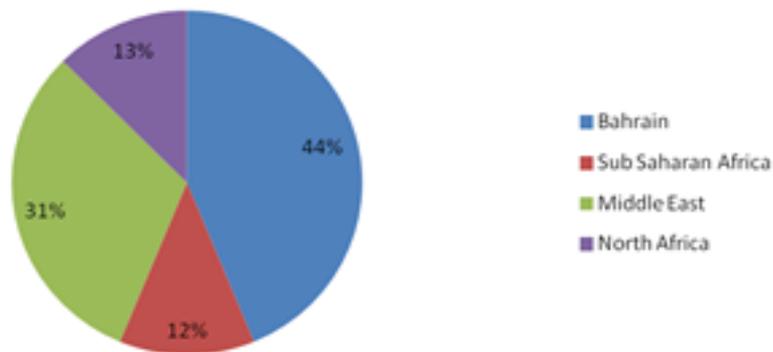
(Sent both in English and Arabic aggregating the results.



**What was the size of your company, in number of employees, at the time when you entered in contact with the ITPO?**



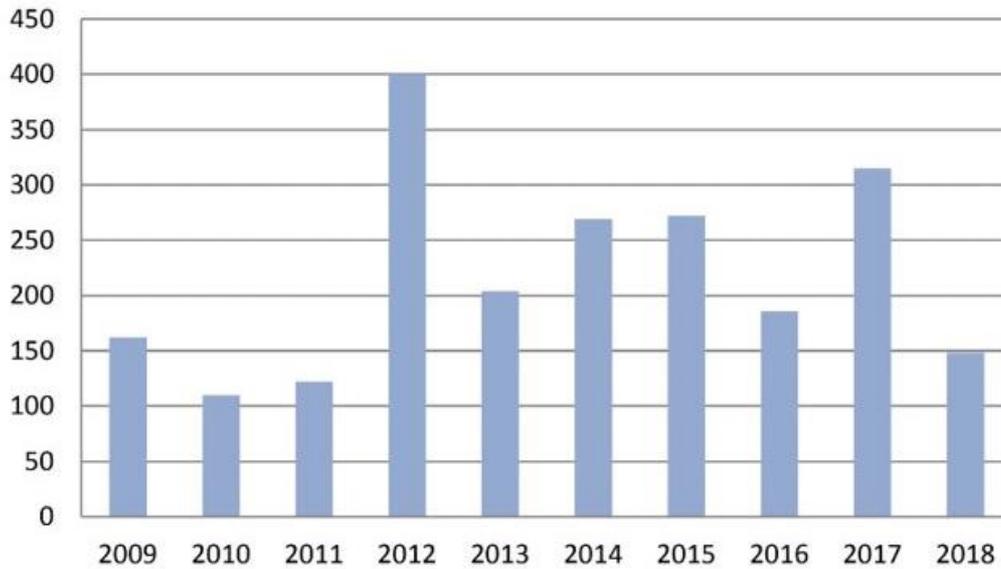
**Where is your company's majority turnover generated?**



**The Office has achieved its effectiveness objectives, namely generating over USD600m in potential investments (for a USD4.2m budget),** promoting government priorities and helping in a diversified Bahraini economy that does not rely heavily on oil. ITPO Bahrain, has been extremely successful in promoting foreign as well as domestic investments and for every dollar spent on its budget, almost USD140 came back as potential investments. This provides a great argument to governments worldwide for the necessity and financial sense that having an ITPO in their countries makes. Furthermore, during evaluation period, over 5000 jobs were created as a result of ITPO's interventions.

A large number of women entrepreneurs were empowered. This is documented in the publication "Those who Inspire" published under the patronage of H.E. Sheikh Hisham Bin Abdulrahman Al Khalifa The Governor of the Capital Governorate where out of 51 Bahraini success stories. Six of these success stories were EDIP graduates and were interviewed by the evaluation team.

## Estimated Investment



The Office has contributed to economic and developmental goals in other countries as mentioned by partners the evaluation team has spoken to in Sudan and Morocco. One of the key pillars of EDIP are local universities where both experts and local talent can be sourced. The ET witnessed several EDIP training sessions where trainees often put what they have learnt into practice on the same day while coaching entrepreneurs. The EDIP online platform ([www.e-entrepreneurs.org](http://www.e-entrepreneurs.org)), jointly developed with Intel, will allow the EDIP program to reach every corner of the globe without ITPO staff to necessarily have to travel there for each training session.

Strong linkages between ITPO Bahrain/EDIP and other UNIDO TC Projects in Sudan were created. Two projects that have already significantly benefited from the technical expertise of ITPO - Bahrain/EDIP were:

- "Employment and Entrepreneurship Development for Migrant Youth, Refugees, Asylum Seekers and Host Communities in Khartoum State" - funded by EU. This project received many constructive technical advice and consultations from ITPO - Bahrain and EDIP team. The Project set plans to receive training on entrepreneurship, investment promotion and business plan development from ITPO (this plan has actually been delivered after your visit to Sudan).
- "Fostering inclusive economic growth in Kassala State through agro-value chains development and access to financial services" - funded by Italian Cooperation. This project received training services and advisory support in both entrepreneurship and financial inclusion aspects from ITPO - Bahrain and EDIP team.

Such strategic cooperation is beneficial for promoting collaboration between TC projects and leveraging for resources efficiently through intra- organizational exchange.

While the ET was in Bahrain and spending time at ITPO's premises, it was remarkable to see that all staff members were doing their daily tasks with minimal or no guidance from senior staff members. It looked as if everybody was doing their job either on their own or in pairs without needing to interrupt others for direction. There were teams assigned to each intervention (e.g. interactions with schools) with a team head each. All staff members were heads of at least one team and there was also a chat group where everybody would report where they had to be or get feedback if required from others. This allowed the teams to be at different places without losing

contact with the Office. Almost half the staff members have been with the Office for over 10 years and while they could seek employment with more competitive salaries in the Gulf region, they preferred to stay with the ITPO for the experience and work satisfaction that it provides. As a result, **the office enjoys an excellent reputation, not only in Bahrain, but also internationally (at least in Sudan and Morocco that the ET has visited)**, increasing the awareness for UNIDO as a whole. It is worth noting, that wherever we had to go through a security check to meet some Official, the word UNIDO would open all doors. This is certainly not common in other parts of the world, where one often needs to explain who the visitor is and sometimes what UNIDO is.

Following recommendations from the 2008 Independent Evaluation of ITPO Bahrain, **Annual Reports are now more results-based** establishing coherent linkages with the targets specified in the Work Programmes. Furthermore, the Office is more active on the world wide web and on social media, announcing various events and interventions to a wider audience. The online training platform has since been developed with Intel. Since its launch, people from areas without direct contact with the EDIP program can take advantage of a wealth of information.

**ITPO Bahrain is developing strong linkages with institutions that can serve all 22 Arab states and beyond** with Sudan as a key hub in Sub-Saharan Africa and Morocco serving the French-speaking countries in Africa.

## **Conclusions and recommendations**

### **Conclusions**

The ITPO Office in Bahrain is a vibrant, well-functioning entity. Most of the staff members have been with the Office for over 10 years despite the higher salaries that they could find elsewhere in the region. They are used to working together under the guidance and inspiration of more senior members of staff. After observing them at work and interviewing most of them it was evident that everyone knew exactly what they had to do with minimal interventions from the Head. After all these years of working together, they all behave as a well-tuned piece of equipment that can work efficiently, even when most people might be away on missions, events or meetings.

The Office has been active on a surprising number of activities, most notably the EDIP program which is now active in over 52 countries with competent associates in each country that have been trained by ITPO staff to train others. The ET noted that ITPO's activities have given credibility and visibility to UNIDO as a whole in investment promotion as well as in enterprise development. ITPO activities have frequently featured on the printed and electronic press.

The Office has been very effective in responding to the business services primarily of start-ups and small firms as confirmed by the companies responding to the TE questionnaire.

The EDIP programme has effectively addressed existing constraints to domestic investment promotion and provided a full-blown ecosystem set-up involving universities, financial institutions, NGOs, business associations. The ecosystem provides the “support system” necessary before investments start flowing and entrepreneurs (and their enterprises) start growing.

The Office has provided valuable assistance to potential and existing entrepreneurs both in person and remotely, enabling them to access financial and technical information. Companies were also empowered on market access, franchising, incorporation at home and abroad, counseling and assistance in obtaining licenses and other Government approvals.

Bahrain has become a very business friendly country ranking 62nd in the 2018 World Bank "Ease of Doing Business" (EoDB) index out of 190 countries, from 66th in 2017. Some of the legislation improvements were also due to interventions and lobbying by ITPO Bahrain. This is creating a positive investment climate for both domestic and foreign investors, which led to a pool of successful entrepreneurs creating jobs in all key sectors promoted by the Government of Bahrain.

Sudan is not yet an economy as mature as Bahrain with an EoDB index of only 162, but with huge potential to avoid the mistakes and delays experienced by other countries, especially in view of the new political developments. Morocco on the other hand with an EoDB index steadily falling from 128 in 2009 to 60 in 2018 has been eager to become a hub for French speaking Arabs (e.g. Maghreb) establishing itself as an advanced economy in the region with very good Universities and a young population and a great number of women entrepreneurs.

The interventions of the ITPO Bahrain are well in line with Government Vision2030 priorities and policies and to contribute to the strategic objectives of UNIDO. The continued relevance, effectiveness and efficiency of the Office are demonstrated by the growing number of supported and successful entrepreneurs and the growing number of institutional partners, within the country and the region as well as beyond. A large number of such entrepreneurs responded to the ET's questionnaire (see Annex E) confirmed their support for the EDIP programme, indicating how much they benefitted from it.

The Office has been also very active in reaching out to financial institutions to mobilize financing for "bankable" projects created by their entrepreneurs. It has been successful in involving the private sector as a partner in development and has contributed to the creation of a more conducive business environment. In addition, the Office has participated in some global forum events in Russia, China, and Japan, collaborating with the wider the UNIDO ITPO Network. This has also increased UNIDO's visibility in the Middle East Region. Due to its recognized competence and Middle East presence and connectivity, the Bahrain ITPO has become a major asset to UNIDO, especially in regions where a UNIDO Office is not present. The ITPO team members with good leadership and technical competencies, coupled with an in-depth institutional knowledge of UNIDO has anchored the success of the Office.

The ITPO organized its support to the industrialization efforts of developing countries was mainly done through EDIP. The Delegate Programme, however, was implemented with an entirely different approach by.

The goal of the Delegates Programme is to perform capacity-building interventions over a period of 5-10 years to groups of 15-20 investment promotion specialists from the host country. These experts were often from the Investment Promotion Agencies of their respective countries and the capacity building programs took place either in the host country or in Bahrain, focusing on the tools and methodologies for promoting domestic and foreign investment. It also covered investment project identification, preparation and appraisal towards developing bankable project profiles as well as preparing business counsellors and mentors. Similarly, on the job training that followed, ensured maximum impact of the aforementioned methodologies, while at the same time, developing the national strategies for stakeholders aimed at promoting domestic investment leading to the mobilization of foreign direct investment and ensuring sustainability of the interventions long after ITPO Bahrain has left the host country.

## Recommendations

### Recommendations to UNIDO

- Review and update the Agreement with the Government of Bahrain to initiate discussions on a five-year extension of the project.
- Leverage on the expertise and local priorities of different ITPOs while promoting close collaboration and synergies with other UNIDO programmes to serve the entire network and provide synergies (e.g. ITPO Bahrain for SME development). The strength of the ITPO network is much more than the sum of its individual offices.
- Use EDIP centers worldwide to promote investment and technology transfer even in countries where a UNIDO Office is not present. EDIP contact points can be used as investment and technology promotion hubs and discuss in more detail with ITPO Bahrain and update if necessary the global EDIP strategy and the role of each EDIP unit in it.
- Facilitate the procedures for ITPOs to be able to charge for services offered to other UNIDO projects and UNIDO to other UN agencies. These interventions are and should be closely linked to specific UN SDGs according to the new UN as one strategy.
- Make ITPO interventions available to all UNIDO offices worldwide and mobilize resources and local contacts to facilitate or adopt them in more regions. For example, ITPO-hosted events and interventions available to all (especially senior management) directly and via the UNIDO database as some managers in Vienna expressed their concern for being left uninformed.

### Recommendations to ITPO Bahrain

- Promote the [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org) virtual innovation platform within the ITPO network and enrich its content with material from other ITPOs. As [www.arceit.org](http://www.arceit.org) is now not operational, focus and publicize [www.aicei.net](http://www.aicei.net), thereby opening EDIP registration to non-Bahrainis from AICEI or through [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org)
- Make provisions counterpart institutions (e.g. TPES, Universities, Associations etc.) to collaborate with well-known educational institutions in the region or Europe. The aim would be to provide specialized shorter-term training for people with limited time who cannot invest in the full EDIP program. This would ensure that specific modules can be learned without participation in the full EDIP programme (also mentioned in the questionnaire by some respondents).
- Clarify ITPO Bahrain's areas of activity in terms of alignment to the 6 priorities of the Bahraini government's Vision2030 and screen all other requests to prioritize requests if resources to accommodate them are not sufficient.
- Continue to advertise results achieved in the annual reports and mention on the same graph the targets set so as to show if they have been achieved or not or need to be adjusted. These results can be communicated effectively through the use of social media, where ITPO Bahrain is very active and can be further enhanced through email campaigns to stakeholders with news of the office and announcing future events ahead of time, as some interviewees mentioned that there is a lot organized by ITPO Bahrain, by they only find out at a very short notice to be able to attend. Perhaps a shared calendar could also suffice.

- Obtain further valuable data and success stories from institutions set up with the help of ITPO Bahrain (e.g. incubators, associations) and mention some of their targets achieved that the office has contributed to (e.g. companies hosted, jobs created etc.).

### Project ratings

The overall project achievement rating uses a six-point rating system assessing the project design, performance, relevance, effectiveness efficiency etc. as shown below in Table 1. The overall assessment is very good with a grade of 5.5 as it manages to achieve very high marks in the relevance (as stated by all counterparts involved), effectiveness (by analyzing all the metrics relating to jobs created and general outcomes, efficiency as there is a 75x factor return on investment for every dollar spent, but most of all the project manages to set up an ecosystem wherever they go (currently operating in 52 countries) which is sustainable even after ITPO experts leave the country and it can operate on its own.

**Table 1: Project evaluation criteria**

#	<b>Evaluation criteria</b>	<b>Rating</b>
<b>A</b>	<b>Impact</b>	<b>5.5</b>
<b>B</b>	<b>Project design</b>	<b>5</b>
1	• Overall design	5
2	• Logframe	5.5
<b>C</b>	<b>Project performance</b>	<b>6</b>
1	• Relevance	6
2	• Effectiveness	5.5
3	• Efficiency	5.5
4	• Sustainability of benefits	5
<b>D</b>	<b>Cross-cutting performance criteria</b>	
1	• Gender mainstreaming	6
2	• M&E: ✓ M&E design ✓ M&E implementation	5
3	• Results-based Management (RBM)	5
<b>E</b>	<b>Performance of partners</b>	
1	• UNIDO	5
2	• National counterparts	5
3	• Donor	6
<b>F</b>	<b>Overall assessment</b>	<b>5.5</b>

# 1. Introduction

The Investment and Technology Promotion Office (ITPO) in Bahrain was established in 1996 on the basis of an Agreement, signed in 1995 between the Government of Bahrain and UNIDO. The Agreement was concluded for an indefinite period with the stipulation that the Office shall be funded for renewable periods, each of a two- or three-year duration. The most recent extension project “UNIDO Service in Bahrain for the Promotion of industrial Investment in Developing Countries (Investment and Technology promotion Office)” was approved in 2016 and has a total allotment of USD 4,237,332 including a 10% support cost. It is scheduled for completion in December 2019. The extension project is fully funded by the Government of Bahrain, through a special purpose contribution. The Government Implementing Agency is the Bahraini Ministry of Finance.

Field visits to Sudan, Bahrain and Morocco took place on 2-22 March 2019 to assess the results of the project and analyze the lessons learned. The evaluation was conducted in compliance with the UNIDO evaluation policy and the Technical Cooperation Guidelines and attempted to determine, as systematically and objectively as possible, the relevance, efficiency, effectiveness, impact and sustainability of the project. The evaluation team consisted of Mr. Demosthenes Doumenis, International Evaluator, Ms. Adot Killmeyer-Oleche, Senior Evaluation Officer of UNIDO Independent Evaluation Division, and Mr. Abdhul Rahman al-Awadhi, national consultant.

The Investment and Technology Promotion Office (ITPO) in Bahrain was established in 1996 on the basis of an Agreement, signed in 1995 between the Government of Bahrain and UNIDO. The Agreement was concluded for an indefinite period with the stipulation that the Office shall be funded for renewable periods, each of a two- or three-year duration. See Annex D: Agreement between the Government of the State of Bahrain and

The ITPO Bahrain forms part of a network of 8 ITPOs. These include Bahrain, China in Shanghai, Germany in Bonn, Italy in Rome, Japan in Tokyo, Nigeria, Republic of Korea and the Russian Federation. The development objective of these Offices is to support the industrialization efforts of developing countries and the establishment of a private sector-led economy in countries with economies in transition, by identifying and mobilizing the financial technological, and other resources required for the establishment of business partnerships. According to the, above-mentioned, project document the Bahrain project/Office aims at mobilizing resources (finance, technology, know how, managerial support, etc.) from Bahrain to developing countries and economies in transition. This is also a stated objective in the Agreement, which has an additional objective of promoting industrial investment from abroad to the host country.

The Bahrain Office is thus devoted to outward as well as inward investments. In order to provide a conducive context for the latter objective, the ITPO Bahrain has initiated an Enterprise Development and Investment Promotion (EDIP) Programme, encompassing components of business skills development, counseling and technology tie-up, financial linkages and incubation and growth programmes, currently operating in 52 countries.

## **ITPO Mandate and objectives**

Article I of the Agreement between UNIDO and the Government of Bahrain (signed in November 1995; see Annex D), stipulates that the purpose of the Agreement is to establish a UNIDO Investment Promotion Service Office (IPSO) in Bahrain “in accordance with the objectives, recommendations and guidelines established by UNIDO’s policy making organs for such offices.” Article I also empowers the Office to “promote industrial investment to other developing countries and countries with economies in transition, as well as industrial investment from abroad to the host country.” The Terms of Reference (TOR) of the Office specify the objectives as follows: The Office “...shall promote the mobilization of investment resources (finance, technology,

know-how, market access, managerial support, etc.) from abroad to Bahrain, as well as from Bahrain to other developing countries and countries with economies in transition.” The ITPO’s terms of reference also outline the functions, activities, operational methodologies and administrative arrangements annexed to the Agreement.

**1.1. Evaluation objectives and scope**

The purpose of this independent evaluation of the ITPO Bahrain was to enable the Government of Bahrain and UNIDO to have up-to-date information on:

- the relevance of the ITPO and of the activities and programmes promoted
- the efficiency of implementation: quantity, quality, cost and utilization of resources, timeliness of UNIDO/ITPO inputs and activities, and ITPO management and coordination, in Bahrain and from UNIDO Headquarters
- the outputs produced and objectiveness achieved, as compared to those planned
- the impact and sustainability of results and benefits

The evaluation has focused on the activities carried out and the results achieved by the ITPO. The Terms of Reference of the evaluation is found in Annex B: Terms of reference.

The evaluation team was composed of Ms. Adot Killmeyer-Oleche, Senior Evaluation Officer of UNIDO Independent Evaluation Division, Mr. Demosthenes Doumenis, International Evaluator and Mr. Abdhul Rahman al-Awadhi, national consultant representing the Ministry of Finance. The evaluation was carried out between February and May 2019, with fieldwork in Sudan (2-4 of March 2019), Bahrain (5-8 of March 2019) and Morocco (19-22 of March 2019).

**Table 2: Tentative timelines**

<b>Timelines</b>	<b>Tasks</b>
10-25 February 2019	Review of project documents
28 February to 1 March 2019	Briefing with UNIDO project manager and meetings with UNIDO key staff in Vienna
2-4 March 2019	Field visit to Sudan
5-7 March 2019	Field visit to Bahrain
8-18 March 2019	Desk work
19-22 March 2019	Field visit to Morocco
25-27 March 2019	Debriefing in Vienna
30 April 2019	Preparation of first draft evaluation report
1 May - 15 May 2019	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholders
31 May 2019	Final evaluation report

**1.2. The economic context**

**The economic context of Bahrain**

The Kingdom of Bahrain consists of a series of islands in the Arabian Gulf. It has been a trading nation for centuries and has today a well-developed financial sector. Bahrain has to cope with shortages of both surface and underground water but it was the first country in the Gulf to discover crude oil in the 1930's. GDP is still dominated by oil revenues and the Bahraini economy

has been diversifying in recent years, also becoming a very popular tourist destination. Despite its small size, Bahrain is a relatively free economy compared to the rest of the region. The Formula 1 Grand Prix has also put Bahrain (which is the third smallest country in Asia and almost 13000 times smaller than the US) on the global map.



Figure 1: Map of Bahrain

The Bahraini dinar has been consistently ranked as the second most powerful currency in the world, with an exchange rate pegged to the US dollar for the last 14 years at 1 BHD = 2.65 USD. Interestingly, Bahrain's population is 1,234,571 (c. 2010), including 666,172 non-nationals showing the ease of attracting foreign businesses. Bahrain had the first post-oil economy in the Persian Gulf. Since the late 20th century, Bahrain has invested in the banking and tourism sectors. Many large financial institutions have a presence in Manama, the country's capital.

It has a high Human Development Index and is recognized by the World Bank as a high-income economy. Bahrain is a member of the United Nations, Non-Aligned Movement, Arab League, Organization of Islamic Cooperation and the Gulf Cooperation Council.

**The economic context of Sudan**



Figure 2: Map of Sudan

Sudan with a total area of 1,861,484 square kilometers (or one fifth the area of the US), making it the third-largest country in Africa. Agricultural production remains dominant as it employs 80% of the work force and contributes a third of GDP. The lack of basic infrastructure in large areas, and a reliance by much of the population on subsistence agriculture ensure much of the population will remain at or below the poverty line for years despite rapid rises in average per capital income. Most of Sudan's oil reserves are located in the South and in the Republic of South Sudan. How oil revenues are split between the two countries is a matter of dispute, but in any case, they are expected to halve by 2020 if new finds are not made according to the International Monetary Fund.

Hence, the need for a diversified economy and interventions such as those made through EDIP training and structural reforms are more than welcome by the Government of Sudan.

### The economic context of Morocco

The Kingdom of Morocco with an area of 710,850 square kilometers (or roughly 1/14 the size of the US). Morocco's economy is relatively liberal, governed by the laws of supply and demand. Since 1993, the country has followed a policy of privatization of certain economic sectors, which



were formerly in the hands of the government. Morocco is now a major player in African economic affairs, and is the fifth African economy by GDP (PPP). Morocco was ranked as the first African country by the Economist Intelligence Unit's quality-of-life index, ahead of South Africa.

However, in the years since then, Morocco has slipped into fourth place behind Egypt.

Figure 3: Map of Morocco

## 1.3. Overview of the Project

### Brief history of the Investment Promotion at UNIDO

Investment and technology promotion has been an integral part of UNIDO services from the very beginning but its concept has changed several times. At the General Conference in Yaoundé (1993) “international cooperation in industrial investment and technology” became one of the five development objectives of the Organization. At the time, the Investment Promotion Service (IPS) offices were one of the instruments to support the achievement of the objective. The other instruments were investment forums, technology transfer meetings (TECHMARTs), training workshops on investment project formulation and appraisal and on transfer of technology as well as institution building projects to strengthen investment promotion agencies (IPAs) and investment-oriented policy bodies in developing countries. Software packages (PROSPIN, COMFAR, DIPP) were developed to support services in this field and other methodological tools were made available in hard copies (Manual for the Preparation of Feasibility Studies, plant profiles published in several volumes on “How to Start Manufacturing Industries”, Model Forms of Transfer of Technology Contracts, etc.)

In order to distinguish the IPS offices from other investment promotion agencies and in order to avoid duplication and create value-added, UNIDO aimed at going beyond matchmaking and at providing advice and assistance to the negotiating partners, making use of the professional competence of the organization and of the above software tools developed for this purpose. The other distinguishing feature was the “UNIDO quality stamp” approach applied to the promoted projects: the standard format for the Industrial Investment Project Profile (IIPP) required very detailed information about a project in order to allow for a preliminary financial evaluation. In

order to produce such profiles (particularly for investment forums) external experts were often used.

The UNIDO 1997 Business Plan reoriented UNIDO’s activities from supporting individual companies to institutional capacity building and policy advice. Special emphasis was laid on support to the Least Developed Countries (LDCs) and particularly those in Africa. The preparation of project-specific feasibility studies was discontinued and from the software tools only COMFAR survived, more or less as an isolated reminder of the once extensive toolbox. New tools were developed such as BEST, FIT and PHAROS, but these were primarily suitable for economic analysis of existing companies, though in principle applicable also in the case of project extensions. However, in practical terms their use in investment promotion has been minimal, if any. The integration of investment and technology promotion within UNIDO resulted in the renaming of IPSs into ITPOs.

### The UNIDO ITPO Network

Currently, there are 9 Investment and Technology Promotion Offices (namely Beijing, Shanghai, Bahrain, Bonn, Italy, Japan, Nigeria, Republic of Korea, Russian Federation) that form part of the UNIDO ITPO Network. The first ITPOs were established in the early 1980s. Since that time, as UNIDO and member countries’ priorities evolved, some ITPOs were closed (for example in Switzerland, France, Poland and Greece) and some new ones were opened, (such as Nigeria and Germany) to arrive at the current scope of the Network.



Figure 4: Global ITPO Network

The ITPOs were established on the basis of Agreements between UNIDO and the Governments of the host countries and are funded through Government contributions, to the Industrial Development Fund (IDF) or through Trust Fund (TF) agreements. Currently the work done by these offices has been handled by the UNIDO Investment promotion Division and the facilitation by Artificial Intelligence and Blockchain-based technologies to allow distributed and highly accessible solutions in investment promotion a on the rise. In many cases, ITPO staff members are recruited by UNIDO and the majority have been nationals of host Governments.

The management of the ITPO Network is the responsibility of the ITPO Coordination Unit (ICU), which unit is presently made up of one professional (the ITPO Coordinator) and four staff members. As more and more countries express interest in establishing ITPO Offices (e.g. Hungary, Poland), the ICU will need reinforcement.

The ET noted some criticism that ITPOs make several interventions without properly informing the local UNIDO Office (where applicable) or Headquarters and the ET noted that communication is often lacking between ITPOs and HQs. ITPOs have tended to communicate directly with multiple recipients at UNIDO HQ. To remedy this, the ITPO Coordination Unit is now the centralized point of contact for all ITPOs, with the result that problem solving has improved dramatically.

ITPOs often play a double role, especially in countries such as Bahrain where a UNIDO Office is not present. The new strategy for the ITPO Network aims to convert ITPO Offices into “global hubs”

with specific areas of expertise. In this scheme, ITPO Bahrain will become the hub for SMEs & Startups for entrepreneurship development. In this respect, tools developed or used by specific ITPOs, such as the Virtual Innovation and Entrepreneurship Hub (in [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org)) developed jointly with Intel Corporation in the US will be made accessible to the ITPO Network Offices.

ITPO Bahrain is very well connected in the Kingdom and the region, as repeatedly evidence in interviews and it was evident by the respect and admiration that their work enjoys by all stakeholders. The main counterpart organizations with whom ITPO Bahrain collaborates are:

- The Supreme Council for Women
- The Supreme Council for the Environment
- The Ministry of Finance and National Economy
- The United Nations Regional Coordinator
- The Bahrain Businesswomen Society
- The advisor to HM the King for economic affairs
- The Bahrain Business Incubator Centre
- The Shura Council
- The Ministry of Industry, Commerce & Industry
- The Arabian Gulf University
- The University of Bahrain

### **Location and staffing**

The Office has been recently relocated to a central location in the capital city of Manama very close to the sea. The area has been reclaimed and used to be sea. It is on the 23rd floor of the west tower of the Bahrain Financial Harbour, centrally located in the capital city of Manama and also housing a number of multinationals, banks etc.



Figure 5: Bahrain Financial Harbour

The Office is well equipped and spacious, encompassing training rooms for meetings and training events, as generous office space for staff. In order to cope with the increasing scope of activities, the number of staff has been increasing. At the time of the evaluation, the ITPO Bahrain was headed by an international expert and employed, in addition, four national professional staff members and three administrative support staff. Two core staff members were recruited, an IT expert and a Marketing expert. All the members of the staff have excellent professional backgrounds and are well qualified for the tasks entrusted to them.

After interviewing the staff members, we had the impression that they all genuinely loved their job and learnt a lot while the ITPO. Almost half of the total team has been with the Office for 10 years or more, despite the fact that they could find employment elsewhere in the region for much higher salaries, but not with the same job satisfaction and the sense of belonging and personal development that they enjoy at ITPO Bahrain. However, former members of staff that did leave the office, found very senior positions in financial institutions.

Ultimately, all ITPO Bahrain interventions target the UN Sustainable Development Goals and each event is identified as promoting one or several such SDGs.

Event	Dates	Country	SDG	UN Partner
1 Schools Entrepreneurship and Innovation Olympics	Feb to June	Bahrain	4 and 9	
2 International Brands & Franchise Expo	Feb. 11 to 13	Bahrain	9	
3 2nd Arab African Conference and Exhibition for Businesswomen	Feb 13 & 14	Morocco	5 and 9	
4 International Conference on the Fourth Industrial Revolution	Feb 19 to 21	Bahrain	9	
5 Green Innovate Competition (MENA Region)	March 11th	Bahrain/Kenya	6, 9, 11, 12, 13, 14 and 15	UN Environment
6 Global Entrepreneurship Congress	April 15 to 18	Bahrain	17 SDGs	
7 Bahrain Week in Matera European Capital of Culture 2019	June	Matera	5 and 9	
8 3rd International Youth Innovation Conference	Aug	Shenzhen, China	9	
9 World Entrepreneurs Investment Forum	Nov	Bahrain	5 and 9	United Nations
10 Arab Investors Summit	Nov	Bahrain	9	
11 2 <sup>nd</sup> International Conference for Education, Entrepreneurship and Innovation	Nov	Bahrain	4, 8 and 9	

Figure 6: ITPO events planned in 2019 and associated SDGs

### 1.4. Evaluation methodology

The evaluation used Theory of Change (ToC) approach to assess the project’s contributions to the conditions leading to the desired behavioral and technological transformations. As the project document does not contain a Theory of Change, the evaluation team has re-constructed the project Theory of Change (ToC) on the basis of the information in the Project Document and data from interviews with representatives of a number of stakeholders, most notably the Ministry of Finance who were involved in the project design.

### 1.5. Theory of Change

The ToC presents the project results map which is the sequence of intended project results that would directly contribute to the project objectives. It also presents the assumptions related to achievement of each project result. While the Project Document identifies four project components, the evaluation team has identified more interrelated chains of results.

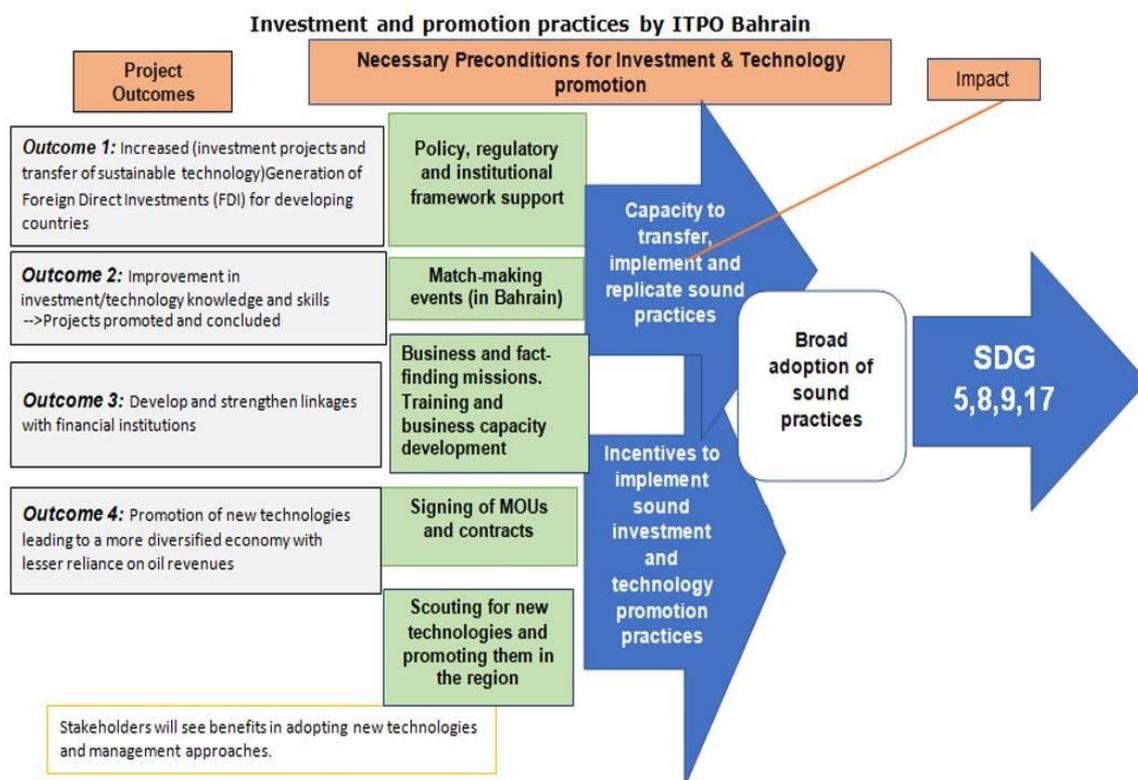


Figure 7: Theory of change for ITPO Bahrain

The ITPO office in Bahrain strives to achieve the above four outcomes. In doing so, it provides feedback to governments to modernize their legislation, organizes events where interested parties can meet and create synergies. The team travels extensively to be at the forefront of technological advances and match requests and offerings on a global scale and last but not least provide a unified environment where an ecosystem of financial institutions, academic institutions, entrepreneurs, business associations, NGOs etc. can all work together to achieve these 4 outcomes under the Sustainable Development Goals of the United Nations as well as the priorities of the local governments.

Prior to the field missions to Sudan, Bahrain and Morocco, a number of UNIDO staff members, who were associated with the work of the ITPO Bahrain, were interviewed at UNIDO HQ. While in Sudan, Bahrain and Morocco, the evaluation team interviewed a number of stakeholders; ITPO staff members, Government representatives, representatives of a number of investment and technology promotion or FDI-related organizations, financial institutions and a large number of beneficiary companies and entrepreneurs. Meetings were held also with the counterpart institutions, the Ministry of Finance and the Ministry of Industry, Commerce and Tourism. During the field missions, the evaluation team was able to directly observe the staff of the ITPO Bahrain in their day-to-day activities, even during the weekend on one occasion and witnessed presentations by EDIP graduates and entrepreneurs. The full list of persons consulted can be found in Annex C: List of persons met. The evaluation team also “visited” the AICEI and e-entrepreneurs.org (EDIP Virtual Innovation and Entrepreneurship Hub) web pages.

A questionnaire targeted at ITPO client Companies was launched. The survey recipients were selected by ITPO Bahrain, ensuring the largest possible sample space for which up-to-date contact details were available. The questionnaire was implemented through an on-line tool (Google Forms) administered by the evaluators themselves, ensuring full anonymity for the respondents. Questions and relevant results from the survey are provided in Annex E. The evaluation team

also “visited” the ITPO Virtual Innovation and Entrepreneurship Hub portal ([www.e-entrepreneurs.org](http://www.e-entrepreneurs.org)).

While maintaining independence, the evaluation was carried out based on a participatory approach, which sought the views and assessments of all parties. Preliminary findings were presented at UNIDO Headquarters on the 25th of March 2019. Major stakeholders were given the possibility to comment on the findings and conclusions of the draft evaluation report. Feedback obtained from this meeting was incorporated in the final report.

## **1.6. Limitations of the Evaluation**

As ITPO Bahrain through the EDIP program is active in over 52 countries with new ones are being added all the time, ideally the ET should have visited all these countries for a global view of the local circumstances and how EDIP is impacting the local communities. However, this was impossible both in terms of allocated budget and time limitations, and the following countries were selected Bahrain, Morocco and Sudan.

## **2. Project’s contribution to development results - effectiveness and impact**

### **2.1. Development results**

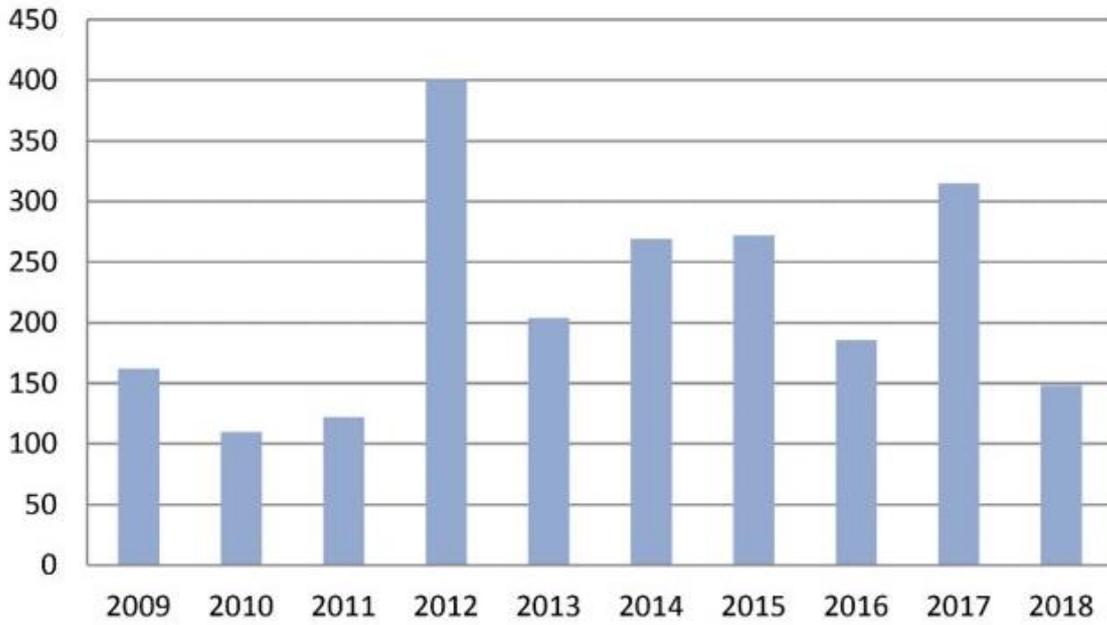
The ITPO adopted a small enterprise development approach that addresses all key dimensions of the business environment, recognizing that many of the constraints faced by small and new businesses come from inadequate business support services. The TOC identified four key outcomes to determine priority support services for development, to provide effective long-term support to business growth, namely:

- a) Increased (investment projects and transfer of sustainable technology) generation of FDI for developing countries;
- b) Improvement in investment/technology knowledge and skills, leading to increased number of projects promoted and concluded
- c) Develop and strengthen linkages with financial institutions
- d) Promotion of new technologies leading to a more diversified economy with lesser reliance on oil revenues.

### **Overall effectiveness**

The Office has achieved its effectiveness objectives, namely generating over USD600m in potential investments (for a USD4.2m budget), promoting government priorities and helping in a diversified Bahraini economy that does not rely heavily on oil. A large number of women entrepreneurs were empowered and that was also evident in the publication “Those who Inspire” published under the patronage of H.E. Sheikh Hisham Bin Abdulrahman Al Khalifa The Governor of the Capital Governorate where out of 51 Bahraini success stories, 6 were directly related to ITPO Bahrain as EDIP graduates and also have been interviewed by the evaluation team. It is worth nothing that even the head of ITPO Bahrain was featured in this publication.

### Estimated Investment



### Cooperation Sought 2018

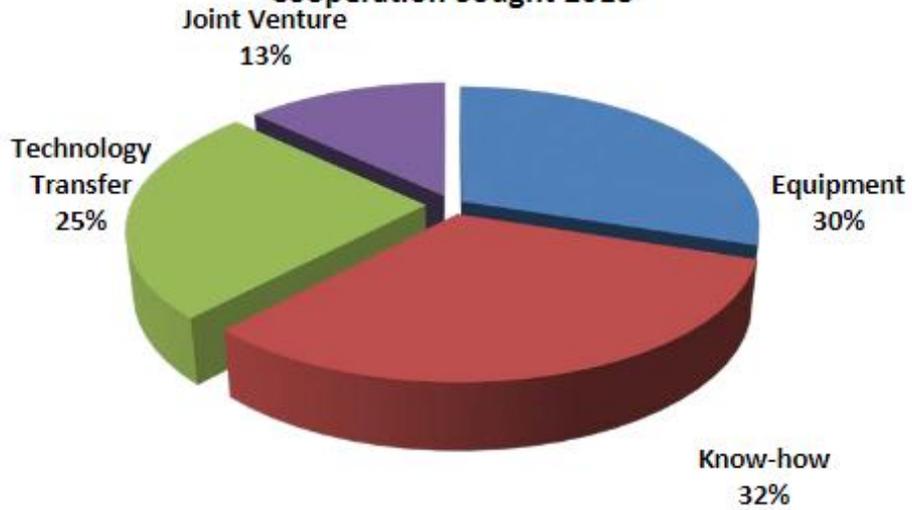


Table 3: Projects Promoted, Concluded, Jobs & Investments (2016-2018) and types of cooperation sought (2018)

These investments span a large number of countries as detailed in ITPO Bahrain Annual reports with Egypt, Nigeria, Saudi Arabia to name but a few.

	Promoted			Concluded								
	Foreign	Domestic	Total	Foreign			Domestic			Total		
				Concluded	Jobs	Investments	Concluded	Jobs	Investments	Concluded	Jobs	Investments
2016	362	1,264	1,626	51	221	37,000,000	284	1502	149,000,000	335	1723	186,000,000
2017	943	941	1,884	164	450	172,200,000	236	1000	142,800,000	400	1450	315,000,000
2018	118	832	950	95	712	52,000,000	361	1700	95,800,000	4unified	2412	147,800,000
Total	1,423	3,037	4,460	310	1383	261,200,000	881	4202	387,600,000	1191	5585	648,800,000

Source: ITPO Bahrain internal statistics

Respondents of the questionnaire sent by the ET concluded that they benefitted from ITPO services and they are active in a number of lines of business as shown below:

## What is your primary line of business

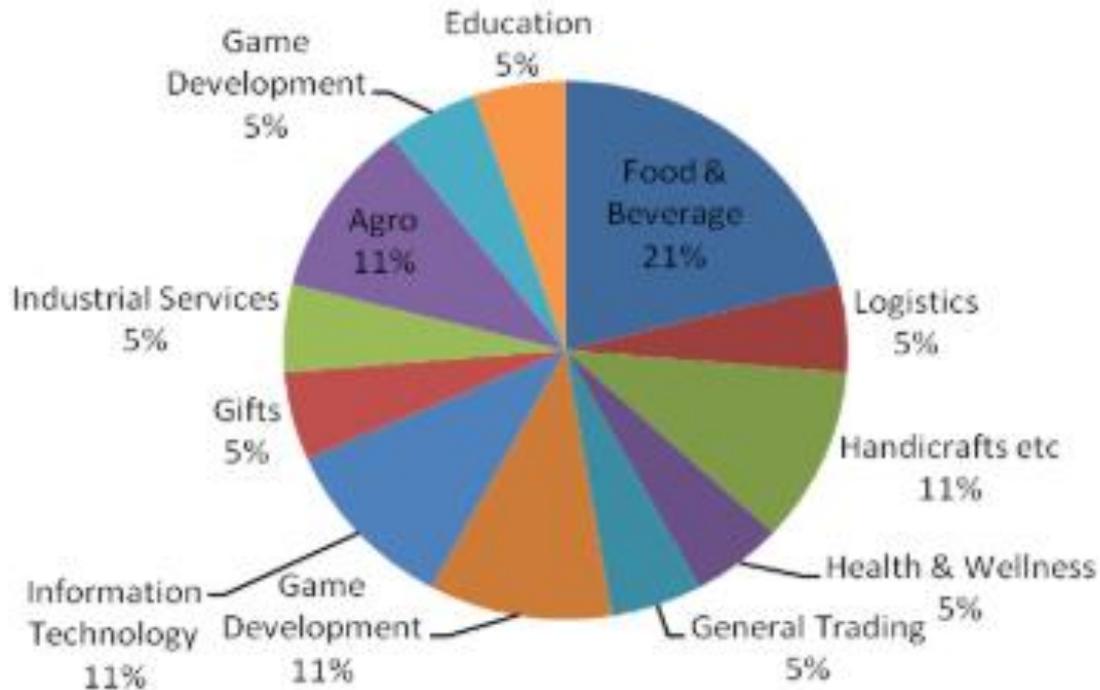


Figure 8: ITPO companies' line of business questionnaire responses

### Investment promotion

#### The Enterprise Development and Investment Promotion Programme (EDIP)

The Enterprise Development and Investment Promotion Programme (EDIP) is an innovative approach that is applied by the ITPO Bahrain to investment promotion and can be seen as a response to existing conditions of scarcity of local entrepreneurs and the absence of cohesive entrepreneurial support services. The EDIP programme has two main components: Enterprise Creation and Enterprise Growth. A third component aims to develop institutional capacity, at national level, to handle these two elements as well as to build up strong networks to ensure the programme's long-term sustainability.

The approach rests on the assumption that the promotion of foreign (and domestic) investment requires an entrepreneurial base in the country and that investment by local enterprises generates not only direct development impact but also indirectly, supports the inflow of foreign investment. Under this concept, any investment, be it local or foreign, is considered to be equally important for the development of the country. The rationale behind EDIP is that the success of FDI promotion efforts is influenced by the availability of qualified local entrepreneurs/investors backing the investment project. This is a significant contribution of the ITPO Bahrain to the ongoing debate on the concept of investment promotion.

## **The Arab Regional Center for Entrepreneurship and Investment Training (ARCEIT)**

ARCEIT was designed “...under the banner of South-South Cooperation through the joint efforts of UNIDO, the Bahraini Government and the Inter Regional Centre for Entrepreneurship and Investment Training (IRC) – Government of India”. It was established in 2001, in cooperation with the Ministry of Finance, the Ministry of Industry and Commerce and the Bahrain Development Bank. According to the ITPO Bahrain Annual reports, ARCEIT “... functions with an objective of strengthening indigenous capacities, of selected countries in the Arab, Asian and African regions, in the areas of promoting domestic investments and facilitating foreign direct investments...The activities of ARCEIT are closely coordinated by the ITPO Bahrain and UNIDO Headquarters...” ARCEIT is hosted at the ITPO Bahrain Office.

ITPO Bahrain has fulfilled one of the main recommendations set forth by the ITPO Bahrain 2008 Evaluation: to institutionalize ARCEIT as an international Center which was based on the global outreach of EDIP worldwide. Accordingly, after consulting with HQ and having received their agreements, ITPO Bahrain approached the Bahraini Government who also approved. Hence; on February 28th 2013 and under the patronage of HE Shaikh Khalid bin Ahmed Al Khalifa, the Minister of Foreign Affairs and in the presence of former UNIDO Director General Mr. Kandeh Yumkella, ARCEIT was officially inaugurated as the Arab International Center for Entrepreneurship & Investment (AICEI).

## **Mainstreaming**

The Bahrain ITPO Office has developed a unified approach to counselling (see Figure 16: Unified EDIP approach to counselling) where a number of actors are involved, especially in countries with limited entrepreneurship tradition. Setting up the ecosystem where incubators, financial institutions, universities, NGOs etc. are working hand-in-hand to ensure that these interventions are creating an impact and are sustainable. The following institutions provide some examples of the key actors in the ecosystem.

## **The Bahrain Business Incubator Centre**



The BBIC is a notable example of such an institution, which was set up with the help of the ITPO to help young entrepreneurs incorporate and grow in Bahrain and within the region. The BBIC Chairman and Managing Director, Mr. Hesham Mohammed Al Khalifa, was working at the Ministry of Industry when he was introduced to UNIDO who brought trainers from Jordan. Together, they organized training

Figure 9: The Bahrain Business Incubator Centre

sessions in Italy, Japan and Korea utilizing the ITPO network to its full potential. In the 90's, the youth population was not willing to start their own businesses and the banks were reluctant to give loans. However, with hard work and perseverance, this has changed and more and more small companies incorporate in Bahrain, some of which the ET has visited in the BBIC premises and during interviews at the ITPO Office.

In 2016, young entrepreneurs became the majority in the country. The BBIC and UNIDO organized many events in schools and their success rate reached an impressive 73%, where internationally this is roughly at 10%. The BBIC was initiated by ITPO Bahrain and the Bahrain Development Bank and was officially launched in 2003 as a key component of the "Bahrain model" and now nationals can incorporate in Bahrain from the age of 18 (down from 21 a few years ago, due to lobbying and excellent networking connections between the ITPO and key government decision-makers).

The Bahrain Model or the UNIDO Model is efficient in its integrated approach to enterprise development and investment promotion and EDIP has been very successful in generating successful entrepreneurs and successful businesses. The model is currently considered an official programme of the Investment and Technology Division of UNIDO and being promoted in various parts of the world. External consultants deliver the majority of the EDIP training, taking place in Bahrain. This means that ITPO staff work on more value-added related, catalytic or quality control activities, thus ensuring a high level of cost-effectiveness.

**Replication and Scaling-up**

The valuable lessons learned in Bahrain after over 20 years of experience, have been replicated in a number of countries, currently 52 and one can see some of them in the figure below. The assistance by local governments is crucial in setting up an EDIP program and they are the ones who often request this (e.g. see Annex G: Letters from Mauritania and Afghanistan for the establishment of an EDIP Centre). Academic institutions are also playing a key role in the training of students to become entrepreneurs, creating a paradigm shift and educating people in setting up their own enterprises and providing jobs themselves instead of dreaming for a job in the public sector.



Figure 10: Some countries with active EDIP programs

## **The Bahrain Ministry of Industry, Commerce and Tourism**

The MICT is a key partner of ITPO Bahrain where they have cooperated for a number of years promoting entrepreneurship, not only for Bahrainis, but for expatriates too, building capacity for the BBIC. A number of Ministry Officials participated in study-tours to Italy, Greece, India, South Korea and Japan. An expert from Turkey's KOSGEB was hosted in Bahrain for six months to provide training to Ministry employees into providing incubation and business centre services. The exact model was replicated in Saudi Arabia.

They now have all the best practices in place, supporting 80,000 companies, 98% of which are startups with only a staff of six! ITPO has co-organized "Invest in Bahrain" with the Ministry and has collaborated with EDB to attract FDI to the country. ITPO also promotes, through the UNIDO network, MICT projects abroad. Similar collaboration takes place together with the Ministry of Social Security and Development, the Ministry of Industry & Trade and the National Authority of Investment, all of whom are very keen to embrace the EDIP program and work alongside ITPO Bahrain experts and local contacts, even providing office space within their institutions.

## **Academic Institutions**

The ET has also visited the Arabian Gulf University (AGU) as well as the University of Bahrain (UoB).

### **The Arabian Gulf University (Bahrain)**

The AGU has been working with the ITPO for their PhD program in the last 3 years and one PhD candidate is supervised by the ITPO head, while they also provide a 2-week program for PhD students. The partnership with UNIDO is a strategic one and dates back to the early 90's when it helped set up their curriculum. The AGU provides the only PhD program in innovation management in the Gulf region with students coming from Kuwait, Saudi Arabia, and Bahrain etc. where tomorrow's decision makers are being taught. An impressive 80% of students are women and through linkages with industry they research real problems, providing innovative solutions.

### **The University of Bahrain**

The UoB, is very active in green energy technologies and recently they have launched a PhD program for all 17 SDGs, running in 10 colleges. The UoB is also very strong in new technologies such as cyber security and big data in cooperation with Google. It has also been the first University in the Arab region to issue certificates employing blockchain for students. The ITPO is very active in all these activities and will be more so in the new engineering campus that the UoB has secured from the government.

### **University Hassan II (Morocco)**

ITPO Bahrain has established an MSc program in entrepreneurship which was also linked to the Centre for Very Small Solidarity Businesses "CTPES". Students could develop vital entrepreneurial skills and either become trainers themselves or apply these skills to their own startups hosted at the CTPES.

### **University of Khartoum (Sudan)**

In the UoK (established in 1902, with an Engineering school since 1932), a number of initiatives are being undertaken e.g. the establishment of the Technopole which is a technology-based incubator where students develop business skills to take their ideas to the next level. The ET has

discussed with a number of students and has seen them pitch their ideas and business development vision.

### **Sudan University of Science & Technology**

The SUST is becoming the focal point in the League of African Universities funded by BADEA on innovation and entrepreneurship. This initiative will be formally launched in November 2019 during WEIF and SUST will lead it, doing a lot of work in rural areas. University faculty members started an accelerator with UNIDO and experts from Turkey and all this expertise will allow them to set-up centres around rural areas of Sudan.

To avoid replication and use resources more efficiently, SUST will map the expertise of different African Universities while there are very good links with another 50 Sudanese Universities through the EDIP Training of Trainers programme. Currently there are 37 public and 100 private Universities who benefitted from the EDIP programme. UNIDO was also very helpful in bringing experts either from Bahrain or headquarters to train the locals allowing for a sustainable intervention.

It became clear that this unified approach in all countries visited, linking financial institutions (e.g. Bank of Khartoum, Family Bank, Arab Bank for Economic Development in Africa) with Universities (UoK, Incubators, experts and government (e.g. Ministry of Industry & Trade, National Authority of Investment) are pre-requisites to lay the ground of establishing an ecosystem before investments start to flow.

## **2.2. Project's quality and performance**

### **The Agreement and Work Programmes**

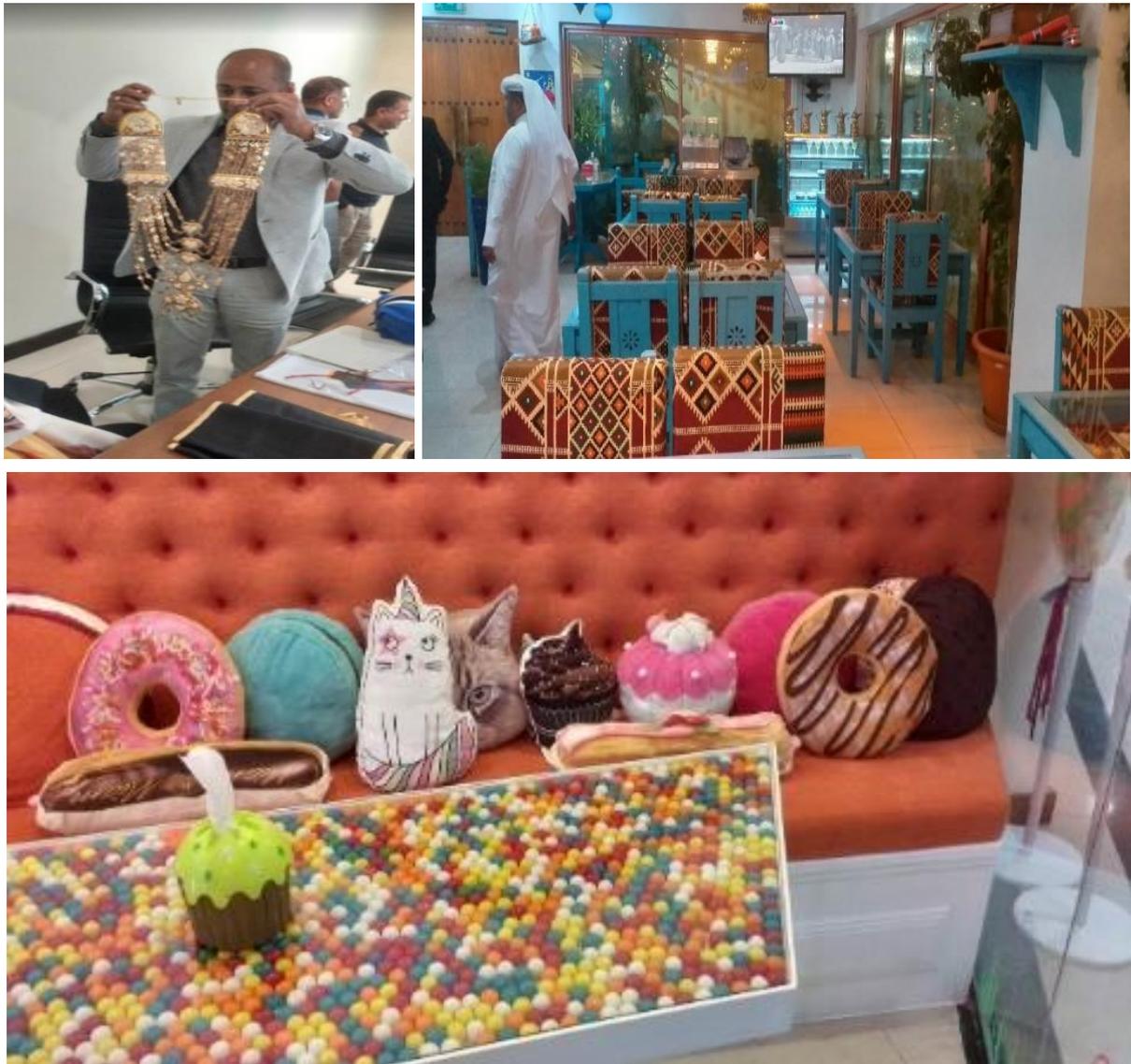
The ITPO Bahrain Project Document is mainly used for internal purposes and does not govern the relationship between the ITPO and the Bahraini Government. Thus, the only legally binding document between UNIDO and the Government of Bahrain is the Agreement signed in 1995, (see Annex D: Agreement between the Government of the State of Bahrain and ) including its Annex consisting of the Terms of Reference of the Office.

The functions and activities outlined in the Terms of Reference were derived from the, in 1995, valid Resolution GC.3/Res.19, approved by the General Conference of UNIDO in November 1989.

As explained in the Context Chapter, the most recent policy document on ITPOs is the “Guidelines for the Functioning of the Investment and Technology Promotion Offices”, approved by Decision 18, by the General Conference in 2003. While the Agreement provides for the possibility of amendments, no use has been made of this provision, in terms of updating the Terms of Reference. In reality, the functioning of the Office is guided by the annual Work Programmes. These annual Work Programmes have formed the basis for Government approvals and the contractual relationship between UNIDO and the Government during the period of review.

## Relevance

### Relevance to Bahrain



ITPO Bahrain has a very high reputation within all stakeholders that the ET has met and in particular with the Bahraini Ministry of Finance and National Economy. The Office's interventions are well in line with the Government's Vision 2030 (with key sectors being, logistics, financial services, tourism, downstream industries and aluminum, services such as health & wellness and education) to enhance their strategy towards sustainable economic growth, diversifying the economy and reduce its reliance from oil revenues. Thus, the promotion of inward investment and new technologies fit well into this roadmap. Also, outward investments are relevant because they mobilize Bahraini funds and the region to find investment opportunities abroad. Here is where the EDIP provides many of the necessary “system services” for such investment opportunities.

The fact that Bahrain is a financial center, in the Middle East region, is also a valid reason for hosting an ITPO and the success of ITPO Bahrain is a good success story for UNIDO in convincing member countries in establishing an ITPO themselves. In the last 3 years ITPO Bahrain with a budget of a little over USD4m generated potential investments of over USD600m. Furthermore,

ITPO Bahrain's interventions are in line with UNIDO priorities and the latest United Nations Sustainable Development Goals.

### Relevance to Sudan



The Office is also very well connected in Sudan and in close cooperation with the UNIDO Country Representative, the ministries of Industry and Trade, the National Authority of Investment, Sudan University of Science & Technology and the University of Khartoum, the Arab Bank for Economic Development in Africa etc. (see Annex C for a full list). It has already created a sizeable ecosystem involving the Universities, entrepreneurs, banks

(such as Family Bank and Arab Bank for Economic Development in Africa). A number of entrepreneurs starting from the universities have matured and have secured funding from the banks. As the ecosystem matures and Sudan creates more synergies with the GCC region and the francophone regions in Africa through Morocco, more entrepreneurs will expand to these parts of the world through local partners, and franchisees. Sudan has been undergoing major political changes through the course of the evaluation with a subsequent change of government. The ITPO interventions are even more relevant as thousands of young employable people are demanding political change and jobs. The aim is to support the startup ecosystem and entrepreneurship activities to generate new job opportunities.

### Relevance to Morocco



The field visit to Morocco was a revelation where all seemingly unrelated interactions suddenly "clicked" as parts of an enormous jigsaw puzzle relating a number of interactions acted in a complementary fashion setting up a complete ecosystem involving academia, financial institutions, NGO, business associations, accelerators etc.

Figure 11: EDIP University training session in Hassan II University Casablanca (MSc in Entrepreneurship)



The **Centre for Very Small Solidarity Businesses “CTPES”** operates under the Mohammed V Foundation Solidarity. The Center’s mission is to provide dissemination services of the entrepreneurial spirit and support services for the young holders of business project ideas in precarious situation who wish to realize their entrepreneurial dream.



The Mohammed V Foundation was established and inaugurated by The King of Morocco Mohammed VI in 1999 when he was prince. The foundation was recognized as a public utility entity under a Decree issued on July 1999. It also operates the Solidarity Market where small producers can sell their goods (from olive and argan oil to carpets and cosmetics) at very competitive prices, cutting down the middle man.

Figure 12: Foundation Mohammed V Solidarity Market

ITPO Bahrain has helped the CTPES Centre scale up from a small local program to a big global program. Already, they are planning to expand in the city of Fez in 2019 and Oujda the following year. These new centres will provide increased capacity and will also absorb the new trainers that are now graduating (currently on the 3rd year). The Centre has adopted all the best practices of ITPO in Morocco and plans to expand in the rest of Africa, starting from the French-speaking countries. A new ecosystem has been developed with linkages with banks, NGOs and facilitate the poor producers to have market access.



The Centre also wants to facilitate the exchange of entrepreneurs between Morocco and the Gulf region. Links with experts from Bahrain and Vienna would also be beneficial.

Figure 13: The plaque to commemorate the cooperation and certificates bestowed



Figure 14: Graduation and Certification Ceremony

### **Relevance to UNIDO**

The ITPO Bahrain Office has been training trainers in 52 countries and very recently has been approved to set up EDIP training centers in Mauritania and Afghanistan (see Annex G: Letters from Mauritania and Afghanistan for the establishment of an EDIP Centre). This global outreach of the EDIP program carried out by the Office provides great relevance and visibility for UNIDO as a whole. It might be worth noting that in all the countries that the ET has visited as part of this evaluation process (Sudan, Bahrain and Morocco), whenever we met a security officer in order to enter any building so as to meet someone, mentioning the name UNIDO was sufficient to open any door.

### **Efficiency**

Efficiency is defined as a measure of how economic inputs (funds) are converted into development results. In the view of the Government, the ITPO Bahrain Office is not costly in relation to the results achieved, the services it provides and the large number of implementation activities. Below is the funding summary, showing the resources allocated for the ITPO's program.

### **Funding**

The Agreement signed, in 1995 (Annex D) on the establishment of the UNIDO Investment Promotion Service Office (IPSO) in Bahrain stipulates that "the present Agreement is concluded for an indefinite period...". It also states that "the IPSO shall be funded for renewable periods, each of a two- or three-year duration" and that "any amount of the annual contribution not spent at the end of the first year will be carried forward to be used for covering project expenditures during the following year." The current ITPO Bahrain budget is shown in Table 4 below.

Table 4: ITPO Bahrain Budget

BLs	Description	Year 1	Year 2	Year 3	TOTAL
		USD	USD	USD	USD
<b>Outcome 1: Increased investment projects and transfer of sustainable technology</b>					
<b>Output 1.1: Promotion of investment and technology</b>					
15	Project travel	5,000	5,000	2,500	12,500
17	National experts & admin staff	283,210	298,600	303,310	885,120
35	International Meetings	25,000	15,000	15,000	55,000
51	Miscellaneous	10,000	10,000	10,000	30,000
<b>Sub-Total Output 1.1</b>		<b>323,210</b>	<b>328,600</b>	<b>330,810</b>	<b>982,620</b>
<b>Sub-Total Outcome 1</b>		<b>323,210</b>	<b>328,600</b>	<b>330,810</b>	<b>982,620</b>
<b>Outcome 2: Improvement in investment/technology knowledge and skills</b>					
<b>Output 2.1: Upgraded institutional capacity of relevant public/private-sector institutions</b>					
15	Project travel	5,000	5,000	5,000	15,000
17	National experts & admin staff	178,000	186,000	192,000	556,000
51	Miscellaneous	5,000	5,000	5,000	15,000
<b>Sub-Total Output 2.1</b>		<b>188,000</b>	<b>196,000</b>	<b>202,000</b>	<b>586,000</b>
<b>Output 2.2: Strategic cooperation with UNIDO Headquarters and within the ITPO Network</b>					
11	International experts	10,000	10,000	10,000	30,000
15	Project travel	5,000	5,000	2,500	12,500
16	Staff travel	10,000	10,000	10,000	30,000
17	National experts & admin staff	80,000	82,000	86,000	248,000
51	Miscellaneous	5,000	5,000	5,000	15,000
<b>Sub-Total Output 2.2</b>		<b>110,000</b>	<b>112,000</b>	<b>113,500</b>	<b>335,500</b>

BLs	Description	Year 1	Year 2	Year 3	TOTAL
		USD	USD	USD	USD
<b>Sub-Total Outcome 2</b>		<b>298,000</b>	<b>308,000</b>	<b>315,500</b>	<b>921,500</b>
<b>Outcome 3: Project Management, M&amp;E</b>					
<b>Output 3.1: Project Management, Monitoring and Self-evaluation</b>					
11	International experts	254,000	268,000	268,000	790,000
15	Project travel	5,000	5,000	5,000	15,000
17	National experts & admin staff	205,000	215,000	217,000	637,000
43	Premises	100,000	100,000	100,000	300,000
45	Equipment	42,000	2,000	2,000	46,000
51	Miscellaneous	40,000	40,000	40,000	120,000
<b>Sub-Total Output 3.1</b>		<b>646,000</b>	<b>630,000</b>	<b>632,000</b>	<b>1,908,000</b>
<b>Output 3.2: Independent terminal evaluation</b>					
11	International evaluator			20,000	20,000
15	Project staff travel			5,000	5,000
17	National evaluator(s)			15,000	15,000
<b>Sub-Total Independent Evaluation 3.2</b>				<b>40,000</b>	<b>40,000</b>
<b>Subtotal Outcome 3</b>		<b>646,000</b>	<b>630,000</b>	<b>672,000</b>	<b>1,948,000</b>
<b>TOTAL</b>		<b>1,267,210</b>	<b>1,266,600</b>	<b>1,318,310</b>	<b>3,852,120</b>
<b>Programme Support Cost (10%)</b>		<b>126,721</b>	<b>126,660</b>	<b>131,831</b>	<b>385,212</b>
<b>GRAND TOTAL</b>		<b>1,393,931</b>	<b>1,393,260</b>	<b>1,450,141</b>	<b>4,237,332</b>

### Allotments and expenditures

As the unspent ITPO budget (savings) is transferred to the following year, UNIDO's financial system keeps adjusting the allotments to actual expenditures. The sequence and size of actual allotments and expenditures, for the period 2016-2019, is provided in Table 5 below.

**Table 5: Budget Execution**

<b>Item</b>	<b>EXECUTED BUDGET USD 2017</b>	<b>EXECUTED BUDGET USD 2018</b>	<b>EXPENSES IN USD 2019 (as of 09 APRIL 2019)</b>	<b>Total Expenditure (USD)</b>
<b>Contractual Services</b>	679.06	934.62	-	<b>1,613.68</b>
<b>Equipment</b>	27,904.20	2,647.86	-	<b>30,552.06</b>
<b>Internat. Cons/Staff</b>	213,244.21	219,832.00	80,078.73	<b>513,154.94</b>
<b>Internat. meetings</b>	112,808.23	(1,045.08)	(0.80)	<b>111,762.35</b>
<b>Project staff Travel</b>	61,074.40	100,055.24	22,497.53	<b>183,627.17</b>
<b>Nat. Consult./Staff</b>	496,461.17	638,126.65	223,458.27	<b>1,358,046.09</b>
<b>Other Direct Costs</b>	105,039.88	70,555.49	8,471.35	<b>184,066.72</b>
<b>Premises</b>	67,199.50	90,220.01	90,178.28	<b>247,597.79</b>
<b>Staff Travel</b>	26,572.16	5,166.37	10,607.23	<b>42,345.76</b>
<b>Total (USD)</b>	<b>1,110,982.81</b>	<b>1,126,493.16</b>	<b>435,290.59</b>	<b>2,672,766.56</b>

**Source: UNIDO database as on 09.04.2019**

**NOTE:** Expenses for 2019 only refer to 101 days out of a total of 365. Extrapolating the 435,290.59 total expenses to 365 days gives us 1,573,079.85 which makes the total expenditure equal to 3,810,555.82. The budget excluding the 10% support cost is 3,852,120 so the Office is currently on track.

In fact, this is an Office with a very high level of implementation, that has, during the period of review, initiated many worthwhile activities, disseminated good practices in investment promotion and economic development and provided for the services of many high level international experts. The high degree of efficiency (and impact) in the use of resources is demonstrated in the level of investment generated by the ITPO's activities. To put this into perspective, ITPO Bahrain achieves on average USD200m estimated investments per year, so a 3-year project with budget of USD4.2m returns investments of at least USD600m or 75x.

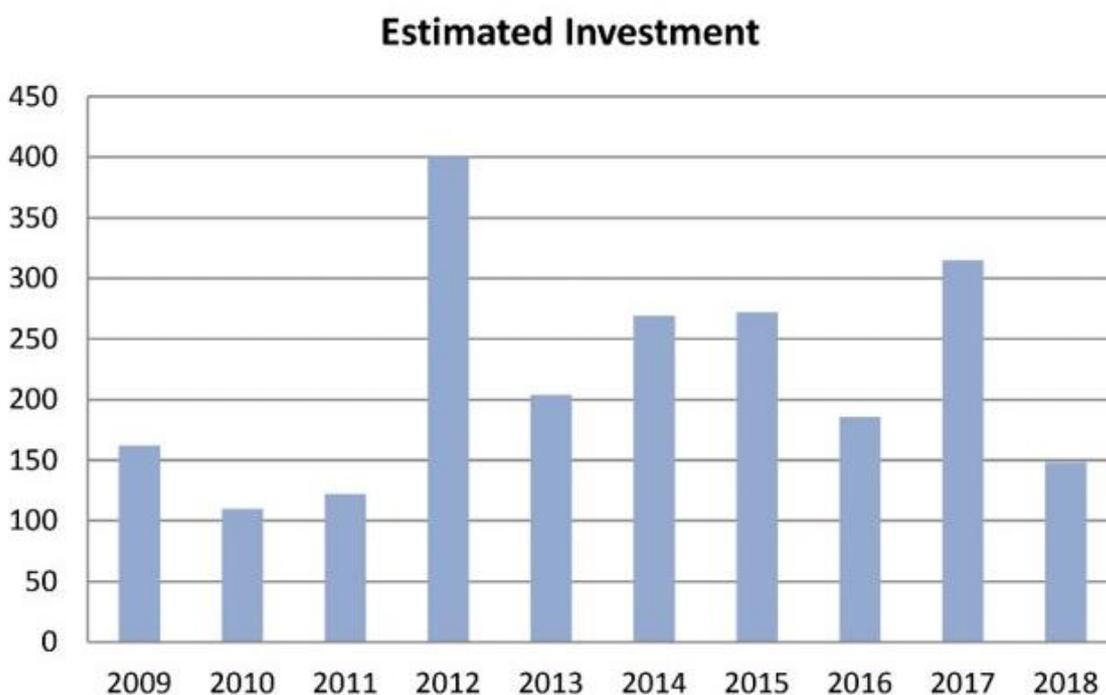


Figure 15: Estimated investment in million USD

As the ITPO network expands and each Office collaborates with more and more offices, not only out of necessity, but as a central strategy from ICU in UNIDO HQ, efficiency increases and cost sharing can be achieved. Each ITPO now invites or jointly organizes events, forums, exhibitions or investment opportunities, sharing the cost and providing more sustainable interventions (e.g. between Bahrain and China).

The evaluation team noted that on top of standard ITPO functions, the Office takes advantage of its strong network with senior government officials and the Royal Court to advise on best practices and often provides feedback for legislative improvements, where it is considered advisable. One such example was the requirement for entrepreneurs to have a minimum capital deposit in order to incorporate in Bahrain. This requirement has since been lifted, because of ITPO Bahrain lobbying to help EDIP graduates.

The Office had also been able to efficiently contribute to UNIDO’s normative function by disseminating knowledge and has provided platforms such as the virtual innovation and entrepreneurship hub for the exchange of knowledge and experience on many issues, often beyond the investment and technology theme but clearly related to UNIDO’s mandate and strategic priorities.

### Sustainability

The ITPO Office in Bahrain is not only making very good use of its available resources (and this was confirmed by the Donor), it also creates a “mushrooming effect” by working or establishing all the necessary players in the ecosystem so that their interactions can be sustained and grow with

time. This is portrayed graphically through the following interactions which lead to a unified approach, referred to by the ITPO Head as “the investment ecosystem” – presented here as “a unified counselling approach” (see Fig. 18 below).

- Link training courses with Universities, Incubators, Accelerators, NGOs, Chambers of Commerce, and financial institutions
- Training of Trainers methodologies
- Newcenters to absorb these new graduates (e.g. Morocco)
- Morocco as hub to access French speaking world and sub-Saharan Africa
- Sudan Universities to pioneer the concepts in the Arab world and provide microfinance through Family Bank.



## A Unified Counselling Approach

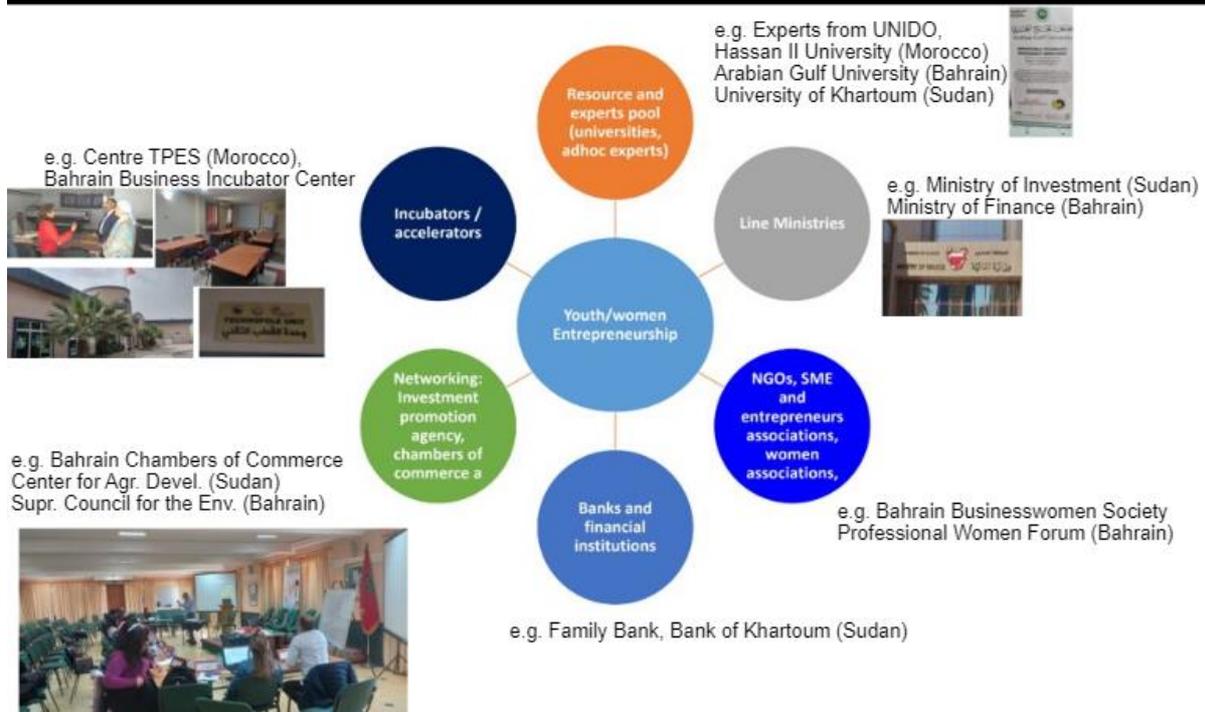


Figure 16: Unified EDIP approach to counselling (the ecosystem)

### Gender mainstreaming

Gender mainstreaming is a key Sustainable Development Goal of the United Nations (SDG5: Gender Equality). It has received a lot of attention from ITPO Bahrain and the government in general. Promoting women entrepreneurs is an integral component of the ITPO Bahrain’s work programme.

In 2017, ITPO Bahrain in cooperation with the UNIDO Capacity Building Institute and the UNIDO Gender Office, organized a special capacity building program entitled “Building Capacities for Gender Equality in Manufacturing”. The program attracted 22 delegates from Africa from 20 countries; namely; Angola, Burkina Faso, Cameroon, Central African Republic, Cote D'Ivoire, Equatorial Guinea, Ethiopia, Gambia, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Seychelles, South Africa and Zimbabwe. In 2019, a second program will be organized targeting women from the Arab Region.

The ET met several women entrepreneurs, including a special invitation to meet the Bahrain Businesswomen's Society and some women entrepreneurs who, as EDIP graduates, have become success stories for the Office and UNIDO. Below are some examples:

### **The Supreme Council for Women**

Her Royal Highness Princess Sabeeka, wife of King Hamad bin Isa Al Khalifa, heads the Supreme Council for Women. It was established on 22 August 2001 and directly reports to His Majesty the King. The ET met with Ms. Deena Rashed Al Khalifa, Director General for Policies and Development. The relationship with UNIDO is twofold, policy advice and technical knowledge. Ms. Al Khalifa stressed the long collaboration between the SCW and UNIDO, which helped them develop their strategy and to run economic empowerment programmes. Together, they organized entrepreneurship workshops. The SCW drafts recommendations and policies relevant to women and prepares the national strategy for women. UNIDO plays a consultative role in SCW's activities and provides an international perspective and best practices. They rely on UNIDO's expertise and the international exposure. The SCW national plan is aligned with national priorities and the SDGs. They consider UNIDO as a "source and an ally" and have new plans on innovation and technology through education to assure sustainability. Ms. Al Khalifa indicated that women graduates constitute 67%, but they are not equally represented in the labour market even though equal pay for equal work is written in the Constitution of Bahrain.

### **Bahrain Businesswomen Society**

Bahrain has a vibrant community of female entrepreneurs and the ET has met with several of them individually and in the Bahrain Businesswomen Society (BBS). The society was the first in the Gulf region and was established in 2000, beginning the collaboration with UNIDO (almost immediately) in 2001. Four members of the society are currently acting as UNIDO Ambassadors and have access to international experts (e.g. from China and elsewhere) through the ITPO. One of their immediate plans is to bring an international delegation to Bahrain in 2020. The society has 120 members, most of whom have graduated from the ITPO's entrepreneurship program before setting up their companies or later on. The BBS was very active in the 50-year celebration of UNIDO in Vienna. They have set up their own incubator with the help of the ITPO at the society's premises. They found ways to link through the ITPO with the China Businesswoman Association, the Supreme Council for Women and often attend high profile events and meetings organized by the ITPO.

### **Entrepreneurs**

The ET met with a number of entrepreneurs that have benefited from the EDIP course. Most of them started with zero capital and usually just an idea and the ITPO Office experts helped them transform their idea into a bankable project. The most successful such EDIP graduate is Ms Huda Janahi who has started with only 1000 BHD (USD2650) in 2001 and now owns 26 companies with a total worth of over USD35 million. She was specifically mentioned by President Bush in the 2008 World Economic Forum in Davos as an example of how investing in women makes economic sense. She is now one of the 50 most powerful businesswomen in the Arab world and is an inspiring example for the whole region.



Figure 17: Bahraini EDIP Female Graduate Huda Janahi mentioned by President Bush in Davos 2008 alongside her EDIP Certificate

A book entitled "Those who inspire" came out in Bahrain under the patronage of H.E. Sheikh Hisham Bin Abdulrahman Al Khalifa The Governor of the Capital Governorate. It showcases 51 Bahraini success stories, out of which 6 are directly affiliated with ITPO Bahrain and the ET has interviewed. Another indication of the impact that ITPO Bahrain is making in the Kingdom. It is worth nothing that even the head of ITPO Bahrain was featured in this publication.



Figure 18: Those who inspire, Bahrain Edition

## 2.3. Performance of Partners

### UNIDO

The ITPO Programme is managed by the ITPO Coordination Unit (ICU) with one professional staff member - the ITPO Coordinator - and four general service staff members. The current was recently appointed ITPO Coordinator (January of 2019). Often ITPO Officers ask for guidance from Headquarters and sometimes forward their requests to senior members of staff who cannot help them as it is not their field of expertise. The new coordinator has asked to be forwarded all these micro requests to himself and his staff in order to provide a solution. This has improved matters dramatically. ITPO Offices such as that in Bahrain, especially in countries without a UNIDO field Office, provide the function of an extended arm of UNIDO in the field, always within the host country's set of priorities.

Under the new management, each ITPO should become a global hub for specific activities in which they have a greater expertise. For example, ITPO Bahrain can be more involved in SMEs and startups and become a centre of excellence for entrepreneurship development and bankable projects. Similarly, ITPO Shanghai can focus on innovation for young entrepreneurs and ITPO Moscow on education, as it is funded by the Russian Ministry of Science & Education. This specialization does not mean that ITPOs will not work with each other; rather, they will create stronger synergies within and between them and their partners.

### **Internal management**

The Head of ITPO Bahrain is an extremely active individual who provides especially for the younger members of staff the environment to learn a lot and advance in their careers. He has undoubtful leadership abilities and an extensive network of contacts in the region and beyond to help staff members to advance if they chose to leave the Office. However at least half of the members of staff have been with the Office for at least 10 years despite the opportunities to seek more well paid employment elsewhere. The work is demanding and people have been working longer hours if required, but the atmosphere was that of a well-coached team. Over the years and as people have been working together in numerous projects, they gained enough experience and qualifications to achieve results on their own. The Office has trained a large number of trainers, starting from its staff members and there are different tasks assigned to different members of staff, usually with a senior member of staff overseeing the operations if and as required. We noticed that most people would go on doing their daily tasks with minimum requests for help and everybody had a concise and clear role.

### **Reporting to UNIDO, and the Government**

Reporting to the Government and to UNIDO mainly takes place through the Annual Reports. These reports also serve the purpose of promotion and are targeting various stakeholders; the Bahrain Government, UNIDO management and potential partners. While the Work Programmes follow result-based principles and the outputs are normally defined in terms of indicators, the structure of Annual Report used to be different to that of the Work Programmes. Following a recommendation from the 2008 Independent Evaluation of ITPO Bahrain, the Annual Reports are now also results-based listing projects promoted, negotiated, concluded, estimated investments etc. The Annual Reports are now easier to read and provide a lot of information at a glance displaying successes that can be attributed to the Office and successes to which the Office has contributed. The usefulness of the Annual Reports are now high for UNIDO as a whole, the Government as well as the general public and prospective countries wishing to establish an ITPO Office and want to see the usefulness of doing so. The Government is also being updated on a regular basis, through frequent contacts with the ITPO Head.

### **National counterparts**

The ET had the honour to meet with very senior government officials such as HE Dr. Hassan Fakhro, advisor to HM the King for Economic Affairs and HE Ali bin Saleh Al-Saleh, Chairman of the Shura Council which is one of the two Houses of Parliament in Bahrain (similar to the House of Lords in the UK). They both had great things to say about the work that ITPO Bahrain is doing in the Kingdom and the region. Dr. Fakhro knows the ITPO Head for over 20 years and to quote him, he mentioned that "we give them 10 out of 10!". This meeting was covered by the Bahrain News Agency with an article entitled "Bahrain-UNIDO-ITPO cooperation praised".

Mr. Al-Saleh who served as the Minister of Commerce and Industry between 1995-2004, has since been regularly updated on ITPO developments by the ITPO Head, even though he was not a counterpart minister anymore. He spoke very highly of the work carried out by the Office and re-affirmed that it is very well connected in Bahrain. After taking the post in the Shura Council they

are not that close, but he is still being kept in the loop. He has been invited to Vienna for the 50-year celebration of UNIDO in 2016, but could not attend. The Crown Prince did however lead the Bahraini delegation.

The ET has also met with the Chief Executive of the Supreme Council for the Environment, Dr. Mohamed Mubarak Bin Daina. He has been in close collaboration with ITPO Bahrain and through this collaboration, HE, the Director General of UNIDO Mr. LI Yong has met with His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince, Deputy Supreme Commander and First Deputy Prime Minister in November 2016 on the sidelines of the UNIDO 2016 Expo, which marks the 50th anniversary of the organization's establishment. His Royal Highness is attending the Expo as a guest of honour on behalf of His Majesty King Hamad.

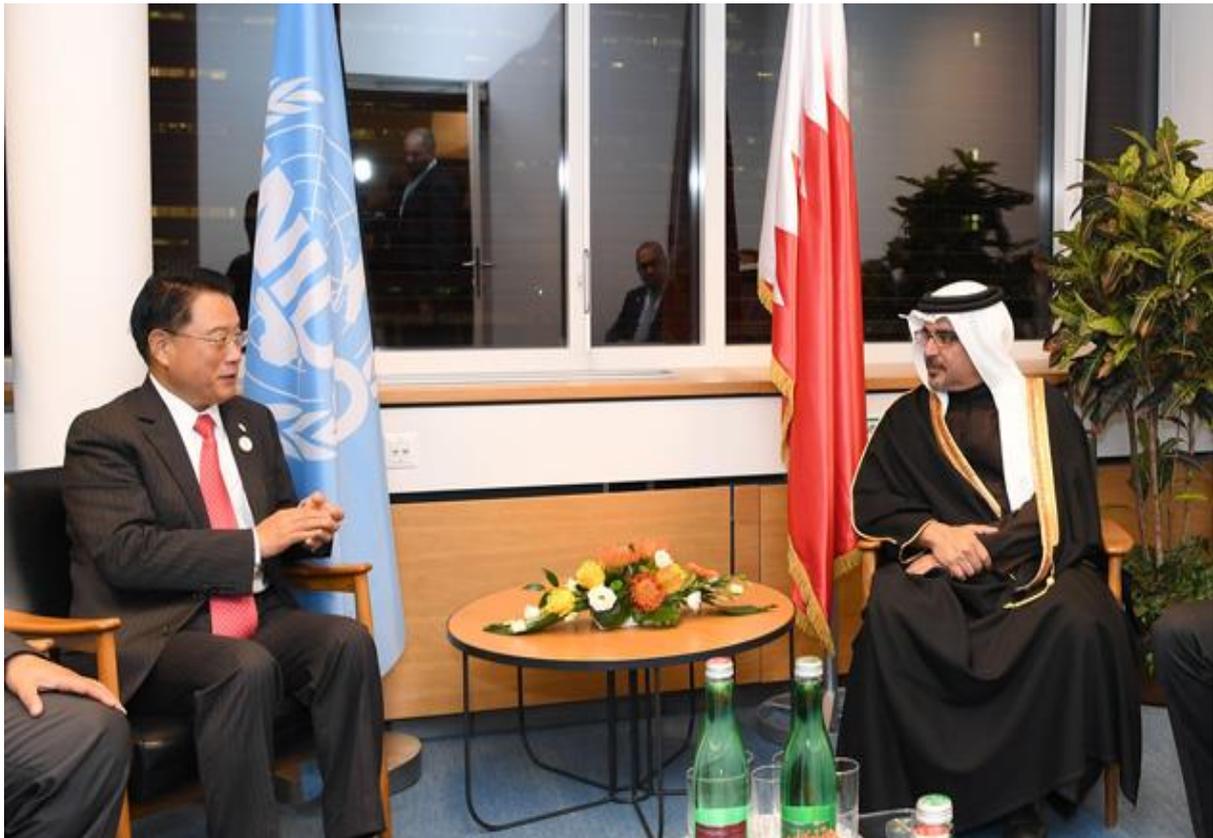


Figure 19: UNIDO DG meeting Bahrain's Crown Prince organized by ITPO and SC for the Environment

ITPO Bahrain has been crucial to help SMEs develop their projects in Bahrain, setup an MSc on Green Technologies at the University of Bahrain. It has also helped in Waste Recycling Initiatives and organizing the Green Tech Forum for the 3rd time. Dr. Daina pointed out that he would like to see more freedom in ITPOs actions, limiting interactions with coordinators if possible and asking permission from the UNEP resident coordinator for every local project that the ITPO wants to implement.

There is very high potential for development and the ITPO can get financing from the PM's Office for their events. Dr. Mohamed Mubarak Bin Daina concluded that "Bahrain wants to attract more of the UN Offices" and that "His Majesty believes in the UN work"

**The Donor: Ministry of Finance and National Economy**

The ET met Mr. Yusuf Abdulla All Humood, Undersecretary of Financial Affairs who has been with the Ministry for 40 years. For the Ministry, UNIDO was, at the time, a window of what the rest of the world was doing and engage in best practices. He pointed out that UNIDO plays a much wider role and they value it as a very important partner who meets their requirements. There is close cooperation in agriculture, the BBIC incubator and the Islamic Development Bank through which they promote best practices from Bahrain to other countries. They get a good return on their invested funds towards the ITPO budget. The IDB wants to copy the model in all GCC countries (already in e.g. Kuwait and Saudi Arabia). These activities are of the utmost priority for the Kingdom of Bahrain as the Crown Prince's Office itself is involved in getting FDI into the country.



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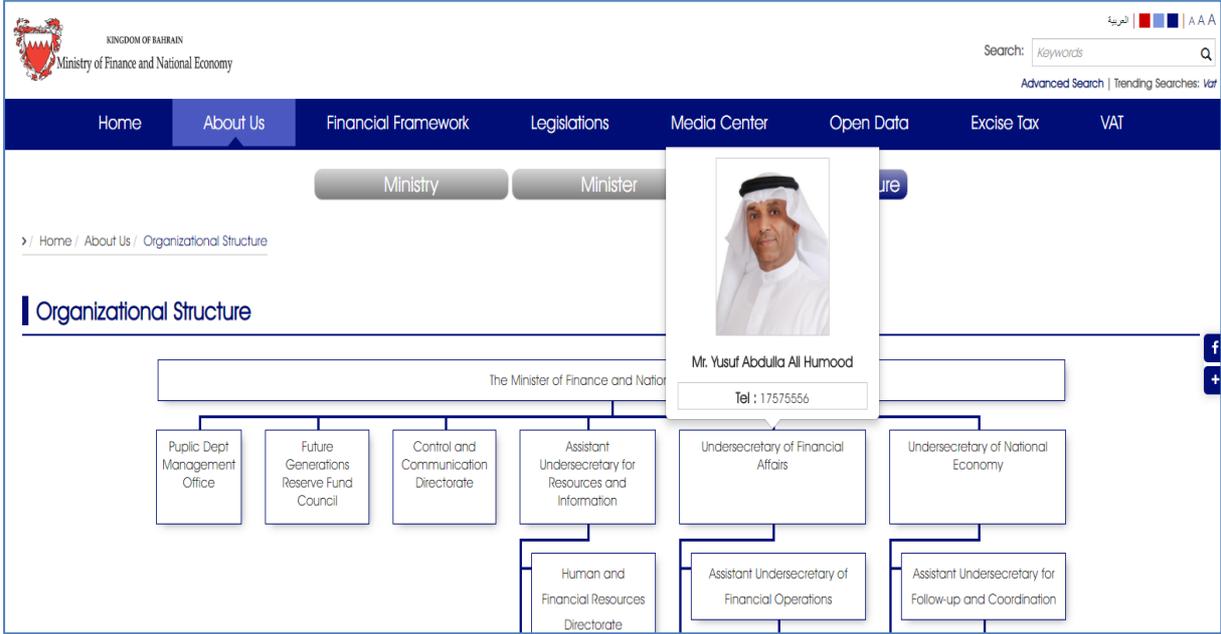
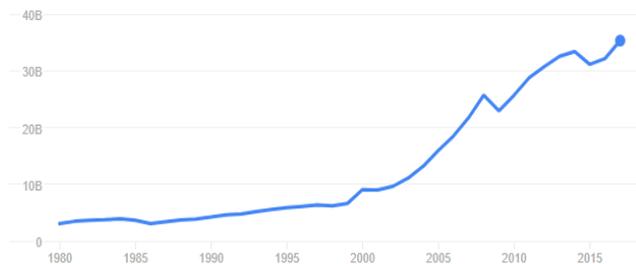


Figure 20: Ministry Organizational Structure

Currently, Bahrain has USD32 billion of projects under development, which is almost a high as the GDP of the country. Other major projects involve the USD6bln refinery expansion which will make it the 5th in the world and line 6 of the Alba aluminum smelter will make it the largest in the world.

35.31 billion USD (2017)



From 2002 up until present the non-oil growth has been 7.5%. Programmes like those run by ITPO Bahrain are essential to increase non-oil revenues e.g. youth and entrepreneurship programmes. They do not see Bahrain as a small country, but as a hub serving a much bigger area with a total population of over 1 bln people. The Kingdom's key priorities of the Vision 2030 agenda that are well served by ITPO Bahrain are:

Figure 21: Bahrain GDP

- Logistics
- Financial services
- Tourism
- Industry (downstream & aluminum)
- Services (e.g. health & wellness)
- Education (where 50% will come from the private sector)

This was indeed confirmed from target questionnaire respondents who confirmed that they are active in these key lines of business, which closely match those of the Kingdom's Vision2030 priorities.

## 2.4. Factors facilitating or limiting the achievement of results

### Monitoring & evaluation

Financial monitoring in particular (see Fig. 26 **Error! Reference source not found.**) is very effective and the Office ensures that they keep on track financially throughout the year so that they can avoid overspending which would affect results performance. The Office has been also very effective in attracting funds and sponsors to finance more activities globally and does not rely solely on its budget.

### Results-Based Management

The ITPO Office in Bahrain responded to some recommendations of the 2008 evaluation, namely "Develop a results-based annual reporting system for ITPOs and drop the four-monthly reporting requirement." Annual Reports are now more results-based establishing coherent linkages with the targets specified in the Work Programmes (see Figure 22 below). Furthermore, the Office is more active on the world wide web and on social media, announcing various events and interventions to a wider audience. The online training platform has since been developed with Intel and launched so that people even from remote areas irrespective if there is currently an EDIP program in their country can take advantage of a wealth of information.

ITPO Bahrain is developing strong linkages with institutions that can serve all 22 Arab states and beyond with Sudan as a key hub in Sub-Saharan Africa and Morocco serving the French-speaking countries in Africa.



Figure 1: **Projects**

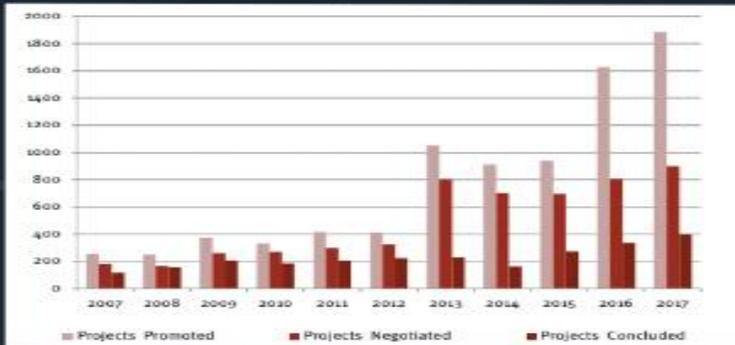


Figure 3: **Jobs Created**

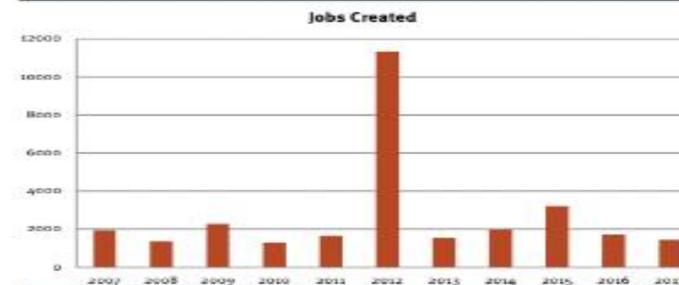


Figure 2: **Estimated Investment**

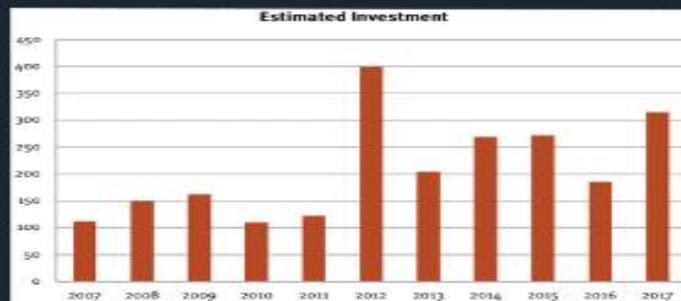


Figure 4: **Cooperation Sought**

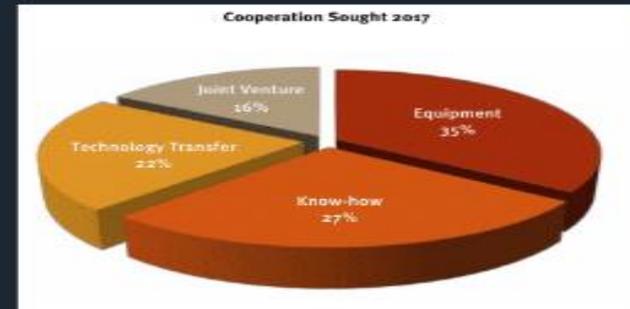


Figure 22: Highlights from the 2017 Annual Report

## **3. Conclusions and recommendations**

### **3.1. Conclusions**

The ITPO Office in Bahrain is a vibrant, well-functioning entity. Most of the staff members have been with the Office for over 10 years despite the higher salaries that they could find elsewhere in the region. Staff are generally used to working together under the guidance and inspiration of more senior members of staff. Observing them at work and interviewing most of them, it was evident that everyone knew exactly what they had to do with minimal interventions from the Head. After all these years of working together, they all behave as a well-tuned piece of equipment that can work efficiently, even when many are away on missions, events or meetings.

The Office is active in a surprising number of activities, most notably the EDIP program which is now active in over 52 countries with competent associates in each country that have been trained – as trainers –by ITPO staff. The ET notes that ITPO's activities have given credibility and visibility to UNIDO as a whole in investment promotion as well as in the field of enterprise development and their activities feature frequently in the printed and electronic press (even the ET's activities were covered positively in the press while in Bahrain). The Office responded well to address the needs primarily of start-ups and small firms, as confirmed by the companies themselves in the questionnaire that was sent to them. The EDIP programme has addressed existing constraints to domestic investment promotion and enabled the development of a full-blown ecosystem involving universities, financial institutions, NGOs, and business associations, which provide the groundwork necessary before investments can start flowing and entrepreneurs start growing.

The Office provides valuable assistance to potential and existing entrepreneurs both in person and remotely so that they can access financial and technical information. They were also empowered on market access, franchising, incorporation at home and abroad, counseling and assistance in obtaining licenses and other Government approvals. Bahrain has become a very business friendly country ranking 62nd in the 2018 World Bank "Ease of Doing Business" (EoDB) index out of 190 countries, from 66th in 2017. Some of the legislation improvements were also due to interventions and lobbying by ITPO Bahrain. This is creating a positive investment climate for both domestic and foreign investors, which led to a pool of successful entrepreneurs creating jobs in all key sectors promoted by the Government of Bahrain. Sudan is not yet an economy as mature as Bahrain with an EoDB index of only 162, but with huge potential to avoid the mistakes and delays experienced by other countries, especially in view of the new political developments. Morocco on the other hand with an EoDB index steadily falling from 128 in 2009 to 60 in 2018 has been eager to become a hub for French speaking Arabs (e.g. Maghreb) establishing itself as an advanced economy in the region with very good Universities and a young population and a great number of women entrepreneurs.

The interventions of the ITPO Bahrain are well in line with Bahraini Government's Vision2030 and are, in turn, able to contribute to UNIDO's strategic objectives. The impressive impact of the programme is demonstrated by the growing number of supported and successful entrepreneurs, the growing number of institutional partners, both inside and outside the country, and the testimonials of women entrepreneurs in Bahrain.

The Office has been also very active in reaching out to financial institutions for financing of "bankable" projects created by their entrepreneurs and has been successful in involving the private sector as a partner in development. Overall, these interventions have contributed to the creation of a more conducive business environment in Bahrain especially for SMEs, start-ups and

women entrepreneurs. In addition, the Office has assumed global forum functions in Russia, China, and Japan through the UNIDO ITPO Network, resulting in increased UNIDO visibility. Due to its recognized competence in the Middle East, combined with a strong presence and network, the ITPO has become a major asset to UNIDO, especially because there is no UNIDO Office in the region. The Head and his team, with their good managerial and technical competences and an in-depth institutional knowledge of UNIDO, has a great deal of merit for the success of the Office.

The support to the industrialization efforts of developing countries has mainly been through EDIP, while the Delegate Programme was implemented using an entirely different approach. The key goal was to perform capacity-building interventions over a period of 5-10 years to large groups of people, often of 15-20 experts from the host country. These experts were often from the Investment Promotion Agencies of their respective countries and the capacity building programs took place either in the host country, or in Bahrain, focusing on introducing the tools and methodologies for promoting domestic and foreign investment. Other key elements, involved topics on project identification, preparation and appraisal towards developing bankable project profiles as well as preparing business counsellors and mentors. Similarly, on the job training that followed, ensured maximum impact of the aforementioned methodologies, while at the same time, developing the national strategies for stakeholders aimed at promoting domestic investment leading to the mobilization of foreign direct investment and ensuring sustainability of the interventions long after ITPO Bahrain has left the host country.

## 3.2. Good practices

### Strengths

**A comprehensive approach:** The EDIP programme provides a comprehensive approach to addresses different market failures depending on the host country. In countries such as Sudan the entrepreneurship concept is being introduced early on in University studies as a means to combat increasing unemployment and the inability of the public sector to absorb all new graduates. In more advanced economies such as that of Bahrain however, the goal is to diversify the economy and provide lower reliance to oil revenues according to the government's Vision2030 priorities. These interventions link universities with financial institutions, R&D Centres, accelerators, incubators NGOs and international as well as local experts to create "bankable" projects that will also create foreign investments and the private sector into the regions affected. The [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org) virtual innovation platform links potential partners together to create business opportunities and allows interested parties to have access to a wealth of information remotely, while ITPO Bahrain staff need not visit all the EDIP hosted countries as often.

**Strong network, effective synergies:** The ITPO Bahrain is very well connected in Bahrain and the region (as noted by a number of counterparts) and has created almost USD150 of potential investments for each dollar spent in its budget. Furthermore, for every recent year at least 2000 jobs were created as a result of these investments, which is another strength indicator for governments wishing to launch an ITPO office in their country. Close ties have been developed with local and regional financial institutions that trust ITPO Bahrain and its model in promoting technology and investment. Furthermore, close collaboration with a number of ITPOs in the network have been developed, so that entrepreneurs can expand to other regions or have access to international events (e.g. in China). The 17 Sustainable Development Goals are currently a major priority of the United Nations and ITPO Bahrain has been very active in promoting most of them

## Sustainable Development Goals



Figure 23: Sustainable Development Goals of the United Nations

**Adopting digital formats:** In response to the recommendations of the 2008 Independent Evaluation of ITPO Bahrain, the EDIP program now accommodates most applicants on a needs-basis. In addition, it developed a virtual innovation platform - in collaboration with Intel Corporation – that can reach more countries, with the consequence that more and more countries apply to host their own local EDIP programme.

**Focus on results planning and reporting:** Furthermore, reports did not use to link results to indicators in the planning documents, a practice that has since been improved and annual ITPO Bahrain reports now have graphs and data on the actual and expected investments, number of jobs created etc.

**A different delegate programme:** From a number of discussions with ITPO Bahrain senior staff, it was evident that the Delegate Programme has been implemented with an entirely different approach by ITPO Bahrain. The key goal was to perform capacity building interventions over a period of 5-10 years to large groups of people, often of 15-20 experts from the host country. These experts were often from the Investment Promotion Agencies of their respective countries and the capacity building programs were held either in the host country, or Bahrain, focusing on introducing the tools and methodologies for promoting domestic and foreign investment. Other key elements, involved topics on project identification, preparation and appraisal towards developing bankable project profiles as well as preparing business counsellors and mentors. Similarly, on the job training that followed, ensured maximum impact of the aforementioned methodologies, while at the same time, developing the national strategies for stakeholders aimed at promoting domestic investment leading to the mobilization of foreign direct investment and ensuring sustainability of the interventions long after ITPO Bahrain has left the host country.

However, the 52 countries who have a local EDIP program in cooperation with ITPO Bahrain, host it often in their Investment Promotion Agency where their local staff are trained by ITPO Bahrain experts. This might not qualify as a bona fide delegate programme, but the outcome is very similar as ITPO Bahrain is acquainted with the local priorities of each country and they jointly develop the EDIP modules together.

### Weaknesses

**No dedicated central website:** The ITPO Bahrain does not have a central website as such, but rather one for the Arab International Center for Entrepreneurship & Investment Training (AICEI, [www.aicei.net](http://www.aicei.net))



Figure 24: AICEI website homepage

### 3.3. Recommendations

#### Recommendations to UNIDO

- Review and update the Agreement with the Government of Bahrain to initiate discussions on a five-year extension of the project.
- Leverage on the expertise and local priorities of different ITPOs while promoting close collaboration and synergies with other UNIDO programmes to serve the entire network and provide synergies (e.g. ITPO Bahrain for SME development). The strength of the ITPO network is much more than the sum of its individual offices.
- Use EDIP centers worldwide to promote investment and technology transfer even in countries where a UNIDO Office is not present. EDIP contact points can be used as investment and technology promotion hubs and discuss in more detail with ITPO Bahrain and update if necessary the global EDIP strategy and the role of each EDIP unit in it.
- Facilitate the procedures for ITPOs to be able to charge for services offered to other UNIDO projects and UNIDO to other UN agencies. These interventions are and should be closely linked to specific UN SDGs according to the new UN as one strategy.
- Make ITPO interventions available to all UNIDO offices worldwide and mobilize resources and local contacts to facilitate or adopt them in more regions. For example, ITPO-hosted events and interventions available to all (especially senior management) directly and via the UNIDO database as some managers in Vienna expressed their concern for being left uninformed.

ITPO Bahrain website although standardized and hosted and maintained by UNIDO itself, remains very basic and all relevant information is served by ARCEIT ([www.arceit.org](http://www.arceit.org), now extinct). The UNIDO ITPO Bahrain page should now point to [www.aicei.net](http://www.aicei.net) which is maintained by Bahrain members of staff and allow access to the main UNIDO page for news and events to be updated by ITPO Bahrain. However, [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org) virtual innovation and entrepreneurship hub developed by Intel and ITPO Bahrain was launched to facilitate synergies with other ITPOs and projects in general.

## **Recommendations to ITPO Bahrain**

- Promote the [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org) virtual innovation platform within the ITPO network and enrich its content with material from other ITPOs. As [www.arceit.org](http://www.arceit.org) is now not operational, focus and publicize [www.aicei.net](http://www.aicei.net) opening EDIP registration to non-Bahrainis from AICEI or through [www.e-entrepreneurs.org](http://www.e-entrepreneurs.org)
- Make available a number of local experts and those from UNIDO headquarters to EDIP beneficiaries (e.g. TPES, Universities, Associations etc.) and/or through collaborations with well-known educational institutions in the region or Europe to provide some specialized training modules offered to people with limited time who cannot invest in the full EDIP program, and provide these modules as part of EDIP itself (also mentioned in the questionnaire by some respondents).
- Clarify ITPO Bahrain's areas of activity with respect to the 6 main priorities of the Bahraini government's Vision2030 and screen all other requests if resources to accommodate them are not sufficient.
- Continue to advertise results achieved in the annual reports and mention on the same graph the targets set so as to show if they have been achieved or not or need to be adjusted. These results can be communicated effectively through the use of social media, where ITPO Bahrain is very active and can be further enhanced through email campaigns to stakeholders with news of the office and announcing future events ahead of time, as some interviewees mentioned that there is a lot organized by ITPO Bahrain, by they only find out at a very short notice to be able to attend. Perhaps a shared calendar could also suffice.
- Obtain further valuable data and success stories from institutions set up with the help of ITPO Bahrain (e.g. incubators, associations) and mention some of their targets achieved that the office has contributed to (e.g. companies hosted, jobs created etc.).

## Annex A: Testimonial by Senior UN Officials

Video statement of HE Mr. Antonio Guterres, Secretary General of the United Nations to the World Entrepreneurs Investment Forum 2017

### SPECIAL VIDEO MESSAGE

by HE Mr. António Guterres, Secretary General of the United Nations to the World Entrepreneurs Investment Forum 2017



**Your Royal Highness,  
Ladies and Gentlemen,**

It is a pleasure to greet the World Entrepreneurs Investment Forum. More than 20 years ago, the United Nations Industrial Development Organization established its first Investment and Technology Promotion Office in Manama. Over the years, the so-called Bahrain model has created more than 16,000 jobs and raised more than \$2 billion in investment.

Today, in 52 countries, it continues to advance entrepreneurship and change lives for the better.

I commend you for focusing this year's forum on the Sustainable Development Goals. Inclusive and sustainable industrial development will continue to be a key driver of progress as we support Member States in this essential work.

Thank you for your leadership and support.

The United Nations will remain your close partner. Please accept my best wishes for a successful forum.

UNITED NATIONS



NATIONS UNIES

**THE SECRETARY-GENERAL**

**MESSAGE TO “FIRST INTERNATIONAL ENTREPRENEURS  
INVESTMENT FORUM”**

**Manama, Bahrain, 19 January 2015**

I am pleased to greet the participants in this forum, and I welcome your focus on entrepreneurship and investment for inclusive and sustainable industrial development.

The economic and financial crisis of the past several years has been, above all, a global employment crisis. It has affected all countries and regions, and all segments of society, with especially negative consequences for the prospects of young people, as we have seen so vividly across the Middle East and North Africa region over the past few years.

It is increasingly being recognized that industrialization, if conducted in an inclusive and sustainable manner, can create jobs, generate income, increase productivity, transform economies and be a major driver of development. Reaping these and other benefits depends, first and foremost, on fostering a dynamic private sector. In particular, countries need to promote competitive small- and medium-sized enterprises, which are the main source of economic activities and the largest employer in many developing countries -- and the main engines of empowerment for women and young people.

Promoting entrepreneurship and expanding access to financial services are among the central challenges developing countries face in growing a vibrant private sector. Your forum can foster exchanges of expertise and best practices, forge partnerships and identify investment opportunities. Your gathering is also very timely, taking place as United Nations Member States shape a post-2015 development agenda and a meaningful agreement on climate change.

As we move towards a new era of sustainable development, I will count on your leadership and support. The United Nations Industrial Development Organization (UNIDO) will remain your partner in this important work. Please accept my best wishes for a successful forum.

**Annex B: Terms of reference**

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION



**TERMS OF REFERENCE**

**Independent terminal evaluation of UNIDO project:**

*Project title:* [Title]

**UNIDO Project number:** [Subject]

**UNIDO Project ID:** [Status]

**11/28/2018**

## Project background and overview

### Project factsheet

Project title	UNIDO Investment and Technology Promotion Office in Manama (ITPO Bahrain) (2017-2019)
UNIDO Project No.	[n/a]
UNIDO Project ID	160207
GEF Project ID	Project Manager
Region	Global
Country(ies)	The Kingdom of Bahrain
Project donor(s)	Government of the Kingdom of Bahrain
Project implementation start date	1/1/2017
Expected implementation end date	12/31/2019
Revised expected implementation end date (if applicable)	
Actual implementation end date	
Implementing agency(ies)	UNIDO
Executing partners	Ministry of Finance, The Kingdom of Bahrain
Donor funding	Government of the Kingdom of Bahrain
UNIDO input (in USD)	Enter USD 4,237,332 (including 10% programme support costs)
Total project cost	Enter USD
Planned terminal evaluation date	

(Source: Project document)

## **Project background and context<sup>4</sup>**

The main purpose of this project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs as well as by identifying and mobilizing financial, technological, and other resources required for the establishment of business partnerships and for enterprise growth and creation through the Enterprise Development and Investment Promotion (EDIP) Programme. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners. The project addresses issues related to SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), SDG 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development) and falls in line with UNIDO's vision of "Inclusive and Sustainable Industrial Development - ISID

## **Project objective**

The main objective of the project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs through the Enterprise Development and Investment Promotion (EDIP) Programme for enterprise growth and creation. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners. The ITPO will also provide support to institutions in the region and in developing countries, such as Chambers of Commerce and Industries, developmental organizations and funds, financial institutions, commercial banks and universities to upgrade their service capabilities through the use of UNIDO tools and methodologies for SME development including EDIP and COMFAR. Moreover, the project will establish and strengthen linkages with financial institutions from Bahrain and the region in order to mobilize and facilitate financial resources for SMEs in the Arab Region and selected developing countries.

The project's technical components, in addition to project management, as follows:

**Project Component 1 (PC-1):** [Upgraded institutional capacity of relevant public/private-sector institutions in developing countries and the Arab Region to provide support services to foreign and domestic investors (existing enterprises and start-ups) ]

**Project Component 2 (PC-2):** [Promotion of investment and technology opportunities through global and regional forums and events]

**Project Component 3 (PC-3):** promotion and facilitation of UNIDO activities in Bahrain and in the Arab Region in cooperation with UNIDO HQs and the ITPO Network]

The following are, in brief, some of the expected results of the project/programme:

Developing countries and countries with economies in transition will benefit from increased investment projects and transfer of sustainable technology from Bahrain and the Arab Region through private sector cooperation.

The ITPO is designed to be an ongoing operation, in principle without completion status. The ITPO will:

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<sup>4</sup> The information here provided is based on project documentation. It should not be taken at face value and is to be validated by the evaluation.

Have access to first-hand information on investment climate, regulations and requirements, opportunities for industrial cooperation and potential partners, Domestic investors (existing enterprises and start-ups), institutions and IPAs in Bahrain, the Arab Region and developing countries;

Have a position and network to increase the probability for concluding partnership agreements due to assistance and guidance to potential partners in industrial ventures and technology opportunities throughout the whole investment cycle - from project identification through appraisal to implementation:

### **Project implementation arrangements**

The following are, in brief, key stakeholders' roles and responsibilities:

UNIDO: [Project management and support]

The project will be managed by UNIDO PTC/TII/INV in close cooperation with all other UNIDO Investment and Technology Promotion Offices (ITPOs) worldwide. Close synergies will be established with other PTC/TII services and INV services, in particular, as well as other UNIDO technical departments as required.

The project will be implemented according to UNIDO's rules and regulations applicable to the functioning of ITPOs. ITPO Bahrain will continue to be actively linked with the UNIDO ITPO Network. ITPO Bahrain will be supervised by the Department of Trade, Investment and Innovation (PTC/TII), Investment Promotion Division (INV, hereinafter referred to as "TII/INV"), that will ensure coordination with other UNIDO Branches/Units and/or integrated country programmes as required.

The Annual Work Programme of ITPO Bahrain will be planned under the overall coordination and guidance of TII/INV involving relevant other UNIDO Headquarters Divisions. The work programme of the Office should take into account the following strategic priorities besides those agreed with the donor Government and main directions of its policy on international cooperation:

- i. Programmatic priority on the capacity building of IPAs
- ii. Geographical priorities on Arab Region, developing countries and LDCs
- iii. Sectoral and thematic priorities on energy, environment, agro-industries and SMEs.

In this regard, ITPO Bahrain will be actively involved in the implementation of UNIDO's strategy of inclusive and sustainable industrial development. In particular, it will promote domestic investment by:

- Implementing the Enterprise Development and Investment Promotion (EDIP) Programmes in cooperation with public and private sector institutions;
- Providing advisory services and counselling to entrepreneurs/investors including business match-making, technology tie-ups, and access to financial resources;
- Assisting existing entrepreneurs throughout all stages of the business cycle through the EDIP Programme (enterprise growth), including:
  - Analysing current performance of their enterprises;
  - Redefining business processes;
  - Identifying opportunities for growth;
  - Undertaking market assessments;
  - Preparing business plans;

- Assisting start-ups in translating their business ideas into reality and setting up their businesses
- Providing advice on financing possibilities from national and international financing institutions involved in financing industrial projects;
- Assisting developing countries in identifying investment opportunities;
- Participating in, promoting and organizing global forum activities of UNIDO and the ITPO Network;
- Organizing an International Entrepreneurs Investment Forum to promote and facilitate business partnerships and investments for domestic enterprise creation and expansion in employment intensive sectors;
- Providing on-the-job orientation programs to delegates within the “Delegate Programme”, as well as to assist them in the promotion of a portfolio of industrial investment opportunities originating from their home countries;
- Disseminating information on and promote UNIDO’s methodologies, software and publications.

In planning and implementing the Annual Work Programme, collaboration will be sought with other UNIDO Headquarters projects/programmes, other ITPOs, UNIDO’s field offices, National Cleaner Production Centers, Subcontracting & Partnership Exchanges (SPXs), International Technology Centres (ITCs), UNIDO COMFAR team, IPAs and others in pursuit of synergy whenever required and/or applicable.

ITPO will continue to be in close touch with business communities and development agencies in the host country and will maintain established data banks, accumulated as a product of its long years of operation, with details of companies interested in industrial partnerships in the Kingdom of Bahrain, Arab Region, developing countries and economies in transition as well as on the type of opportunities they are seeking.

ITPO Bahrain is one of 9 Investment and Technology Promotion Offices of the UNIDO ITPO Network. It was founded in 1996 based on an Agreement between UNIDO and the Government of the Kingdom of Bahrain and is funded by the Government of Bahrain through annual voluntary contributions to UNIDO, administered by the Ministry of Finance.

#### Beneficiaries:

The target beneficiaries are private enterprises, start-ups, institutions and governments in developing countries and economies in transition, as the project will support their efforts in promoting enterprise growth and creation

#### Budget information

Click here to enter project’s budget information, such as:

- Amount and source of funding including UNIDO’s contribution and counterparts’ co-financing as applicable (cash / in kind)
- Total project budget for the project cycle 2017 to 2019 is USD 4,237,332 (for 2017 USD 1,393,931; for 2018 USD 1,393,260; and for 2019 USD 1,450,141); including 10% programme support costs

**Table 6. Project Budget & Expenditures**

<b>Item</b>	<b>EXECUTED BUDGET in year 1 (2017)</b>	<b>EXECUTED BUDGET in year 2 (28.11.2018)</b>	<b>Total Expenditure (USD)</b>
<b>Contractual Services</b>	679.06	<b>0</b>	<b>679.06</b>
<b>Equipment</b>	27,904.20	2,127.15	<b>30,031.35</b>
<b>Internat. Cons/Staff</b>	213,244.21	202,881.29	<b>416,125.50</b>
<b>Internat. meetings</b>	112,808.23	(1,038.17)	<b>111,770.06</b>
<b>Project staff Travel</b>	61,074.40	85,955.93	<b>147,030.33</b>
<b>Nat. Consult./Staff</b>	496,461.17	587,060.59	<b>1,083,521.76</b>
<b>Other Direct Costs</b>	105,039.88	54,118.98	<b>159,158.86</b>
<b>Premises</b>	67,199.50	77,510.95	<b>144,710.45</b>
<b>Staff Travel</b>	26,572.16	5,155.80	<b>31,727.96</b>
<b>Total (USD)</b>	<b>1,110,982.81</b>	<b>1,013,772.52</b>	<b>2,124,755.33</b>

Source: UNIDO database as on 28.11.2018

#### Scope and purpose of the evaluation

The terminal evaluation (TE) will cover the whole duration of the current project cycle starting from 1/1/2017 to the estimated completion date in 12/31/2019. It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The evaluation has two specific objectives:

- Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact; and
- Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

The key question of the TE is whether the project has achieved or is likely to achieve its main objective, i.e. [Category]

#### Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>5</sup> and the UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle<sup>6</sup>. **UNEG Norms and Standards for evaluation shall also be observed.**

It will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EVQ/IEV) on the conduct of the evaluation and methodological issues. The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

<sup>5</sup> UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

<sup>6</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

## 1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
  - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
  - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
  - UNIDO Management and staff involved in the project; and
  - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit** to project sites in the People's Republic of China and selected developing countries covered under EDIP.

## 2. Evaluation key questions and criteria

The key evaluation questions are the following:

What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?

How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?

How was the project's performance monitored?

What have been the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent the achieved results will sustain after the completion of the project?

What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in Annex 2 of the UNIDO Evaluation Manual.

Table 2. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
<b>A</b>	<b>Impact</b>	<b>Yes</b>
<b>B</b>	<b>Project design</b>	<b>Yes</b>
1	• Overall design	Yes
2	• Logframe	Yes
<b>C</b>	<b>Project performance</b>	<b>Yes</b>
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Efficiency	Yes
4	• Sustainability of benefits	Yes
<b>D</b>	<b>Cross-cutting performance criteria</b>	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes
3	• Results-based Management (RBM)	Yes
<b>E</b>	<b>Performance of partners</b>	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
<b>F</b>	<b>Overall assessment</b>	<b>Yes</b>

### **Performance of partners**

The assessment of performance of partners will ***include*** the quality of implementation and execution of the GEF Agencies and project executing entities (EAs) in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given GEF Agency’s perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

### **3. Rating system**

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Division uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory).

Table 3. Project rating criteria

Score	Definition	Category
6	Highly satisfactory Level of achievement clearly exceeds expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	

Score		Definition	Category
3	Moderately unsatisfactory	Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	UNSATISFACTORY
2	Unsatisfactory	Level of achievement is substantially lower than expected and there are major shortcomings.	
1	Highly unsatisfactory	Level of achievement is negligible and there are severe shortcomings.	

## Evaluation process

The evaluation will be conducted from February to May 2019. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Inception phase: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- ii. Desk review and data analysis;
- iii. Interviews, survey and literature review;
- iv. Country visits;
- v. Data analysis and report writing.

## Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. Both consultants will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the projects/programme under evaluation.

The UNIDO Project Manager and the project team in [redacted] will support the evaluation team.

## Time schedule and deliverables

The evaluation is scheduled to take place from December 2018 to February 2019. The evaluation field missions are planned for mid-January to mid-February 2019. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project/programme in [redacted].

After the evaluation mission, the evaluation team leader will come to UNIDO HQ for debriefing and presentation of the preliminary findings of the terminal evaluation. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO PM, ODG/EVA and other stakeholders for receipt of comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version of the TE report in accordance with UNIDO ODG/EVQ/IEV standards.

Table 4. Tentative timelines

<b>Timelines</b>	<b>Tasks</b>
December 2018	Desk review and writing of inception report
January 2019	Briefing with UNIDO project manager and the project team based in Vienna through Skype
Mid-January 2019	Field visit to the Kingdom of Bahrain
End of February 2019	Debriefing in Vienna Preparation of first draft evaluation report
March 2019	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
April 2019	Final evaluation report

## Reporting

### **Inception Phase**

After the literature review, the International Evaluation Consultant will prepare, in collaboration with the national consultant, the evaluation matrix and the theory of change upon which the evaluation will be based. It will be discussed with and approved by the responsible UNIDO Evaluation Officer. This together with the proposed qualitative and quantitative approaches to be applied, as well as the full evaluation schedule, will be discussed at the briefing session, shortly before the field missions.

### **Evaluation report format and review procedures**

The draft report will be delivered to UNIDO Independent Evaluation Division–ODG/EVQ/IEV (the suggested report outline is in Annex 1) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO ODG/EVQ/IEV for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The ET will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

The TE report should be concise and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in Annex 1.

### **Evaluation work plan**

The "Evaluation Work Plan" includes the following main products (see Table 7):

1. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about

the documentation, including reaching an agreement on the methodology, the desk review could be completed.

2. Inception report: At the time of departure to the field mission, all the received material has been reviewed and consolidated into the Inception report.
3. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field missions, coordinate with the Government. At the end of the field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.
4. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.
5. A draft terminal evaluation report will be forwarded electronically to the UNIDO Independent Evaluation Division and circulated to main stakeholders.
6. Final terminal evaluation report will incorporate comments received.

Table 7. Evaluation deliverables

<b>Evaluation phases</b>	<b>Deliverables</b>
Inception and literature review	
Briefing with UNIDO Independent Evaluation Division, Project Managers and HQ stakeholders	Evaluation matrix Theory of change Detailed evaluation schedule and list of stakeholders to interview during field mission Evaluation schedule
Field missions Present preliminary findings and recommendations to key stakeholders in the field	Stakeholder surveys Presentation of preliminary findings and draft recommendations to key stakeholders in the field.
Debriefing at UNIDO HQ	Present preliminary findings and recommendations to the stakeholders at UNIDO HQ Additional interviews and analysis
Data analysis and finalization of evaluation report	Draft Terminal Evaluation Report
Circulation of the draft report to UNIDO/relevant stakeholders and revision	Final Terminal Evaluation Report

#### Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO's Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by the Independent Evaluation Division).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 4. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO's Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Office for Independent Evaluation, which will circulate it within UNIDO together with a management response sheet.

## **Annex 1 - Outline of an in-depth project evaluation report**

### **Executive summary**

Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations

Must present strengths and weaknesses of the project

Must be self-explanatory and should be maximum 3-4 pages in length

### **Evaluation objectives, methodology and process**

Information on the evaluation: why, when, by whom, etc.

Scope and objectives of the evaluation, main questions to be addressed

Information sources and availability of information

Methodological remarks, limitations encountered and validity of the findings

### **Country and project background**

Brief country context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project

Sector-specific issues of concern to the project<sup>7</sup> and important developments during the project implementation period

#### **Project summary:**

Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing

Brief description including history and previous cooperation

Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation

Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)

Counterpart organization(s)

### **Project assessment**

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section VI Project Evaluation Parameters). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

Project design

Implementation performance

Ownership and relevance (Report on the relevance of project towards countries and beneficiaries, country ownership, stakeholder involvement)

Effectiveness (The extent to which the development intervention's objectives, outcomes and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)

Efficiency (Report on the overall cost-benefit of the project and partner countries' contribution to the achievement of project objectives)

Likelihood of sustainability of project outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)

Project coordination and management (Report project management conditions and achievements, and partner countries commitment)

Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and budgeting and funding for M&E activities)

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<sup>7</sup> Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

Monitoring of long-term changes

Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, financial planning, UNIDO support, co-financing, delays of project outcomes/outputs, and implementation approach)

Gender mainstreaming

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table should be presented here.

### **Conclusions, recommendations and lessons learned**

This chapter can be divided into three sections:

**Conclusions**

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

### **Recommendations**

This section should be succinct and contain few key recommendations. They should:

be based on evaluation findings

be realistic and feasible within a project context

indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible

be commensurate with the available capacities of project team and partners

take resource requirements into account.

Recommendations should be structured by addressees:

UNIDO

Government and/or Counterpart Organizations

Donor

### **Lessons learned**

Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation

For each lesson, the context from which they are derived should be briefly stated

**Annexes** should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, including an updated table of expenditures to date, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

## Annex 2 – Job descriptions



### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

#### Independent evaluation of the UNIDO ITPO in Bahrain Job description for International Evaluation Consultant

<b>Post title</b>	International Evaluation Consultant
<b>Estimated duration</b>	30 days over a period of 3.5 months
<b>Starting date required</b>	14.01.2019
<b>Duty station</b>	Home base; missions to ITPO Bahrain and selected countries covered by the EDIP

#### **Organizational Context:**

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. The Independent Evaluation Division is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

#### **Project Context:**

The main purpose of this project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs as well as by identifying and mobilizing financial, technological, and other resources required for the establishment of business partnerships and for enterprise growth and creation through the Enterprise Development and Investment Promotion (EDIP) Programme. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners.

#### **Duties of the international consultant:**

The international evaluation consultant will collaborate with the national evaluation consultant on the independent evaluation of the UNIDO ITPO Bahrain. On the basis of the Terms of Reference s/he will carry out the following duties:

<b>Duties</b>	<b>Duration</b>	<b>Location</b>	<b>Results</b>
Desk review of project documents, reports, relevant evaluation reports, etc. Prepare an evaluation matrix addressing the key evaluation questions (as well as sub-questions and indicators, data sources, collection methods, etc.)	5 days	Home base	List of evaluation questions

<b>Duties</b>	<b>Duration</b>	<b>Location</b>	<b>Results</b>
Prepare a theory of change model to guide the evaluation content and process			
Interviews at UNIDO HQ and review of the evaluation matrix, theory of change and schedule.	2 days	UNIDO HQ	Notes
Evaluation mission; Field visits Briefing and debriefings	12 days, including 4 days' country visits	ITPO and other organizations in Bahrain and selected EDIP participating countries	Notes
Presentation of preliminary findings at UNIDO HQ	1 day	UNIDO HQ	Notes
Drafting of the evaluation report in EVA format; submission to stakeholders for comments; and finalization of report	9 days	Home base	Draft report Final Report
<b>Total</b>	<b>30 days</b>		

**Qualifications:**

- Master's degree in political science, development economics, business administration or related field
- Knowledge and experience in public investment and investment and technology promotion policies and programs
- Practical experience in evaluation

**Technical and Functional Experience:**

- Excellent drafting skills and ability to edit, and produce written reports.
- Knowledge of investment promotion issues, including in the context of inclusive and sustainable industrial development (ISID);
- Experience in leading evaluation activities;
- Strong presentation and communication skills and ability to present complex material in clear, concise and policy-relevant way.
- Strong inter-personal skills, initiative and ability to work within a team and work under pressure are desired. Capability to handle sensitive matters and exercise discretion.
- High level of computer skills, including proficiency with Microsoft Office and related programmes.

**Languages:** Fluency in written and spoken English is required. Knowledge of another official UN language is an advantage

**Absence of Conflict of Interest:** According to the UNIDO Evaluation Policy, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**Independent evaluation of the  
UNIDO ITPO in Bahrain**

**Job description for National Evaluation Consultant**

**Post title** National Evaluation Consultant  
**Estimated duration** 43 days over a period of 3 work months  
**Starting date required** 14.01.2019  
**Duty station** Home based (travel within Bahrain, if required, will be covered separately)

**Organizational Context:**

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. The Independent Evaluation Division is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

**Project Context:**

The main purpose of this project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs as well as by identifying and mobilizing financial, technological, and other resources required for the establishment of business partnerships and for enterprise growth and creation through the Enterprise Development and Investment Promotion (EDIP) Programme. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners.

**Duties of the National consultant:**

The National Evaluation Consultant will evaluate the projects according to the Terms of Reference under the leadership of the Team Leader (International Evaluation Consultant). S/he will perform the following tasks:

<b>MAIN DUTIES</b>	<b>Concrete/ measurable outputs to be achieved</b>	<b>Expected duration (incl. travel days)</b>	<b>Location</b>
Review and analyze project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data);	<ul style="list-style-type: none"> <li>List of detailed evaluation questions to be clarified; questionnaires/interview guide; logic models;</li> </ul>	6	Home-based

MAIN DUTIES	Concrete/ measurable outputs to be achieved	Expected duration (incl. travel days)	Location
<p>In cooperation with the Team Leader, discuss and finalise the evaluation matrix which determines the key data to be collected in the field; prepare required instruments in both English and local language (questionnaires, logic models) to collect these data through interviews and/or surveys during and prior to the field missions; Coordinate and lead interviews/ surveys in local language and assist the Team Leader with translation where necessary; Analyze and assess the adequacy of legislative and regulatory framework, specifically in the context of the project's objectives and targets; provide analysis and advise the Team Leader on existing and appropriate policies for input to the TE.</p>	<p>list of key data to collect, draft list of stakeholders to interview during the field missions</p> <ul style="list-style-type: none"> <li>• Drafting and presentation of brief assessment of the adequacy of the country's legislative and regulatory framework in the context of the project.</li> </ul>		
<p>Based on the agreed evaluation matrix:</p> <p>Support the preparation and conduct of a comprehensive Survey to assess ITPO's service to clients in upgrading institutional capacity of relevant public/private-sector institutions in developing countries and the Arab Region;</p> <p>Support the preparation and analysis of investment promotion and technology opportunities through global and regional forums and events</p>	<ul style="list-style-type: none"> <li>• List of companies to participate in Survey</li> <li>• List of training participants/ Delegates to participate in survey</li> <li>• Analysis of survey data</li> </ul>	7	
<p>Review all project outputs/ publications/feedback; Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders. Coordinate the schedule of the evaluation mission, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with the Project Management Unit.</p>	<ul style="list-style-type: none"> <li>• Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions.</li> <li>• Division of evaluation tasks with the Team Leader.</li> <li>• Evaluation matrix and theory of change</li> </ul>	11	Home-based (telephone interviews)
<p>Coordinate and conduct the field mission with the Team Leader in cooperation with the Project Management Unit, where required;</p>	<ul style="list-style-type: none"> <li>• Presentations of the evaluation's initial findings, draft</li> </ul>	6	Manama, Bahrain

<b>MAIN DUTIES</b>	<b>Concrete/ measurable outputs to be achieved</b>	<b>Expected duration (incl. travel days)</b>	<b>Location</b>
Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.	<p>conclusions and recommendations to stakeholders in the country at the end of the mission.</p> <ul style="list-style-type: none"> <li>• Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</li> </ul>		
Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the Team Leader	<ul style="list-style-type: none"> <li>• Draft evaluation report prepared.</li> </ul>	6	Home-based
Contribute to the draft project evaluation report based according to UNIDO standards.	<ul style="list-style-type: none"> <li>• Final evaluation report prepared.</li> </ul>	7	Home-based
<b>TOTAL</b>		43	

### **REQUIRED COMPETENCIES**

#### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

#### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

#### ***Managerial competencies (as applicable):***

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

### **MINIMUM ORGANIZATIONAL REQUIREMENTS**

#### **Education:**

- Master's degree in political science, development economics, business administration or related field
- Knowledge and experience in public investment and investment and technology promotion policies and programs
- Practical experience in evaluation

**Technical and functional experience:**

- A minimum of five years practical experience in the field of environment and energy, including evaluation experience at the international level involving technical cooperation in developing countries.
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

**Languages:** Fluency in written and spoken English and Arabic is required.

**Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the Independent Evaluation Division

### Annex 3 – Project results framework

Project Results Framework					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
<b>Development Goal/Impact:</b>		Bahrain, developing countries and countries with economies in transition will benefit from domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries.	<ul style="list-style-type: none"> <li>- # of companies utilizing services of assisted intermediary providers</li> <li>- # of employment opportunities created</li> </ul> <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> <li>- ITPO monitoring system</li> <li>- Progress reports</li> <li>- ITPO website</li> </ul>	<ul style="list-style-type: none"> <li>- All activities generated depend on the availability of funding and resources available.</li> <li>- Reporting of activities is primarily the responsibility of the ITPO staff</li> </ul>
<b>Outcomes:</b>					
1. Developing countries and countries with economies in transition will benefit from increased investment projects and transfer of sustainable technology from Bahrain and the Arab Region through private sector cooperation.					
2. Domestic investors (existing enterprises and start-ups), institutions and IPAs in Bahrain, the Arab Region and developing countries benefit from increased knowledge, skills and awareness of investment and technology opportunities.		<ul style="list-style-type: none"> <li>- # of investment projects concluded</li> <li>- # of investment projects in operational</li> <li>- Value of investment generated in projects implemented and in operation (USD)</li> <li>- # of additional jobs created (sex-disaggregated data)</li> </ul>	<ul style="list-style-type: none"> <li>- ITPO monitoring system</li> <li>- Company survey</li> </ul>	<ul style="list-style-type: none"> <li>- Reporting of activities is primarily the responsibility of the ITPO staff</li> </ul>	
		<ul style="list-style-type: none"> <li>- Volume of investment and technology mobilized</li> <li>- % of investors/start-ups directly supported by the ITPO state that (sex-disaggregated data):                             <ul style="list-style-type: none"> <li>a. ITPO has been 'effective' or 'very effective' as a partner</li> <li>b. Their capacity and knowhow has been enhanced</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- ITPO monitoring system</li> <li>- Supported institution survey</li> <li>- EDIP Programme participant survey (every several years)</li> </ul>	<ul style="list-style-type: none"> <li>- Reporting of activities is primarily the responsibility of the ITPO staff</li> </ul>	

Project Results Framework					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
<b>Output 1: Upgraded institutional capacity of relevant public/private-sector institutions in developing countries and the Arab Region to provide support services to foreign and domestic investors (existing enterprises and start-ups)</b>					
	1.1	Implement the EDIP Programme in developing countries and countries with economies in transition, in partnership with local IPAs, development agencies, banks and business-related organizations	- At least 1 EDIP workshop organized per year - Establish EDIP units in 2-3 countries	ITPO annual reports	Better informed, better functioning, more efficient IPAs will provide better services to investors, start-ups, entrepreneurs leading to increase in quality and quantity of investments
	1.2	Organize EDIP workshops, focusing on youth and women, in cooperation with the relevant partner institutions			
	1.3	Assist industry/trade associations in their efforts to establish business incubators, clusters and other industrial development models			
	1.4	Provide policy advice to developing countries/countries with economies in transition based on Bahrain's experience in policy-making towards technological and economic development			
	1.5				
<b>Output 2. Promotion of investment and technology opportunities through global and regional forums and events</b>					
	2.1	Organize regional and global investment promotion events and business delegations, targeting potential investors in Bahrain and throughout the Arab Region	- 2-3 investment events organized/attended per year	ITPO progress reports ITPO progress reports	Investors will be better informed, which will lead to more and higher quality investments  Modern, efficient, clean

Project Results Framework					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
2.2	Disseminate information on investment climate and investment opportunities through the ITPO website, newsletters, quarterly magazines and other communication media		<ul style="list-style-type: none"> <li>- 40 to 50 investment profiles formulated</li> <li>- 500 bilateral meetings organized</li> <li>- 250 to 300 entrepreneurs assisted (sex-disaggregated data)</li> <li>- 1-2 COMFAR trainings per year</li> </ul>		technologies adopted by developing countries through transfer of technology will lead to more competitive and sustainable enterprises able to compete in global markets
2.3	Host Delegates from IPAs and other relevant institutions from developing countries to provide them with opportunities to establish contacts with the business community in Bahrain and in the Arab Region and expose them to relevant technologies		<ul style="list-style-type: none"> <li>- 2-5 technology exhibitions, workshops and other events organized or attended per year</li> <li>- 200 bilateral meetings organized</li> </ul>		
2.4	Organize and/or participate in technology exhibitions to promote innovative and sustainable technologies to potential beneficiaries and facilitate match-making				
2.5	Establish and maintain working relations and contacts with the industrial community, institutions, business organizations and financial institutions in Bahrain and throughout the Arab Region				
2.6	Organize the International Entrepreneurs Investment Forum to promote and facilitate business partnerships and investments for domestic enterprise creation and				

Project Results Framework					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
		expansion in employment intensive sectors 2.7 Cooperate with the UNIDO COMFAR team in the organization of training workshops for preparation of pilot projects and investment proposals			
<b>Output 3: Strategic cooperation with UNIDO HQs and the ITPO Network</b>					
		1.1 Participate in Annual ITPO Heads Meeting 1.2 Support and contribute to UNIDO Global Forum activities 1.3 Support promotional and marketing activities of the ITPO Network 1.4 Promote UNIDO through website, annual report, newsletter, quarterly magazine and other communication media 1.5 Facilitate UNIDO Headquarters' missions to Bahrain and in the region	<ul style="list-style-type: none"> <li>- 1 ITPO Heads meeting per year</li> <li>- 2-5 UNIDO events attended per year</li> <li>- 1 annual report published per year</li> <li>- 2-5 brochures produced per year</li> </ul>	Activity reports/ Annual Report	Increased public awareness of UNIDO's activities and services, especially in the field of investment and technology transfer, leading to increased funding for UNIDO TC in developing countries

## Annex 4 – Guidance on integrating gender in evaluations of UNIDO projects and programmes

### Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The UNIDO Policy on gender equality and the empowerment of women and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the UNIDO Policy on gender equality and the empowerment of women:

***Gender equality** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become 'the same' but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a 'women's issues'. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.*

***Empowerment of women** signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.*

***Gender parity** signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.*

The UNIDO projects/programmes can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/programme; and 2) those where there is limited or no attempted integration of gender.

Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

### Gender responsive evaluation questions

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

#### Design

- ✓ Is the project/programme in line with the UNIDO<sup>8</sup> and national policies on gender equality and the empowerment of women?
- ✓ Were gender issues identified at the design stage?
- ✓ Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
- ✓ Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?

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<sup>8</sup> Once the gender mainstreaming strategy and action plans to guide the process of addressing gender issues in industrial development interventions are developed, the project/programme should align to the strategy or action plans.

- ✓ To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
- ✓ Was a gender analysis included in a baseline study or needs assessment (if any)?
- ✓ If the project/programme is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- ✓ If the project/programme promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

### **Implementation management**

- ✓ Did project monitoring and self-evaluation collect and analyse gender disaggregated data? Were decisions and recommendations based on the analyses? If so, how?
- ✓ Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- ✓ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- ✓ If the project/programme promotes gender equality and/or women's empowerment, did the project/programme monitor, assess and report on its gender related objective/s?

### **Results**

- ✓ Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
- ✓ In the case of a project/programme with gender related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women's empowerment?

## **Annex C: List of persons met**

### **UNIDO Headquarters**

Franz Brugger, International Expert, Capacity Development  
Bernardo Calzadilla, Director, Department of Trade, Investment and Innovation  
Sayaphol Sackda, Officer in Charge - Advocacy and Media Relations Division  
Olga Memedovic, Chief, Business Environment, Cluster & Innovation Division  
Monica Carco, Senior Industrial Development Officer, Rural Entrepreneurship and Human Security Division  
Lucia Cartini, Senior Coordinator, Arab Regional Division (former ITPO Bahrain project manager)  
Javier Guarnizo, Director, Department of Evaluation and Internal Oversight  
Bassel Al Khatib, Chief, Arab Regional Division  
Philippe Scholtès, Managing Director, PTC  
Kai Bethke, Director, Department of External Relations  
Weixi Gong, ITPO Coordinator and Chief, Investment Promotion

### **Bahrain**

#### **ITPO Bahrain**

Dr. Hashim S. Hussein, Head  
Mr. Arif.M. Barhoumi, Investment Promotion Expert  
Mr. Abdul Rahman AlAwadhi, Expert - Investment Promotion & Entrepreneurship  
Ms. Ghadeer Al Sayed, Assistant Business Counselor  
Mr. Ahmed Zakaria Hejres, Financial Business Councilor  
Mr. Ehab Mustafa, National Officer / IT Business Counselor  
Mr. Jordan Caminiti, Business Associate

#### **United Nations**

Amin El Sharkawi, UN Resident Coordinator

#### **Ministry of Industry, Commerce and Tourism**

Osama Mohamed Al Arrayedh, Undersecretary for Industrial Affairs  
A. Karim Ahmed Alrashid, Assistant Undersecretary for Industrial Development  
Shaikha Abdulla Al Fadhel, Director of SME Development

#### **Ministry of Finance**

Yusuf Abdulla All Humood, Undersecretary of Financial Affairs

#### **Supreme Council for Women**

Deena Rashed Al Khalifa, Director General for Policies and Development

#### **Supreme Council for Environment**

Dr. Mohamed Mubarak Bin Daina, Chief Executive

#### **University of Bahrain**

Prof. Riyad Yousif Hamzah, President  
Cameron Mirza, Head of Strategy - Office of the President

#### **Arabian Gulf University**

Prof. Odeh Al-Jayyousi, Head of Innovation & Technology Management Department

**Kingdom University**

Prof. Nader Mohammed Al-Bastaki, Vice President for Academic Affairs & Scientific Research

**Bahrain Business Incubator Centre**

Hesham Mohammed Al Khalifa, Chairman and Managing Director

**Bahrain Businesswomen's Society**

Ahlam Yousif Janahi, Board Member 2018-2020, President

Khulood Rashid AlQattan, Board Member 2018-2020, First Vice President

Vicky Saad Mouawad, Board Member 2018-2020, 2nd Vice President

Huda Mohamed Janahi, Board Member 2018-2020, Vice Treasurer

Nawal Yousouf AlSabbagh, Board Member 2018-2020

Maryam Mohd Jameel Alarayedh, Board Member 2018-2020

**Arab ICT Union**

Ubaydli Ubaydli, Chairman

**Entrepreneurs**

Nawal Al Sabbagh, Nawa flowers & chocolates since 1989 - CEO

Nahla Al Mahmood, Lalabella Flowers - General Manager & Designer

Hamad Janahi, Maya Chocolaterie - GM Operations & Franchise

Fawaz I. Albinmohamed, Winners Football Center - Managing Director

Mohammed Janahi, General Manager - Hull Diving Services

Hadi Dawani, Boxit Franchise, CEO

**Sudan****Ministry of Social Security and Development**

HE Eng. Widad Yagoub Ibrahim Osman, Minister of Social Security and Development

**Ministry of Industry & Trade**

Eng. Abdel Rhman Agab Ahmed, Undersecretary

Mohamed Ali Abdalla, Deputy Undersecretary

**Arab Bank for Economic Development in Africa**

Dr. Sidi Ould Tah, General Manager

**Bank of Khartoum**

Dr. Faisal Abass Fadl, Acting Chief Executive Officer

**Family Bank****Arab Organization for Agricultural Development**

Prof. Ibrahim Adam Ahmed El-Dukheri, Director General

**National Authority of Investment**

Osheak Mohamed Ahmed, Secretary General

**UNIDO Sudan**

Mohamed Elsayed Abdelmomen, Country Representative

**University of Khartoum**

Professor Gamal M. Abdo, Dean

Dr. Neimat Abdalla Ibrahim, Director Entrepreneurship Centre

Dr. Quosay Awad Ahmed, Head of Petroleum and Natural Gas Engineering Dept.

**Sudan University of Science & Technology**

Prof. Rashid Ahmed M. Hussein, Vice Chancellor  
Dr. Huda Osman Abdulla, Director of Public Relations  
Dr. Mohamed Siddig AbdelAziz, Principal  
Dr. Abbas Musa Yagoub Musa, Secretariat of Academic Affairs

**Morocco**

**Centre des Tres Petites Entreprises Solidaires**

Youssef Errami, Director  
Meriem Hachami, Director's Assistance  
Abdeltif El Kihal, Small Businesses Advisor

**University Hassan II**

Prof. Khalid El Ouazzani Ech-Chandi, Director - Team Leader GEM Morocco  
Prof. Salah Koubaa, Vice Dean in charge of Research and Cooperation  
Dr. Meryem Kabbaj, Doctorante Chargee d'Etudes

## Annex D: Agreement between the Government of the State of Bahrain and UNIDO

### A G R E E M E N T

between

the Government of the State of Bahrain  
and the United Nations Industrial Development Organization

on the Establishment of  
a UNIDO Investment Promotion Service Office  
in Bahrain

WHEREAS Article 2 of the Constitution of the United Nations Industrial Development Organization (hereinafter referred to as "UNIDO"), in defining its functions mandates UNIDO to assist developing countries:

"in the development, expansion and modernization of their industries ... with special reference to the transfer of technology from the industrialized to the developing countries as well as among the developing countries themselves ... special measures designed to promote cooperation in the industrial field among developing countries and between the developed and developing countries".

WHEREAS the Government of the State of Bahrain (hereinafter referred to as "the Government"), has informed UNIDO of its willingness to make a special purpose contribution to the Industrial Development Fund (hereinafter "the IDF") to meet the costs of the UNIDO Investment Promotion Service Office in Bahrain (hereinafter "IPSO");

WHEREAS it has been agreed between UNIDO and the Government that UNIDO shall be responsible under the terms of this Agreement and the UNIDO financial regulations and rules for the management of the funds contributed by the Government for the IPSO;

THEREFORE the Government and UNIDO hereby agree to enter into the following Agreement:

#### Article I

##### Purpose of the Agreement

1.1. The purpose of this Agreement is to establish and operate a UNIDO Investment Promotion Service Office in Bahrain in accordance with the objectives, recommendations and guidelines established by the UNIDO's policy-making organs for such offices.

- 1.2. The IPSO shall promote industrial investment to other developing countries and countries with economies in transition, as well as industrial investment from abroad to the host country.
- 1.3. The IPSO in Bahrain will be part of UNIDO's worldwide network of IPSOs and will use methodologies, mechanisms and softwares developed by UNIDO in the fields of industrial investment and technology transfer. UNIDO will operate and supervise the IPSO.
- 1.4. The functions, activities, operational methodologies, and administration arrangements of the IPSO are described in the TERMS OF REFERENCE (attached as Annex A) which form an integral part of this Agreement.

Article II

Funding arrangements for the IPSO

- 2.1. The IPSO shall be funded for renewable periods, each of a two- or three-year duration, from the sub-account of the Government's special purpose contribution to the Industrial Development Fund. In order to meet the costs of the IPSO, including programme support costs, UNIDO is authorized to draw from the special purpose contributions the amounts indicated in the Budget for the UNIDO IPSO in Bahrain, attached as Annex B hereto and the Schedule of Payments, attached as Annex C hereto, both documents constituting an integral part of the present Agreement. Funds will be transferred to UNIDO in accordance with the Schedule of Payments, in United States dollars or other convertible currencies of unrestricted use, to UNIDO Off Account Number 0422-01004/00, Creditanstalt-Bankverein, Schottengasse 5, A-1010 Vienna, quoting "IPSO Bahrain".  
  
A budget showing cash and in-kind contributions will be established and agreed upon for each two- or three-year period.
- 2.2. If there are insufficient funds in the sub-account for the Government's special purpose contribution to meet the costs of the IPSO, the Government shall, in accordance with the schedule of payments, deposit funds in United States dollars or other convertible currencies of unrestricted use to the above-mentioned UNIDO account number.
- 2.3. In the performance of this Agreement UNIDO shall, under its applicable financial regulations and rules for the receipt and administration of the aforesaid funds

(including interest accruing), establish an account within the sub-account for the Government's special purpose contribution to the IDF, to be used exclusively for this specific IPSO.

- 2.4. Such IPSO account and the activities financed therefrom shall be administered by UNIDO in accordance with its applicable regulations, rules and administrative instructions. Accordingly, personnel shall be engaged and administered; equipment, supplies and services purchased; and contracts entered into in accordance with the provisions of such regulations, rules and administrative instructions. Interest shall be credited to the sub-account for the Government's special purpose contribution in accordance with the financial regulations, rules and directives of UNIDO.
- 2.5. All financial accounts and statements shall be expressed in United States dollars and there shall be no accounting or reporting in other currencies. For the purpose of recording receipts and/or payments, all transactions shall be converted into United States dollars at the official United Nations accounting rate of exchange applicable on the date of receipt and/or payment.
- 2.6. The sub-account for the Government's special purpose contribution and the activities financed therefrom will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules and administrative instructions of UNIDO.

### Article III

#### IPSO's Budget

- 3.1. The IPSO account shall be charged with actual expenditures incurred by UNIDO in the performance of activities under this Agreement and with an amount in United States dollars for the programme support services provided by UNIDO for the operation of the IPSO in line with the UNIDO financial rules and as specified in the IPSO Budget.
- 3.2. The IPSO account further shall be charged with an amount equivalent to one (1) per cent of the remuneration of net salary of persons, engaged by UNIDO and whose engagement is financed by the IPSO account, to provide a reserve for coverage of any claim for service incurred death, injury or illness, under the

applicable UNIDO regulations and rules or contracts, which reserve cannot be refunded to the Government.

- 2.3. UNIDO shall commence and continue to conduct operations under this Agreement upon receipt of a copy of this Agreement, signed by both parties, and upon receipt of sufficient funds in the sub-account for the Government's special purpose contribution to the IDF to meet the Government's payment obligations as stipulated in Article II, paragraphs 2.1 and 2.2 above.
- 2.4. The Government undertakes to meet the actual cost of the IPSC operation detailed in the budget for the UNIDO IPSC in Bahrain and UNIDO undertakes not to make any commitments not specified in the budget without the Government's written approval.
- 2.5. If UNIDO considers that changes between components and/or additional services not foreseen in the IPSC Bahrain's budget are required, UNIDO is authorized to carry out a budget revision within the approved budget for a particular year. If, however, the revised budget calls for additional financing, such a revision will be submitted to the Government of Bahrain for approval. Any amount of the annual contribution not spent at the end of the first year will be carried forward to be used for covering project expenditures during the following year.

#### Article IV

##### Personnel Arrangements

The staff of the IPSC shall be appointed by the Director-General of UNIDO in accordance with its applicable regulations, rules and procedures of UNIDO. The Head of the IPSC shall be appointed by the Director-General after consultation with the Government of Bahrain. UNIDO will supervise the IPSC staff who will report only to UNIDO.

#### Article V

##### Evaluation

Evaluation of the results of IPSC activities described in this Agreement, including joint evaluation by UNIDO and the Government, shall be undertaken and a provision for such an evaluation included in the budget for the UNIDO IPSC in Bahrain.

## Article VI

## Financial Reporting

In addition to any reports specified in the TERMS OF REFERENCE, UNIDO shall provide the Government with the following statements and reports in the format normally followed by UNIDO for accounting and financial reporting:

- (a) An annual financial statement in respect of the sub-account for the Government's special purpose contribution showing income, expenditures for the year and assets and liabilities as of 31 December with respect to the funds provided by the Government for the IPSO.
- (b) A final financial statement within six months of termination or expiration of this Agreement.

## Article VII

## Ownership of Equipment, Etc.

Ownership of technical and other equipment, materials and supplies, financed from the funds contributed by the Government for the IPSO shall vest in UNIDO. Following operational completion of the IPSO, ownership of equipment, materials and supplies necessary for operation of the IPSO shall be transferred to the Government.

## Article VIII

## IPSO Account on Termination of the Agreement

- 8.1. On termination of this Agreement, the IPSO account shall remain open until all expenditures incurred by UNIDO have been satisfied. Any balance due to UNIDO under Article III shall be charged by UNIDO on the sub-account for the Government's special purpose contribution to the IEP, and the Government will reimburse UNIDO for any negative balance in that account.
- 8.2. Upon submission of a final financial statement in accordance with Article VI, any surplus remaining in the IPSO account shall be returned to the Government or disposed of as requested by the Government.

Article IX

Privileges and Immunities

In accordance with Article 21 of the Constitution of UNIDO, the Convention on the Privileges and Immunities of the United Nations (1946) shall apply to the UNIDO Investment Promotion Service Office in Bahrain. Accordingly, Article 17 of that Convention shall apply to the Office, its property, funds, assets, premises and archives, Article III to the communications of the Office, Articles V and VII to UNIDO officials assigned to the Office and Articles VI and VII to the experts on mission for UNIDO in connection with the Office.

Article X

General Provisions

10.1 The present Agreement is concluded for an indefinite period on the understanding, however, that each party shall have the right to terminate it upon six (6) months' written notice of termination to the other party.

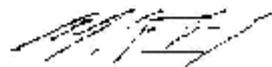
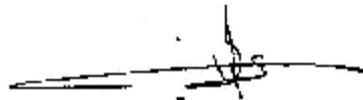
10.2 This Agreement may be modified by written agreement between the parties hereto. Such amendments shall comply with the recommendations of the policy-making organs of UNIDO and the requirements of the Operations Manual for UNIDO's IPSS Network.

10.3 The present Agreement shall enter into force upon signature.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in two copies in English at Manama on this 31<sup>st</sup> day of October, 1995 and at Vienna on this 7<sup>th</sup> day of November, 1995.

For the Government of  
the State of Bahrain:

For the United Nations  
Industrial Development  
Organization:



.....  
Sheikh Isa Bin Ali Al Khalifa  
Minister of Oil and Industry

.....  
Mauricio de Maria y Campos  
Director-General

ANNEX A (2 pages)

TERMS OF REFERENCE OF THE UNIDO IPSO IN SAHRAIN

OBJECTIVES

As one office in UNIDO's worldwide network of IPSOs, the IPSO in Bahrain shall promote industrial investment to other developing countries, as well as industrial investment from abroad to Bahrain.

More specifically, the IPSO shall promote the mobilization of investment resources (finance, technology, know-how, market access, managerial support, etc.) from abroad to Bahrain, as well as from Bahrain to other developing countries and countries with economies in transition.

FUNCTIONS AND ACTIVITIES

The following detailed guidelines for the functioning of IPSOs are derived from the Resolution GC.3/Res.13, approved by the General Conference of UNIDO on 24 November 1988. Specifically, the functions and activities of IPSOs are:

1. quote (a) To assess investment projects, the details of which have been supplied to them from UNIDO Headquarters or other sources, with a view to determining whether an enterprise can be found in their host countries that will be able and willing to supply the foreign resources sought for such projects. (unquote)

Under this heading the main activities of the IPSO will be to:

- Screen investment proposals received from UNIDO Headquarters or other IPSOs so as to select those for which potential interest could be identified in Bahrain.
- Formulate the pre-screened investment opportunities using the UNIDO Industrial Investment Project Profile Form and carry out a pre-appraisal using the PROPSPIN\* software. Modify, in consultation with the local sponsor, the original proposal if this is suggested by the PROPSPIN appraisal.

\* PROPSPIN: The Programme uses standard project profile forms to assist in project formulation and screening, and a simple software package for initial appraisal purposes entitled "Project Profile Screening and Pre-Appraisal Information System". The software is also a valid support for developing partners to undertake sensitivity analysis.

- Appraise investment opportunities originating from prospective Bahraini investors looking for a partner in a developing country. Identify directly or through the WINS<sup>2</sup> network such partners who are willing to negotiate for a cooperation agreement.
  - Enter information on each investment opportunity into the Projects and Sponsors Data Banks of DIPP<sup>3</sup> so as to initiate promotion of the proposal through the WINS network.
2. (a) To build contacts with enterprises in their host countries willing to consider a business venture with a partner in a developing country or to provide inputs for such a venture.
- (b) To gather, present and disseminate information on specific manufacturing facilities which enterprises in their host countries seek to establish in developing countries through a business partnership with a local entrepreneur; to assist in identifying local partners and help both parties to conclude an agreement. [unquote]

The IPSC will specifically:

- Establish contacts with local industrial associations, investment and commercial banks, chambers of commerce. The organizations willing to co-operate with the IPSC and in particular to assist in identifying investment opportunities in Bahrain and promote inward and outward investment in association with the IPSC, will be retained as local contact points.
- Through the contact points or directly, establish working relations with local enterprises willing either to act as sponsor for inward investment opportunities, or as foreign investor for outward investment in developing countries.
- A roster of local contact points and local investors will be established. For this purpose the IPSC will create a data bank on contact points

<sup>2</sup> WINS: The "World Investment Network Service" is based on the world-wide network of Investment Promotion Service Offices and national investment promotion agencies, using electronic data transfer and information systems.

<sup>3</sup> DIPP: The software "Data Bank for the Investment Promotion Programme" provides a package for Investment Promotion Agencies in developing countries to keep track of investment promotion activities at the level of each individual project.

and local investors, entering the required information into the DIPP. The pro-active data bank should be continuously updated and expanded.

- 3. (quote) (a) To utilize their contacts with host country enterprises for the promotion of the investment projects referred to above by informing such enterprises of these projects and of foreign resource sought by their local investors. To provide information on individual local investors and on the climate for investment in the developing countries concerned. (unquote)

Specifically the IPSC will:

- Contact foreign prospective investors through the UNIDO IPSC network for the promotion of identified investment opportunities. Efforts should also be made in foreign countries, both industrialized and industrializing, not covered by the UNIDO IPSC network to identify potential interested parties, interacting with local institutions, industrial associations, banks and private firms.

- Provide information and contacts to potential foreign investors/partners visiting Bahrain on local investment opportunities and local sponsors/investors, assisting them if and as required.

- Distribute abroad and to visiting parties information on Bahrain's investment climate, legislation and incentives, approval procedures and other formalities required to formalize an industrial cooperation agreement with a local partner.

- Provide contact to and information on local financial institutions willing to provide loans or equity participation to industrial co-operation agreements.

- 4. (quote) (a) To bring the local investor and the prospective foreign partner into direct contact through UNIDO investment project promotion meetings/forums and through any other appropriate means with a view to their commencing negotiations or co-operating in the implementation of the project.

- (b) To assist developing countries in arousing the interest of potential foreign partners in industrial investment opportunities and in the

incentives offered by those countries, by receiving delegations representing both the public and private sector and arranging direct contacts between the members of those delegations and the industrial and financial communities of the host countries. (unquote)

the IFSC will in particular:

- Provide support to investment fairs organized by UNIDO Headquarters or other IFSC's, by promoting the investment proposals of the particular event among the local business community, as well as arranging the participation of interested business representatives and potential investors from Bahrain in the event.
  - Receive official delegations from foreign countries interested in establishing direct contacts with the Bahraini business community, introducing the visitors to potentially interested parties.
  - Introduce the required inputs into the DIPP Promotion Data Bank, to organize the above activities, monitor the follow-up and register the results of the promotion.
3. (quote) (a) To support and assist both parties in their negotiations and in completing the preparation of pre-investment studies, up to the stage at which the parties can conclude a written agreement or implement the project. (unquote)

Upon request by the concerned industrial partners, the IFSC will carry out the following activities:

- Assist negotiating parties in their discussions up to the stage at which the parties will conclude a detailed written agreement to implement the project.
- Make available and use the UNIDO know-how and expertise in the field of technology transfer and acquisition, contractual arrangements, investment guarantees, compliance with international standards in quality, environment, etc. In particular the negotiating parties could avail themselves of the support of PROPSPIN, to assess the resultant of variables introduced during the negotiations; could receive guidance from UNIDO's model contracts for certain specific fields; and

be assisted in obtaining government clearance for the proposal if such formality is required by the country hosting the investment.

Assist in the definition of a financial package and mobilization of financing resources necessary for the implementation of the project.

If adequate provision is allocated in the IPSO budget, to apply the Project Completion Facility which offers the possibility of testing the agreement formalized by the parties before they proceed with the investment, using the UNIDO methodology for preparing a feasibility study through the COMPAR (the Facility offers both a quality test and better access to financial institutions and their credit lines).

Monitor the process of each negotiation and secure its follow-up, by entering detailed information on each negotiation step into the NIPP Promotion Data Bank.

6. (quote) (v) To assist the developing countries in building and strengthening national capabilities for attracting foreign investment by hosting delegations from developing countries and providing them with on-the-job orientation through the promotion vis-à-vis potential foreign partners of specific investment opportunities in their home countries. (unquote)

The IPSO will:

Interact with the National Investment Promotion Agencies/units; provide them with high-level advice and/or support; organize on an ad-hoc basis with some of their staff training sessions/courses on subjects of interest to these institutions.

Develop a Delegate Programme, in accordance with the relevant provisions made in the IPSO manual. In particular, the IPSO will regularly host a delegate from a selected developing country for a given period in order to promote industrial partnerships and joint-ventures with this particular country. Similarly, the IPSO will have

COMPAR: The software package "Computer Model for Feasibility Analysis and Reporting" provides a user friendly methodology for the preparation of opportunity and feasibility studies. It is recognized world-wide for its quality and reliability. The software is based on the UNIDO manual for the Preparation of Industrial Feasibility Studies.

the possibility to place a delegate in another IPSC in a developed country where there will be a great potential and interest to co-operate.

- 7. (quote) (a) To undertake such other activities as are conducive to the achievement of the objectives of IPSC.  
(unquote)

The IPSC will:

- Act as a catalyst and source of technical expertise in the design, organization and implementation of key events organized at the national, regional, international levels, possibly with high-level international sponsorships.
- Contribute to the design and/or implementation of other investment and technology related activities and programmes; contribute to the mobilization of financial resources for such programmes (multiplying effect through the IPSC).
- Act, if required, as an efficient channel of communication to bring UNIDO programmes, expertise, documentation, studies to the attention of interested authorities, organizations and enterprises in the host country.
- Actively participate in activities developed by UNIDO in the field of investment contributing to strengthening the entire network of IPSCs and to developing innovative tools and methods.
- Carry out activities as required by UNIDO/IPSC mandate, regulations and procedures, in particular as far as financial, technical and administrative workings are concerned.

METHODOLOGIES, MECHANISMS AND SOFTWARES

The IPSC will use the following methodologies, mechanisms and softwares developed by UNIDO for industrial investment promotion and for use by the IPSC Network:

- Operational Manual for IPSCs
- Industrial Investment Project Profile Form
- Data Bank for Investment Promotion Programme (DIPP) Software
- Project Profile Screening and Pre-Appraisal Information System (PROPSPIN) Software

Computer Model for Feasibility Studies and Reporting (COMPAR) Software  
Project Completion Facility  
Delegations Programme  
World Investment Network Service (WINS)  
UNIDO Manuals, model contracts, etc., in the field of technology transfer.

BENEFICIARIES

Industrial companies and entrepreneurs in Bahrain involved in industrial cooperation with partners from developed and developing countries.

COORDINATION ARRANGEMENTS

The IPSO will be supervised by the Investment Service at UNIDO, Vienna, and will coordinate its activities with other units and projects of UNIDO concerned with industrial investment.

The IPSO will also cooperate closely with other IPSOs in the UNIDO Network. Provisions should be made in the budget for the IPSO Head to participate in the twice-yearly coordination meetings for all Heads of IPSOs organized by UNIDO Headquarters.

Finally, cooperative arrangements will be maintained by the IPSO with the responsible host country authorities and institutions.

TWO- OR THREE-YEAR BUDGET FOR THE IPSO

In line with the anticipated level of activity of the IPSO, a two- or three-year budget showing the required cash and in-kind contributions and estimated expenditures for operation of the IPSO will be submitted by UNIDO to the Government of Bahrain for approval in advance.

ANNUAL WORK PROGRAMME

1. An ANNUAL WORK PROGRAMME will be prepared and submitted by the Head of the IPSO to UNIDO Headquarters for approval. UNIDO will in turn submit the ANNUAL WORK PROGRAMME to the Government of Bahrain for approval.
2. The ANNUAL WORK PROGRAMME should give a detailed description of the proposed activities, specific projects and events during the coming year, together with a proposed time schedule and quantified achievement targets.

REPORTING

1. UNIDO shall furnish the Government of Bahrain with an annual report on the activities of the IPSO, as well as an annual financial statement.
2. The Head of the IPSO will submit to UNIDO Headquarters progress and annual reports and other information as specified in the IPSO Operations Manual and other UNIDO directives.

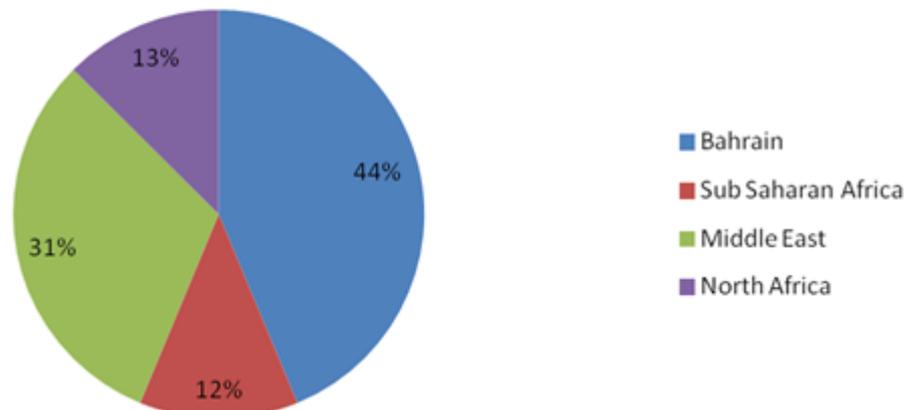
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**Annex E: Questionnaire for client companies (e.g. startups who benefited by the EDIP program).**

(Sent both in English and Arabic aggregating the results.)

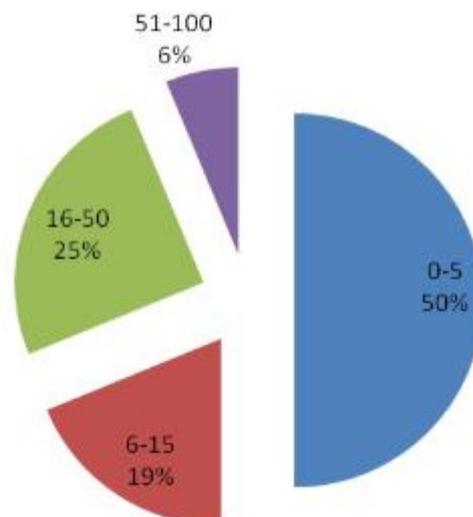
1. Where is your company's majority turnover generated?

**Where is your company's majority turnover generated?**



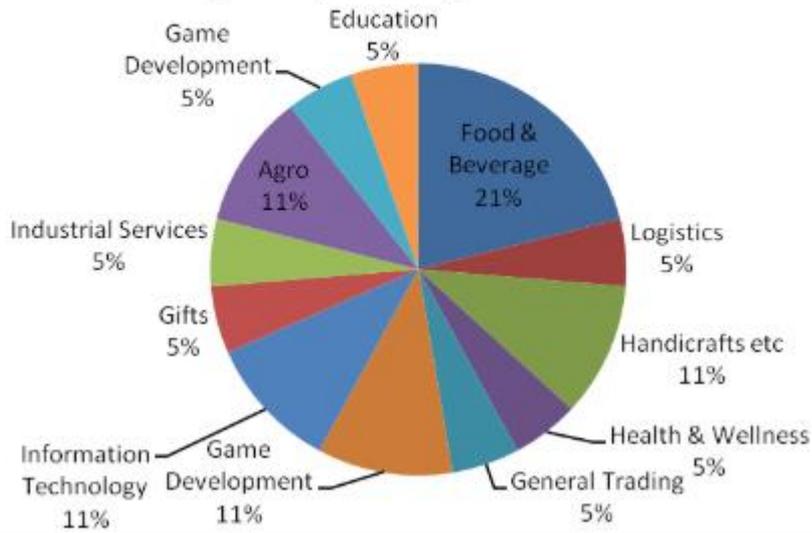
2. What was the size of your company, in number of employees, at the time when you entered in contact with the ITPO? (Please select)

**What was the size of your company, in number of employees, at the time when you entered in contact with the ITPO?**



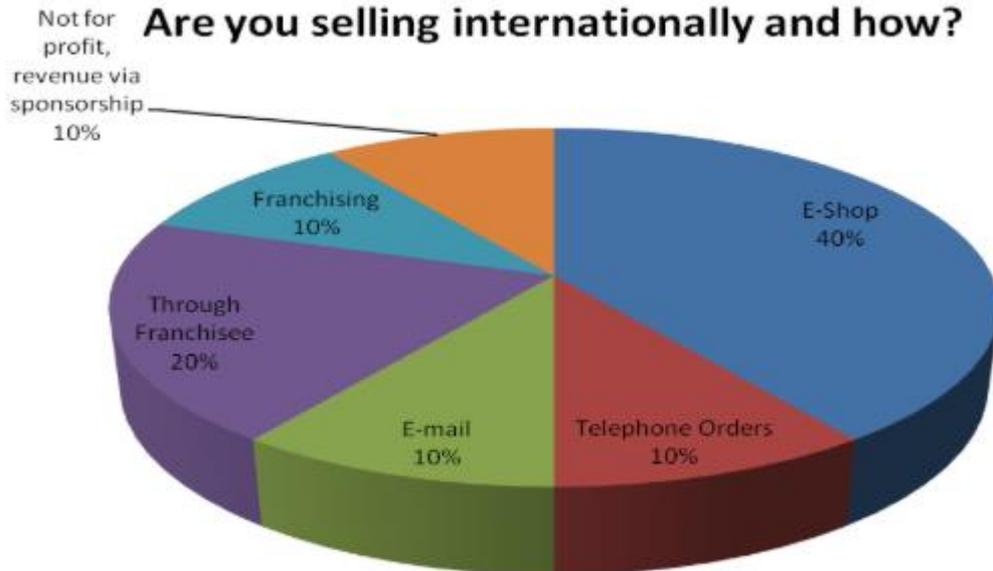
3. What is your primary line of business (select one)

### What is your primary line of business



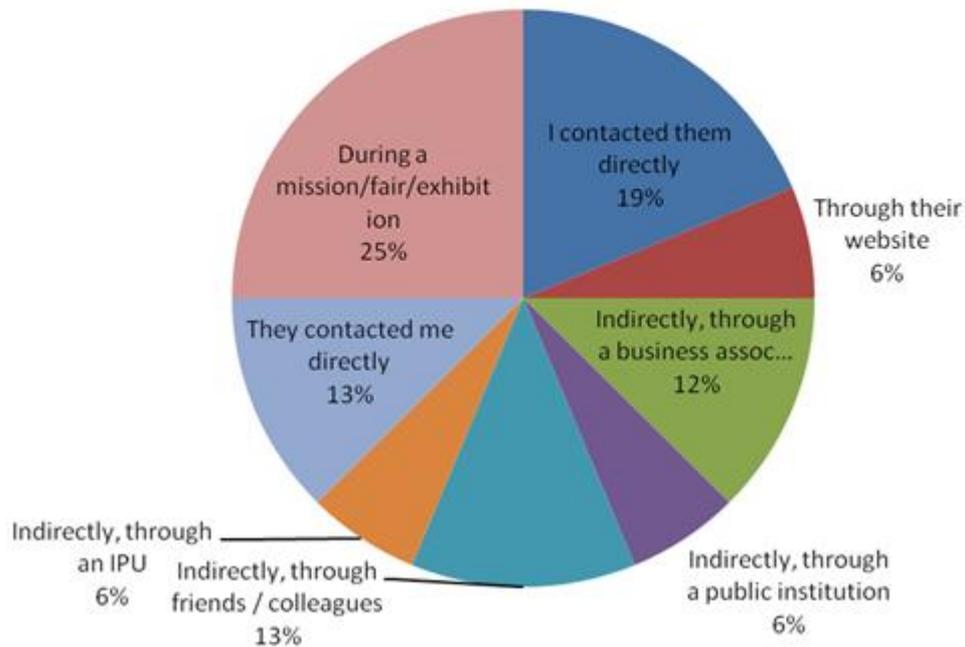
4. Are you selling internationally and how (leave blank if not)?

### Are you selling internationally and how?



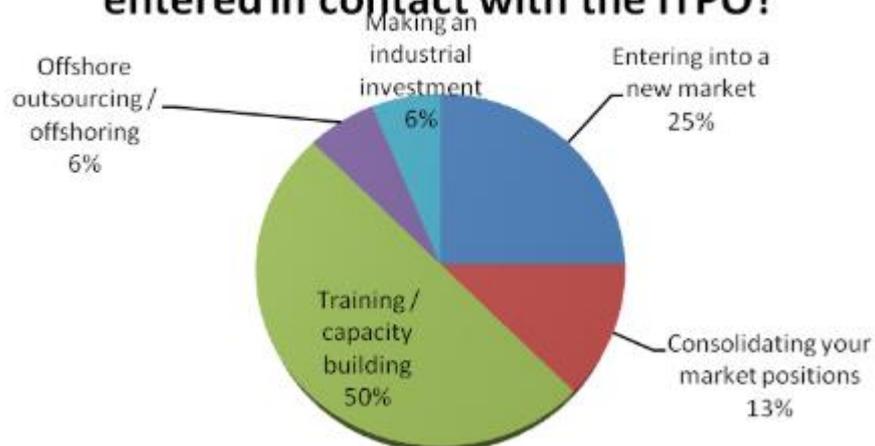
5. Please let us know how you entered in contact with ITPO Bahrain (Please select)

### Please let us know how you entered in contact with ITPO Bahrain

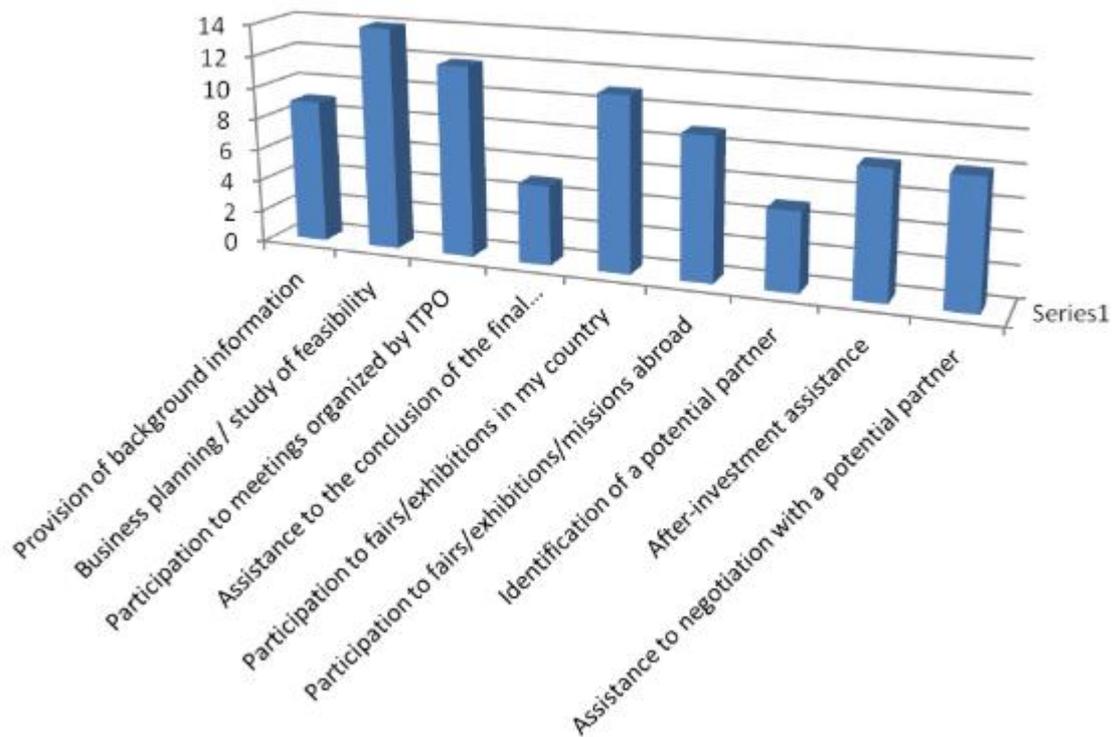


6. What was your initial objective when you entered in contact with the ITPO? (Please select)

### What was your initial objective when you entered in contact with the ITPO?



7. What ITPO services did you use? (Multiple selections are possible)

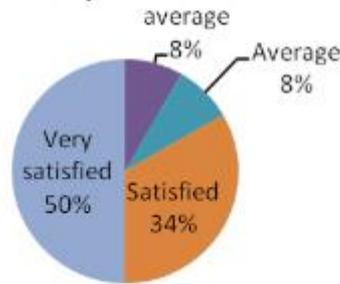


8. What advisory/counseling services did you use? (Multiple selections are possible)



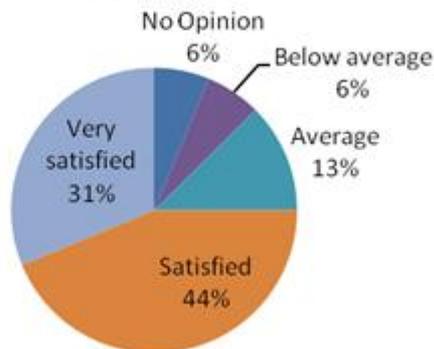
9. Please assess the quality of the ITPO services that you used. Please rate the following elements from 6 to 1, where 6 represents your highest satisfaction and 1 represents your highest dissatisfaction. Score 0 if you do not have an opinion on a specific element, or if the element is not applicable.

Please assess the quality of the ITPO services that you use



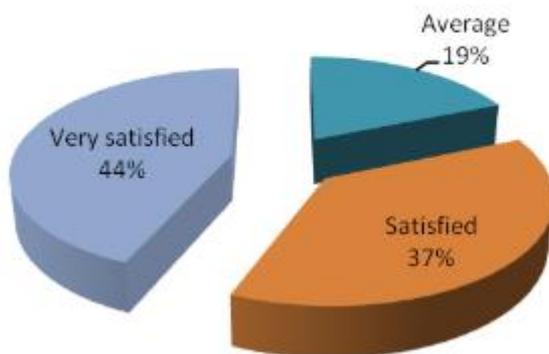
10. Was the information on the ITPO website useful? (6 represents your highest satisfaction and 1 represents your highest dissatisfaction, 0 no opinion)

**Was the information on the ITPO website useful?**



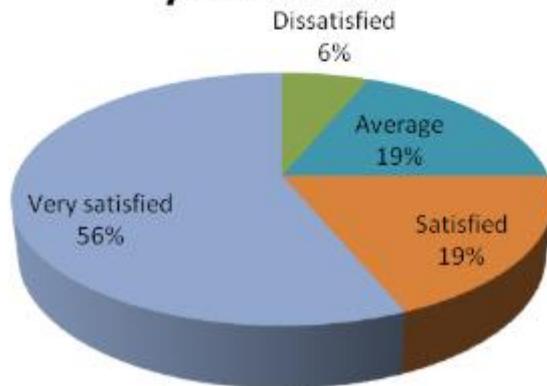
11. Was the background information you received from the ITPO useful? (6 represents your highest satisfaction and 1 represents your highest dissatisfaction, 0 no opinion)

**Was the background information you received from the ITPO useful?**



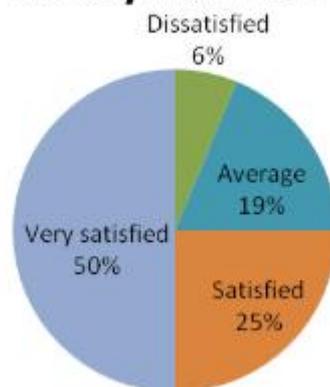
12. Did the ITPO services effectively address your needs? (6 represents your highest satisfaction and 1 represents your highest dissatisfaction, 0 no opinion)

### Did the ITPO services effectively address your needs?



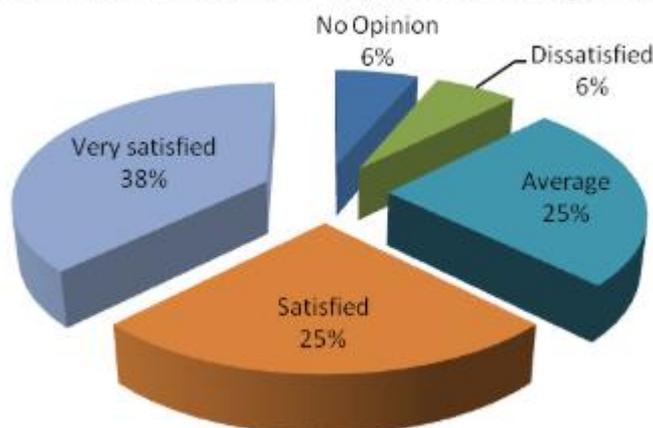
13. Did the ITPO address your needs in a timely manner? (6 represents your highest satisfaction and 1 represents your highest dissatisfaction, 0 no opinion)

### Did the ITPO address your needs in a timely manner?



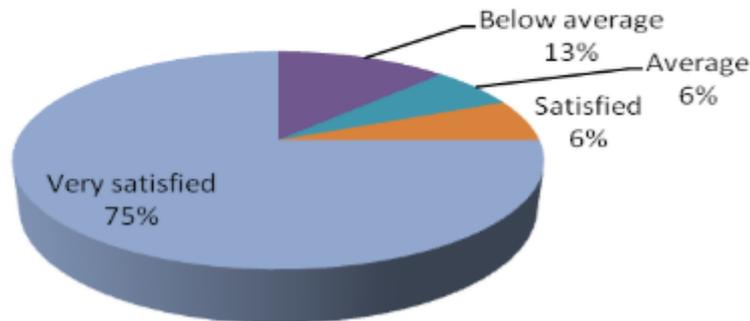
14. Were the services offered complete? (6 represents your highest satisfaction and 1 represents your highest dissatisfaction, 0 no opinion)

### Were the services offered complete?



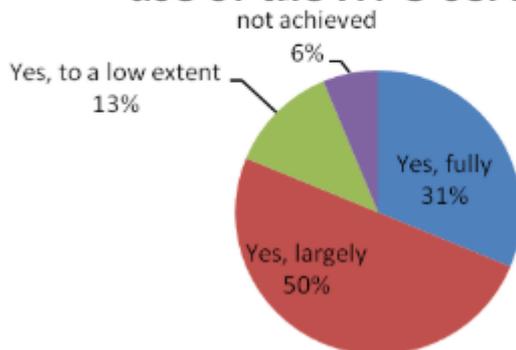
15. How do you rank the technical qualifications of the staff of ITPO that dealt with you? (6 represents your highest satisfaction and 1 represents your highest dissatisfaction, 0 no opinion)

### How do you rank the technical qualifications of the staff of ITPO that dealt with you?



16. Did your company achieve the primary objective that you identified, as a result of its use of the ITPO services? (Please select)

### Did your company achieve the primary objective that you identified, as a result of its use of the ITPO services?



17. Did the ITPO services help your company in achieving other or different results? Please mention them briefly by using the following free-text space (max 400 characters)

"Rights offering in terms of attracting new investors"

"Yes it connected me with other entrepreneurs that are in similar industries where we could both benefits from the same clients and cross sell similar products like my fitness Restaurants being placed in gyms."

"Initially I approached the ITPO in order to get better exposure, but the access to events, and exhibits, the networking opportunity, and its marketing team helped more a lot in further establishing the game development community."

"Yes it helped me know my position and what needs to be done in order to generate more money"

"Yes. The service and support was there whenever needed and easy access and the team is approachable."

"ITPO services helped our company achieve many different results through continuous and continuous training programs in the field of entrepreneurship that are presented and reflected positively on my projects, improving my skills, changing my thinking style and developing my investment trends and increasing production. Of new knowledge and skills related to sustainable development has returned to the benefit of becoming a strong and effective productive individual and I can promote my various projects to achieve the required development and benefit from all available resources"

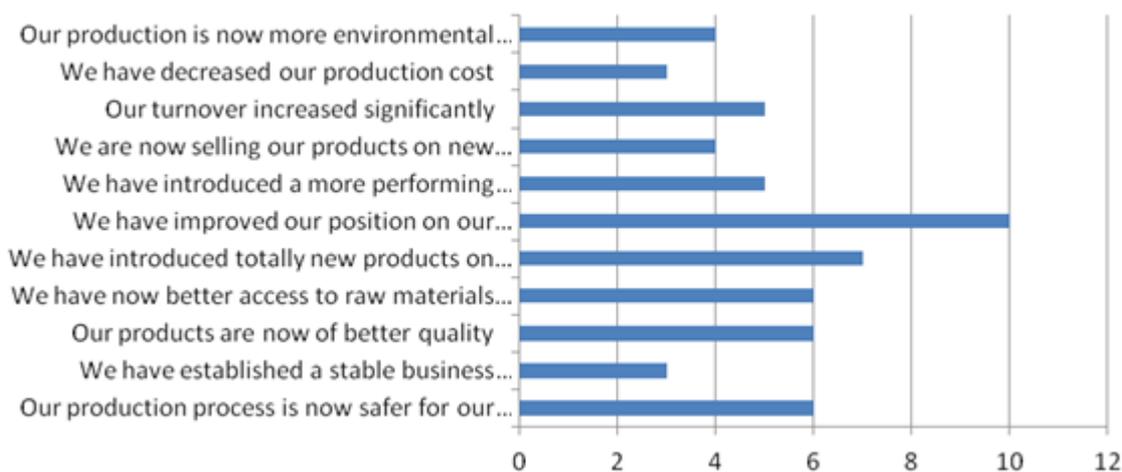
"Yes, you contributed with us to review the feasibility study of technical and economic, which contributed to bringing and convince the Canadian International Company to visit the project in Sudan and the signing of a memorandum of understanding for the financing partnership."

"I helped ITPO in my training started in a project and prepared a work plan enabling me to work in the trade and professional in the beginning I was only an artist working on selling my drawings but they turned this art into a business trade after attending the training sessions with them and refining my experience in trade

I have a brand name by printing paintings on cloth and making several tourism gifts

I have a name in the market"

18. We would like to understand the effects of the ITPO assistance on your business.  
(Multiple selections are possible)



19. What was the overall amount of investments generated by the project you implemented with the assistance of the ITPO, in Bahrain? (Leave blank if not applicable)

"USD 4 million"

"USD80,000"

"6000 BD"

"USD250K"

20. Did the project have any impact on employment in your company? (Jobs created or lost)

"Yes increase in jobs by 10%"

"Yes created more jobs with my expansion"

"Increased Volunteerism"

"None"

"Yes lowered the number of employees and got more production"

"Job created"

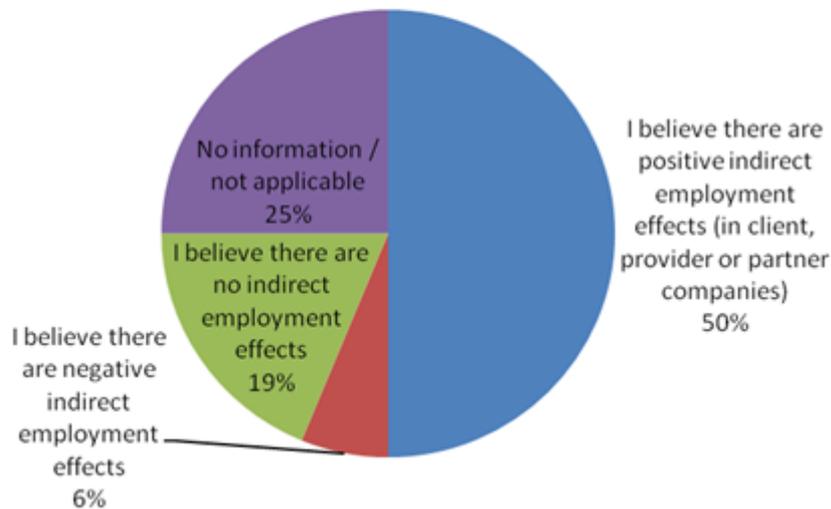
"Yes, a lot of impact .. multiplied by the number of employees plus the entry into new activities"

"The impact was very clear in the implementation of everything we learned and studied for optimal independence of the conditions of investment available and opportunities, which made

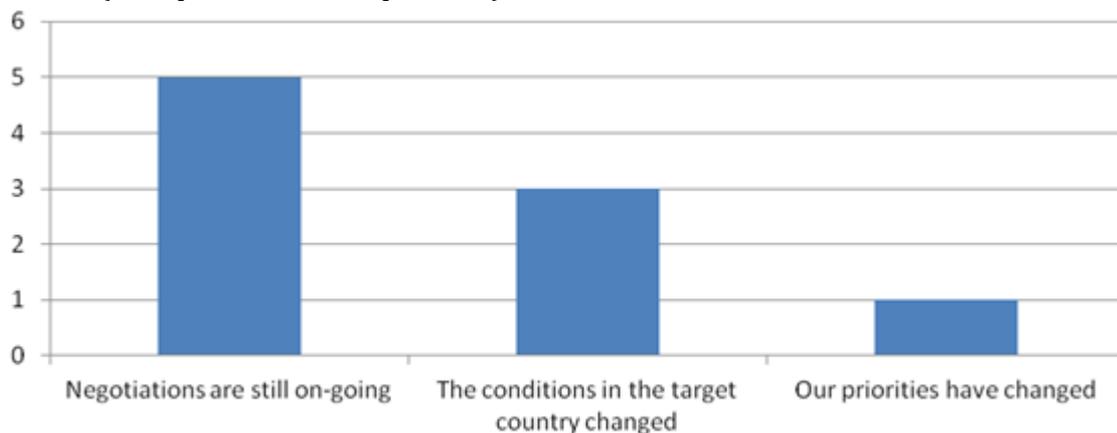
us distinct and received the award of social responsibility of the President of the Republic of Sudan for the year 2016."  
 "There is no effect"

21. Did the project have any indirect impact on employment ? (Please select)

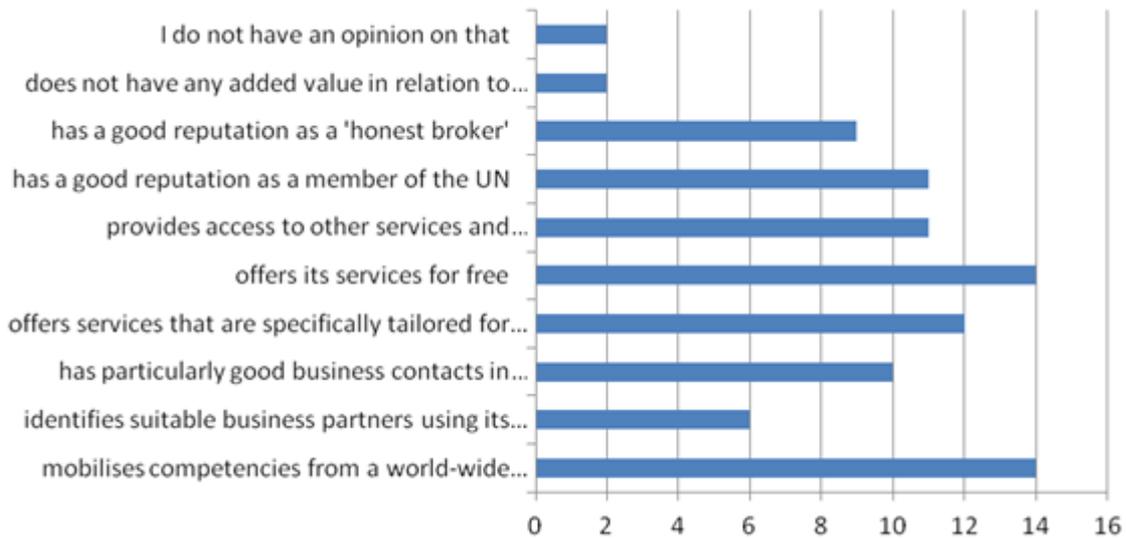
### Did the project have any indirect impact on employment ?



22. In case the envisaged project did not (yet) materialize, what were the main causes? (Multiple answers are possible.)



23. The ITPO is part of the United Nations Industrial Development Organization (UNIDO). What is your opinion about the particular strengths of the ITPO compared with similar national or regional agencies? (Multiple choices are possible). The ITPO ...



24. In case you used investment or technology promotion services of other agencies, could you tell us what services you used, and from which agencies? Please use the following free-text space (max 400 characters)

"Used opportunities to exhibit on show floors and had opportunities to speak to speakers"

"None"

"I joined the Entrepreneur Training Program with Dr. Amir and provided all the necessary services, but we expect more to provide training in any of the cities of Al-Ghalem or to finance my educational project."

25. We would appreciate any free-text comment or suggestion on the services provided by ITPO that you would like to add, using the following free-text space (max 1 000 characters).

"Best team headed by a dynamic leader whose main objective is progression and success"

"I just started working with UNIDO and I feel bad I didn't join their course few years ago I would have saved myself from a lot of issues and problems. Currently they connected me with a lot of good people who want to improve and they criticized a lot of the things I've been doing wrong which was very useful for my growth."

"Part of our strategy is to have networking meetups and free workshops, it would be nice to utilize some of the spaces in the ITPO office for that purpose."

"Focus on the financial linkage of emerging companies, especially in developing countries."

"I appreciate all the efforts and usefulness that you have never given up, and the experiences, achievements and success stories that you have been able to assume in your positions that increase in you and your achievements, and today I am pleased to thank you for the great efforts that have contributed to the advancement of work and reflected on all the companies and legislators that are under your umbrella to provide the best that can be offered. The Bahrain Investment and Technology Promotion Bureau has made many important achievements. I am pleased to extend to you my sincere thanks that you deserve."

"We want more modern training in Bahrain or any of Europe or Africa with some of the schools in the world"

## Annex F: Theory of Change for the ITPO Network

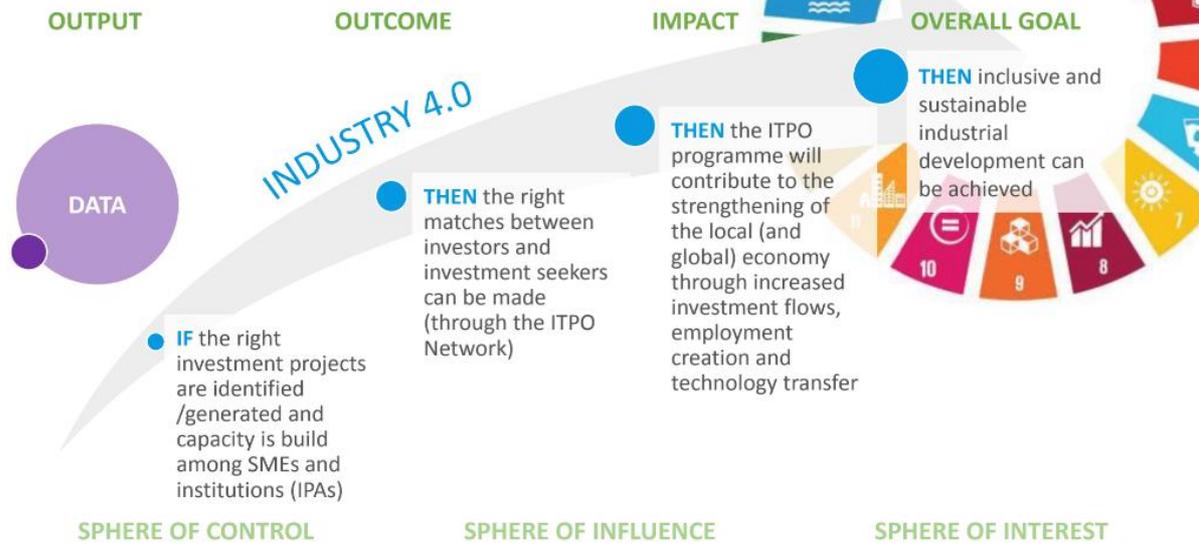


UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



**SUSTAINABLE DEVELOPMENT GOAL 9**  
INDUSTRY, INNOVATION AND INFRASTRUCTURE

# NEED FOR A THEORY OF CHANGE FOR THE ITPO NETWORK



## Annex G: Letters from Mauritania and Afghanistan for the establishment of an EDIP Centre



Arrêté n° ...../MEF Portant création de la Cellule de  
RÉPUBLIQUE ISLAMIQUE DE MAURITANIE

Honneur-Fraternité-Justice

Ministère de l'Economie et des Finances

### Visas :

BOM  
DGLTEJO  
DGB  
CF

/MEF Portant création de la Cellule de l'Entrepreneuriat et du Développement des Petites et Moyennes Entreprises PME (CEDPME)

Le Ministre de l'Economie et des Finances,

- Vu le décret n° 157-2007 du 06 septembre 2007, relatif au Conseil des Ministres et aux attributions du Premier Ministre et des Ministres ;
- Vu le décret n° 296-2018 du 30 octobre 2018, portant nomination des membres du Gouvernement ;
- Vu le décret n° 029-2016 du 02 mars 2016, modifié fixant les attributions du Ministre de l'Economie et des Finances et l'organisation de l'administration centrale de son département ;

### Arrête :

#### **Article premier : Création**

Il est créé au sein du Ministère de l'Économie et des Finances, une « Cellule de l'Entrepreneuriat et du Développement des PME ». Cette cellule a pour ancrage institutionnel la Direction Générale de la Promotion du Secteur Privé (DGPSP).

## Article 2 : Missions

La Cellule de l'Entrepreneuriat et du Développement des PME (CEDPME) a pour missions de : - Valoriser le potentiel national d'entrepreneurs à travers l'éducation, la formation et les services de Business Monitoring (Conseils en développement des affaires) ; - Découvrir le talent entrepreneurial parmi les jeunes et femmes en Mauritanie •

- Encourager la création de nouvelles entreprises dans le secteur des PME ;
- Augmenter la part du secteur formel dans l'économie nationale ;
- Apporter le soutien nécessaire à la croissance des PME au niveau national ;
- Accompagner les PME porteuses de projets innovants et leur faciliter l'accès au financement ;
- Accroître la compétitivité des PME existantes à travers leur mise à niveau ;
- Promouvoir le partenariat entre les entrepreneurs locaux et ceux à l'étranger ;
- Améliorer l'environnement des affaires par l'émergence de nouvelles entreprises.

## Article 3 : Composition et responsabilités

La Cellule de l'Entrepreneuriat et du Développement des PME (CEDPME) est composée d'une unité de gestion et d'un comité technique.

### a) L'Unité de gestion :

Le Directeur Général de la Promotion du Secteur Privé est le Directeur national de la CEDPME. Il désigne un Coordonnateur opérationnel qui gère les ressources humaines et financières de la Cellule et veille à la bonne exécution de ses programmes.

Le Coordonnateur opérationnel est assisté par:

- Un Chargé de Programmes de développement des capacités entrepreneuriales des jeunes, d'accompagnement et d'incubation ;
- Un Chargé de Programmes de mises à niveau des PME ;
- Un Chargé de Programmes « Genre » pour promouvoir l'entrepreneuriat féminin ; - Un Responsable Administratif et Financier ; et - Un personnel de soutien.

### b) Le Comité technique :

Le pilotage de la cellule est assuré par un Comité technique, présidé par le Directeur Général de la Promotion du Secteur Privé. Ledit Comité comprend .

- Un représentant du Ministère en charge du Commerce et de l'Industrie , - Un représentant du Ministère en charge de la Formation Professionnelle ;
- Un représentant du Ministère en charge de l'Enseignement Supérieur ;
- Un représentant du Ministère en charge de la Jeunesse ;
- Un représentant du Ministère en charge des Affaires Sociales ;
- Le Directeur du Guichet Unique et du Suivi des Investissements Privés de la DGPSP •
- Un représentant de la Banque Centrale de Mauritanie
- Un représentant de la Caisse de Dépôt et du Développement ; - Un représentant L 'Union Nationale du Patronat Mauritanien ;
- Un représentant du G5 Sahel ;
- Un représentant de la Banque Mondiale ;
- Un représentant de l'Organisation Internationale pour les Migrations (OIM) ;
- Un représentant du Bureau international du Travail (BIT) ;
- Un représentant de l'Organisation des Nations Unies pour le Développement

Industriel (ONUUDI)-Bahreïn.

Le Comité technique peut être élargi à toute autre personne dont l'apport est jugé nécessaire par une note de service du Secrétaire Général du Ministère de l'Économie et des Finances. Les membres du Comité technique sont désignés par note de service de leurs tutelles respectives.

**Article 4 : Réunions du Comité technique**

Le Comité technique se réunit trois fois par an en sessions ordinaires et autant de fois que de besoin en sessions extraordinaires sur convocation de son président et il délibère valablement en présence des deux tiers de ses membres.

Le Secrétariat du Comité technique est assuré par le Directeur du Guichet Unique et du Suivi des Investissements Privés de la DGSP.

**Article 5 : Ressources financières**

Les ressources financières de la Cellule CEDPME proviennent du Budget de l'État et des contributions des partenaires au développement.

**Article 6 : Disposition finale**

Le Secrétaire Général du Ministère de l'Économie et des Finances est chargé de l'exécution du présent arrêté qui sera publié au Journal Officiel de la République Islamique de

Mauritanie.

El Moctar



Fait à Nouakchott, le 0.E

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Ampliatiions : MSG/PR . .....2 MEF AN . JO .

- ..... 2
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2010/04/01



شرف - إخاء - عدل

الجمهورية الإسلامية الموريتانية  
وزارة الاقتصاد والمالية



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Handwritten signature/initials.

التأشيرات:

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مقرر رقم ...../وإم يتضمن إنشاء خلية ريادة  
الأعمال وتطوير المقاولات الصغيرة والمتوسطة

إن وزير الاقتصاد والمالية

بعد الاطلاع على:

- المرسوم رقم 157-2007 الصادر بتاريخ 06 سبتمبر 2007 المتعلق بمجلس الوزراء وصلاحيات الوزير الأول والوزراء؛
- المرسوم رقم 296-2018 الصادر بتاريخ 30 أكتوبر 2018 المتضمن تعيين أعضاء الحكومة؛
- المرسوم رقم 029-2016 الصادر بتاريخ 02 مارس 2016 المعدل لصلاحيات وزير الاقتصاد والمالية ولتنظيم الإدارة المركزية لقطاعه.

يقرر

المادة الأولى: الإنشاء

يتم إنشاء خلية ريادة الأعمال وتطوير المقاولات الصغيرة والمتوسطة على مستوى وزارة الاقتصاد والمالية وتتبع هذه الخلية للمديرية العامة لترقية القطاع الخاص.

المادة 2: المهام

تعنى خلية ريادة الأعمال وتطوير المقاولات الصغيرة والمتوسطة بالمهام التالية:

- تثمين قدرات رواد الأعمال على المستوى الوطني عن طريق التعليم والتدريب والمواكبة وتقديم الاستشارات في مجال تطوير الأعمال؛
- استكشاف مواهب رواد الأعمال بين الشباب والنساء في موريتانيا؛
- تشجيع إنشاء مقاولات جديدة صغرى ومتوسطة؛

- زيادة نسبة مساهمة القطاع المصنف في الاقتصاد الوطني؛
- توفير الدعم اللازم لتطوير المقاولات الصغيرة والمتوسطة على المستوى الوطني؛
- مواكبة المقاولات الصغيرة والمتوسطة ذات المشاريع الإبداعية وتسهيل حصولها على التمويل؛
- رفع تنافسية المقاولات الصغيرة والمتوسطة القائمة عن طريق دعم القدرات؛
- تطوير الشراكة بين رواد الأعمال المحليين ونظرائهم في الخارج؛
- تحسين مناخ الأعمال عبر تشجيع دخول مقاولات جديدة.

### **المادة 3: التشكيلة والمسؤوليات**

تتكون خلية ريادة الأعمال وتطوير المقاولات الصغيرة والمتوسطة من وحدة تسيير ولجنة فنية.

#### **أ- وحدة التسيير:**

تدار خلية ريادة الأعمال وتطوير المقاولات الصغيرة والمتوسطة من طرف المدير العام لترقية القطاع الخاص بوصفه المدير الوطني للخلية.

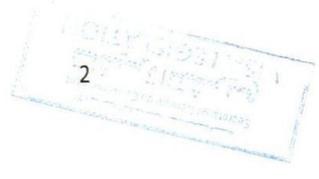
يعين المدير الوطني للخلية منسقا للعمليات يتولى تسيير مصادرها البشرية والمالية ويسهر على التنفيذ الجيد لبرامجها بمساعدة:

- مكلف ببرامج تطوير قدرات رواد الأعمال بين الشباب عن طريق المواكبة والاحتضان؛
- مكلف ببرامج تأهيل المقاولات الصغيرة والمتوسطة؛
- مكلف ببرامج "النوع" لتحفيز ريادة الأعمال النسائية؛
- مسؤول إداري ومالي؛
- عمال دعم.

#### **ب- اللجنة الفنية:**

يعهد بقيادة الخلية إلى لجنة فنية يرأسها المدير العام لترقية القطاع الخاص وتضم:

- ممثلا عن الوزارة المكلفة بالتجارة والصناعة؛
- ممثلا عن الوزارة المكلفة بالتكوين المهني؛
- ممثلا عن الوزارة المكلفة بالتعليم العالي؛
- ممثلا عن الوزارة المكلفة بالشباب؛
- ممثلا عن الوزارة المكلفة بالشؤون الاجتماعية؛
- مدير الشباك الموحد ومتابعة الاستثمار الخصوصي؛
- ممثلا عن البنك المركزي الموريتاني؛
- ممثلا عن صندوق الإيداع والتنمية؛
- ممثلا عن الاتحاد الوطني لأرباب العمل الموريتانيين؛
- ممثلا عن منظمة مجموعة الخمس في الساحل؛
- ممثلا عن البنك الدولي؛
- ممثلا عن منظمة الهجرة الدولية؛
- ممثلا عن المكتب الدولي للعمل؛
- ممثلا عن منظمة الأمم المتحدة للتنمية الصناعية - مكتب البحرين.



✓

يمكن توسيع اللجنة لتشمل أي شخص آخر يعتبر إسهامه ضروريا وذلك بموجب مذكرة صادرة عن الأمين العام لوزارة الاقتصاد والمالية.

ويتم تعيين أعضاء اللجنة الفنية عن طريق مذكرة عمل صادرة عن القطاعات الوصية.

#### المادة 4: اجتماعات اللجنة الفنية

تجتمع اللجنة الفنية في دورة عادية ثلاث مرات في السنة، كما يمكن أن تجتمع في دورة استثنائية بدعوة من رئيسها كلما دعت الضرورة، وينعقد الاجتماع بحضور ثلثي الاعضاء.

يتولى مدير الشباك الموحد ومتابعة الاستثمار الخصوصي مهمة سكرتاريا اجتماعات اللجنة الفنية لخلية ريادة الأعمال وتطوير المقاولات الصغيرة والمتوسطة.

#### المادة 5: المصادر المالية

تتأتى الموارد المالية لخلية ريادة الأعمال وتطوير المقاولات الصغيرة والمتوسطة من ميزانية الدولة ومن مساهمات الشركاء في التنمية.

#### المادة 6: ترتيبات نهائية

يكلف الأمين العام لوزارة الاقتصاد والمالية بتنفيذ هذا المقرر الذي سينشر في الجريدة الرسمية للجمهورية الإسلامية الموريتانية.

حرر بانواكشوط بتاريخ: 06.MAR..2019.



التوزيع:

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- 2..... أ و
- 2..... ج ر



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د افغانستان اسلامي جمهوري دولت		دولت جمهوري اسلامي افغانستان
د صنعت او سوداگري وزارت		وزارت صنعت و تجارت
د سوداگريزو چارو معينيت		معينيت امور تجارتي
د نړيوالي سوداگري لوي رياست		رياست عمومي تجارت بين المللي
د سوداگريزو څيړنو او پرمختګ رياست		رياست تحليل و انکشاف تجارت

The Government of Islamic Republic of  
Afghanistan Ministry of Industry & Commerce

Deputy Minister of Trade affairs  
General Directorate of International Trade  
Directorate Of Analysis and Trade Promotion

232  
NO: 25.11.18

Date: / / 2018

۲۳۲  
شماره: ۹۷.۱۹.۱۴

تاریخ: / / 1397

Excellency,

I have the honor to response to the proposal of your project document titled Enterprise Development & Investment Promotion (EDIP) as a part of UNIDO's Investment and Technology Promotion Office (ITPO).

The Ministry of Industry and Commerce (MoC) has reviewed the project document. It seems to be of at most important to facilitate the promotion of domestic investments towards leveraging foreign direct investment that also shapes one of the main objectives of this Ministry.

I am pleased to announce the intention of MoC for further implementation of this project. Our team at the Directorate General of International Trade will remain available and committed for any required coordination and collaboration on this issue.

I avail this opportunity to express our gratitude to UNIDO for their intention to collaborate and cooperate with the MoC in terms of development of private sectors and investments.

Sincerely,



Kamila Sediqqi  
Deputy Minister of

of Trade affairs

Trade Policy Analysis Unit | Directorate of Analysis and Trade Promotion / General Directorate of International Trade | Ministry of Industry & Commerce Dar-Ull-Aman Road Kabul, Afghanistan

امريت تحليل پايښي تجارتي | رياست تحليل و انکشاف تجارت | رياست عمومي تجارت بين المللي | وزارت صنعت و تجارت | ادرس: سرګ دارلامان کابل، افغانستان