



Kingdom of Bahrain
eGovernment Authority



مملكة البحرين
هيئة الحكومة الإلكترونية

United Nations Development Programme
Country: Bahrain
Project Document

Project Title: Knowledge Based Society – Support to the creation of the Arab Centre for eContent Development.
Expected CP Outcome(s): Enhanced environment for equitable job creating and sustainable economic growth; Gender equity and empowerment, particularly women and youth.
Expected Output(s): Creation of the Arab Centre for eContent Development, setting standards, delivery Arabic content and researching an Arabic search engine.
Executing Entity (NIM): eGovernment Authority, Kingdom of Bahrain
Implementing Agencies: UNDESA and other UN agencies

Brief Description

This project seeks to build on the existing outputs from: (i) the UNDP project "Establishing an e-Training System in Bahrain – Creating Knowledge Workers"; (ii) the advisory support provided by UNDESA, through its review and recommendations on the e-government strategy, content and capacity building; (iii) from the current outputs of the e-Government Authority to support the implementation of the Kingdom's Vision 2030 and its e-Government Strategy; (iv) the UNDP 2006 report into 'Creating a Knowledge-Based Society (KBS) in Bahrain' which refers to the need to achieve the goals of GDP growth and employment growth through the increase in knowledge expertise, skills and 'capability for continuous learning', of Bahrain's citizens and residents.

In order to do so, the Kingdom of Bahrain will need to: (i) attract more foreign investments in the IT and commercial and tourism sectors; (ii) enhance its infrastructure, specifically through the rollout of more broadband access to its citizens; (iii) deliver more sophisticated e-services and e-solutions that respond to the needs of the citizens; (iv) build e-government capacity at all levels of the civil services; (v) provide greater Arabic content through the creation and acquisition of such content; (vi) and put in place a structure that will enable the Kingdom of Bahrain to be the lead e-content developer in the Gulf Cooperative Council (GCC). The e-Government Authority of Bahrain has already developed an e-Government Strategy for the country that will enable it to be an e-government leader in the GCC.

The e-Government Authority of Bahrain, UNDP and UNDESA (United Nations Department for Economic and Social Affairs) will support the development of an **Arab Centre for eContent Development**, which will: set industry standards; build capacity; generate Arabic content; and improve the search capability for Arabic content on the web. This will require specific, focussed education and training of Bahrainis and will as a result provide employment opportunities for Bahrainis. The initiative will also promote private investment and private/public partnerships in knowledge based business services, which will in turn generate similar employment opportunities. In addition the Arabic KBS model opens up knowledge to a far wider audience of Bahrainis and Arabic speakers, breaking barriers of access to knowledge, which is vital for the development potential of all citizens to be reached.

Programme Period: 2008-2011
Key Result Area: Poverty reduction and MDG achievement
Atlas Award ID: 00058375
Start date: November 2009
End Date: October 2010
PAC Meeting Date: 29 September 2009

Indicative Planning Figure: 486,514
Total allocated resources: 486,514
• Other:
o UNDP 243,257
o E-Govt Authority 243,257
Including 3% GMS

Agreed by (National Executing Agency): H.E. Sh.Ahmad Bin AtteyatAllah Al Khalifa, Minister of Cabinet Affairs, eGovernment Authority

Signature:

Date:

02/11/09

Agreed by (UNDP): Mr. Sayed Aqa, UNDP Resident Representative

Signature:

Date:

09/11/09

I. SITUATION ANALYSIS

Bahrain's economy has prospered over the past decades. Its' real gross domestic product (GDP) has grown more than 6 percent per annum in the past five years, as a result of the resurgent oil prices, a thriving financial sector and a regional economic boom. International confidence in Bahrain's economy has also increased, with foreign direct investment inflows increasing from BHD 0.2 billion in 2003 to BHD 1.1 billion in 2006.

In order to continue to sustain this economic growth, ensure a high standard of living for all Bahrainis, and reduce its dependence on oil, the government of Bahrain has developed its Economic Vision 2030, which focuses on the themes of sustainability, competitiveness and fairness. The ultimate aim of Bahrain's Economic Vision 2030 is to ensure that every Bahraini household has at least twice as much disposable income, in real terms by 2030. Thus, Vision 2030 assesses Bahrain's current challenges and opportunities, and identifies the principles that will guide the choices, voices and aspirations.

The Kingdom of Bahrain has also developed its e-Government Strategy, which has the objective of delivering customer value through collaborative government. The e-Government Strategy looks to strengthen support to citizens, businesses and government through its e-government portal, reduce the bureaucracy and increase decentralization in the public sector, develop greater Arabic e-content, and create development opportunities through foreign investment. Their target is to be the leader in eGovernment in the GCC and at least 5th best in Asia by 2010.

The e-Government programme of the Kingdom of Bahrain was launched by the Deputy Prime Minister, H.H. Shaikh Mohammed bin Mubarak Al-Khalifa on the 23rd of May 2007. Scheduled to run over 3 years, the programme is designed to transform the provision of government services to every member of Bahraini society citizens, expatriates, businesses, public sector employees and visitors. Given the complexity and breadth of the programme, the e-Government Authority (EGA) has been established to ensure that it is executed smoothly within a defined framework.

In order to succeed in implementing Vision 2030 and the e-government strategy, four fundamental pillars need to be in place: (i) leadership; (ii) robust and integrated infrastructure; (iii) sophisticated integrated e-services and e-solutions; and (iv) instilling best practices within the public sector. The Kingdom of Bahrain is well placed on the issue of leadership with the Supreme Committee for ICT (SCICT), chaired by H.H. The Deputy Prime Minister monitoring the execution of the e-Government strategy. The government has already begun to deliver on the second fundamental pillar by ensuring broadband access to the majority of households in the kingdom. In addition, they are in the process of implementing a robust mobile broadband environment that will enable Bahrainis to access many e-government information and services via their cellular phones.

As a result of the above pillars being in place, this will enable the government of Bahrain to deliver the third pillar of sophisticated integrated e-services and e-solutions efficiently to the citizens of Bahrain through connected government. Ministries and other government entities will have the ability to share all data elements in their respective data bases and have one source of authentication data. Each ministry and government entity will be responsible for their data. This will ensure that the data shared among ministries and departments will always be accurate and auditable.

This project aims is therefore to assist the government of Bahrain with the fourth pillar, instilling best practices within the public sector through the creation of the **Arab Centre for eContent Development** as well as to meet the need for a Knowledge Based Society in Bahrain. These goals will be met in partnership with existing institutions in Bahrain such as the eGovernment Authority, BIPA, the Polytechnic, TAMKEEN, other academic institutions, and the United Nations, through UNDP and United National Department for Economic and Social Affairs (UNDESA).

II. STRATEGY

As the UNDP 2006 Report 'Creating a Knowledge-Based Society (KBS) in Bahrain' highlighted, a KBS is not only crucial for economic growth, but for sustainable development across the board, for the development of citizens, to balance out the environmental concerns brought about as a result of traditional economic growth and the associated social issues. The report states that "the most critical deficiencies in Bahrain are its weaknesses in innovation and entrepreneurship. Overcoming these will require initiatives especially in the realms of education, entrepreneurial training, R&D Funding and the availability of risk capital".

The discussions and research suggested *three key cornerstones* for creating a Knowledge-Based Society (KBS) in Bahrain: (i) **Regional Heritage** - Maintain and build a bridge between the Arab / Islamic world and the world of technology. Also to utilize and build on Bahraini society's wisdom and sophistication; (ii) **Networking Effect** - The ability to leverage technology (computing, communications, and content) to create a networking-based capability that will enable the development of new capability and business platforms; (iii) **Creative Leadership** – The need to leverage Bahrain's human capital, diversity and aspirations to build an innovative and entrepreneurial environment as the basis for economic and social progress.

The Report concludes that due to Bahrain's size it is imperative to focus on a selected set of KBS-related activities. UNDP suggested the following initial initiatives: (1) A platform for technology based content development and delivery (Arabic content and internet platform); (2) A cluster of knowledge-based business and services; (3) Creation of a set of technology and ICT oriented venture funds. It was indicated that the employment outcome of numbers 1 and 2 could reach 10,000 in the next five years.

In addition to this report the Arab Human Development Report (AHDR) in 2002 challenged the Arab world to overcome three cardinal obstacles to human development posed by widening gaps in freedom, women's empowerment and knowledge across the region. In 2003 the AHDS 'Building a Knowledge Society' acknowledges that those challenges remain critically pertinent adding that this human capital, could offer a substantial base for an Arab knowledge renaissance. The report affirms that knowledge can help the region to expand the scope of human freedoms, freedoms that are enshrined in the Millennium Declaration of 2000 which set the challenge of achieving the eight Millennium Development Goals (MDGs) by 2015. The MDGs represent a global partnership to promote poverty reduction through, health, education, gender equality and environmental sustainability. Poverty entails more than the lack of income and productive resources to ensure sustainable livelihoods. Its manifestations include hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion as well as the lack of participation in decision-making

The UNDP Bahrain Country Programme Document (CPD) 2008-2011 emphasizes supporting the creation of a KBS and its importance to the development agenda of Bahrain, highlighting the challenges of expanding job opportunities to 'knowledge-based jobs' for Bahrain's growing young population which is expected to double in the next thirty years.

The Economic Vision and the e-Government strategy enable Bahrain to build a Knowledge Based Society (KBS), which has been identified as a major key to sustainable development. It is therefore crucial to link the **Arab Centre for eContent Development** to the strategy for achieving a KBS for Bahrain. Building the capacity of knowledge, access to knowledge and then utilizing that knowledge, not only opens up economic development, but also environmental and social development; breaking barriers of access to information and creating opportunities for employment. This is fundamental to the achievement of the MDGs and the eradication of poverty for the citizens of Bahrain. This project will also link to and build on the activities already completed by UNDP in its project "Establishing an e-Training System in Bahrain – Creating Knowledge Workers", which is establishing e-training courses for civil servants in Bahrain.

In order to achieve the first key initiative UNDP and UNDESA will provide its expertise through its advisory services and extensive network of development champions in the field of capacity building to assist the government of Bahrain to develop an **Arab Centre for eContent Development**, that integrates with the strategy for a KBS in Bahrain which will evolve the economy, create sustainable development, embracing individual development, environmental and social development and provide employment for many Bahraini citizens. As outlined above this will be achieved through education, creation of new employment areas, improvement in innovation and entrepreneurships, encouraging creation of new SMEs and by increasing access to knowledge for non-English speaking citizens.

The main outputs of this project will be:

Output 1: Arab Centre for eContent Development and Certification of electronic Content

The **Arab Centre for eContent Development** will be the major output of the project. The Centre will be the incubator to develop accreditation for electronic content and will manage and co-ordinate the other outputs and activities: (1) creation of Arabic e-content; (2) feasibility of an Arabic search engine; (3) and the capacity building of e-Government across ministries and agencies. The Centre will be staffed with 3-5 Bahraini nationals.

The Centre will develop the required framework to develop the electronic content certification guidelines and industry standards using international best practices. They will use existing e-government indicators such as: W3C, CMMI, UN Web Measurement Index, ISO, E-Gov Monitor, etc. The Centre will design a promotional marketing campaign to publicise the standards upon the agreement of both parties, the eGA and the UNDP, on the Marketing and Public Relations plan in accordance with the proposed budget allocated for those activities at a sum of **39,787 USD**.

The Centre will also be a resource for the ministries and departments in Bahrain when they are developing new web content for their respective portals. In addition, the centre in coordination with partners will also be designing online e-Government courses that will be made available the Government of Bahrain and also members of the GCC. The (MDGs) global and national goals in conjunction with Bahrain's Vision 2030 will also be disseminated through the center utilizing the potential private sector capacities through cooperative and other modalities.

Output 2: Arabic Content and Arabic Search Capability

English is the dominant language on the Internet and thus is the language of choice in sharing knowledge and content. As a result, most emerging and developing countries in which English is not their mother tongue are at a disadvantage, in terms of accessing information. One of the outputs of this project will be to focus on the further development of Arabic content within the national and ministerial portals and web sites within the government to be a role model of the Gulf Co-operative Council (GCC) and other Arab speaking countries with possible replication and role-out to different sectors.

The emphasis will be in generating Arabic content from various sources within the kingdom, which can be shared with other Arabic speaking countries. This form of knowledge creation will attempt to capture the tacit knowledge that exists in Bahrain and publish it on the web to ensure a wider audience. The project will also look at the possibility of translating key reference documents that would be of use to Arabic speaking people as well as to identify key English reference materials or documents that would benefit the citizens of Bahrain in particular and translate them into Arabic.

Finding Arabic information on the Internet through various search engines has not been as efficient as other languages. A second output of this project would be to undertake a feasibility study to identify the best way to improve searching for Arabic content. The options to assess would be to develop an Arabic search engine similar to Google, Yahoo and Microsoft's Bing or to develop a partnership with one of the search giants improve the search capability of Arabic content.

The assessment will look at the business model of developing an Arabic search engine vs partnering with existing players in the business.

Output 3: E-Government Capacity Building (Increase the capacity and knowledge of e-Government across Government Institutions and Agencies)

Although the e-Government Authority and several ministries have IT aware staff and decision-makers, there is still the need to enhance the e-Government capacity of decision-makers and managers within the government in content management, web design, business reengineering, planning and implementing of e-government projects. A number of workshops and development programs to build e-Government capacity will be designed in partnership with BIPA:

1. For the senior decision-makers within the government to improve their knowledge of e-Government, the business process models is necessary to develop e-government initiatives and the linkages between the business and IT;
2. An advanced e-Government programme for the Chief Information Officers (CIOs) or those who play the role of CIOs in the ministries and other government entities to keep them abreast of new developments;
3. A business reengineering development programme for those who are working on delivering e-services and e-initiatives;
4. A programme to develop qualified Content Managers in each ministry.

UNDESA will provide in-kind contribution in terms of advice. The project will be in partnership with the Office of the Deputy Prime Minister, BIPA, Bahrain Polytechnic and the University of Bahrain.

RESULTS & RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: <i>Outcome 3 – Enhanced environment for equitable, job creating and sustainable economic growth</i></p>			
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <i>'Partnership with the Labour Fund, Implementation of national vocational training strategy, e-learning system with in the public sector functioning</i></p>			
<p>Applicable Key Result Area (from 2008-11 Strategic Plan): <i>Poverty Reduction and MDG Achievement: promoting inclusive growth, gender equality and MDG achievement</i></p>			
<p>Partnership Strategy: <i>UNDP, UNDESA and e-Government Authority will be working towards the achievement of the objectives of the project in partnership with the Office of the Deputy Prime Minister, BIPA, Bahrain Polytechnic and the University of Bahrain</i></p>			
<p>Project title and ID (ATLAS Award ID): <i>Knowledge Based Society – Support to the creation of the Arab Centre for eContent Development</i></p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1 Support to the creation of the Arab Centre for eContent Development and Industry Standards for electronic content in Bahrain developed</p> <p>Baseline:</p> <ul style="list-style-type: none"> No framework for electronic content certification guidelines exists <p>Indicators:</p> <ul style="list-style-type: none"> Guidelines and industry standards as set by the UNDESA, UNDP and eGA, adopted by all Government Ministries in the Kingdom of Bahrain The Centre is recognised 	<p>Targets</p> <ul style="list-style-type: none"> The establishment of an Arab Centre for eContent Development Guidelines and Standards for e-content e-Government courses 	<p>Support to the creation of the Arab Centre for eContent Development</p> <ol style="list-style-type: none"> Develop ToRs and recruit 3-5 permanent staff members and 1 project manager for the duration of this project Develop and implement a Promotional and Marketing campaign which includes the role of the Centre in meeting the MDGs (through increasing access to information for all citizens). Potential of the private sector in propagating MDG goals will be identified and utilized through different frameworks. The PR campaign will entail: (eGA to insert) Premises and infrastructure costs for the Centre will be procured according to UNDP procurement processes 	<p>e-Government Authority, UNDP and UNDESA</p>
			<p>INPUTS</p> <ul style="list-style-type: none"> 127,320 USD staff 79,575 USD Project Manager 31,830 USD premises and infrastructure 39,787 USD Marketing & PR

<p>as a resource for Ministries and Institutions in developing e-content</p> <ul style="list-style-type: none"> The on-line e-government courses developed by the Centre are adopted by the Government of Bahrain An award that recognises the promotional marketing campaign that was developed and rolled out for the Centre 		<p>Develop Industry Standards for electronic content in Bahrain</p> <ol style="list-style-type: none"> Develop the framework and guidelines for e-Content industry standards in Bahrain Develop guidelines and standards for certification for e-content for electronic based platform Design e-Government courses for Ministries and Government Institutions such as Content Development, (specifically in the Arabic Language) and International Standard courses and certifications in the field of e-content, for example: W3C, WSA, and other UN accreditations that could be used 		<p>278,512 USD</p>
<p>Output 2 Increasing the access to information and knowledge for Arabic speaking citizens</p> <p>Baseline:</p> <ul style="list-style-type: none"> Low accessibility of Arabic e-content on the world wide web Inefficiency of Arabic search engines Non-existence of dedicated Arabic search engine <p>Indicators:</p> <ul style="list-style-type: none"> Usage of Original Arabic e-content on National and Ministerial portals and websites created Increased and new visitors/hits on Arabic websites Report of Feasibility study 	<p>Target</p> <ul style="list-style-type: none"> Increase in and creation of Arabic e-content based on market needs A report on the different options for creating an Arabic search engine 	<p>Creation of increased Arabic e-content on the web</p> <ol style="list-style-type: none"> Liaise with National organisations, Institutions and Ministries regarding what new e-content should be created in Arabic for the needs of Bahrain's citizens Research and identify key priority areas and the related documents to translate into Arabic for the web, which would be beneficial for the citizens of Bahrain Explore a possible partnership with global online translation tools Research the acquisition of Arabic e-content from existing resources Research and develop the repackaging of existing Arabic e-content Research possibilities of working with private partnerships, to create demand/market based e-documents for Bahraini and ultimately Arab citizens <p>Feasibility Study on the creation of an Arabic search capability for the web</p>	<p>e-Government Authority, UNDP and UNDESA</p>	

		<p>Conduct a feasibility study, to identify and recommend the best model to improve searching for Arabic content on the web. This study will: consider potential partnerships / acquisitions of existing Arabic e-content and e-networking portals / sites; include training and recruitment of future employees; include potential investment partners</p>		<p>107,960 USD</p>
<p>Output 3 Increase the capacity and knowledge of e-Government across Government Institutions and Agencies Baseline:</p> <ul style="list-style-type: none"> Limited level of IT knowledge within decision makers <p>Indicators:</p> <ul style="list-style-type: none"> Enhanced e-Government capacity indicated by increased e-Governance programmes, e-initiatives, e-services and web content 	<p>Target</p> <ul style="list-style-type: none"> Specific, targeted training for senior CIOs, Managers of e-services and initiatives and Content Managers 	<p>Build E-Government capacity through Workshops and Development Programmes as identified in Partnership with BIPA:</p> <ol style="list-style-type: none"> Conduct a workshop for the senior decision-makers within the government to improve their knowledge of e-government, the business process models necessary to develop e-government initiatives and the linkages between the business and IT; Hold an advanced e-government programme for the Chief Information Officers (CIOs) or those who play the role of CIOs in the ministries and other government entities to keep them abreast of new developments; Design and conduct a business reengineering development programme for those who are working on delivering e-services and e-initiatives Deliver a training programme to develop qualified Content Managers in each ministry 	<p>e-Government Authority, BIPA, UNDP and UNDESA</p>	<p>72,872 USD</p> <p>TOTAL = 459,344</p>
			<p>Audit Evaluation GMS</p> <p>Total</p>	<p>3,000 10,000 14,170.32</p> <p>486,514.32</p>

III. ANNUAL WORK PLAN

Year:

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<p>Output 1 Support to the creation of the Arab Centre for eContent Development and Industry Standards for electronic content in Bahrain develop</p> <p>Baseline:</p> <ul style="list-style-type: none"> No framework for electronic content certification guidelines exists <p>Indicators:</p> <ul style="list-style-type: none"> Guidelines and industry standards adopted by all Government Ministries in the Kingdom of Bahrain The Centre is recognised as a resource for Ministries and Institutions in developing e-content The on-line e-government courses developed by the Centre are adopted by the Government of Bahrain An award that recognises the promotional marketing campaign that was developed and rolled out for the Centre <p>Related CP outcome: Poverty Reduction and MDG achievement</p>	<p>1. Establish an Arab Centre for eContent Development with 3-5 permanent staff members and 1 project manager for the duration of this project</p> <p>2. Develop a Promotional and Marketing campaign and roll it out</p> <p>3. Develop the framework and guidelines for e-Content industry standards in Bahrain</p> <p>4. Develop guidelines and standards for certification for e-content for electronic based platform</p> <p>5. Design e-Government courses for Ministries and Government Institutions such as Content Development, (specifically in the Arabic Language) and International Standard courses and certifications in the field of e-content, for example: W3C, WSA, and other UN accreditations that could be use</p>	X	X	X	X			

<p>Output 2 Increasing the access to information and knowledge for Arabic speaking citizens</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Low accessibility of Arabic e-content on the world wide web • Inefficiency of Arabic search engines • Non-existence of dedicated Arabic search engine <p>Indicators:</p> <ul style="list-style-type: none"> • Usage of Original Arabic e-content on National and Ministerial portals and websites created • Increased and new visitors/hits on Arabic websites • Report of Feasibility study <p>Related CP outcome: Poverty Reduction and MDG achievement</p>	<p>1. Liaise with National organisations, Institutions and Ministries regarding what new e-content should be created in Arabic for the needs of Bahrain's citizens</p> <p>2. Research and identify key priority areas and the related documents to translate into Arabic for the web, which would be beneficial for the citizens of Bahrain</p> <p>3. Explore a possible partnership with global online translation tools</p> <p>4. Research the acquisition of Arabic e-content from existing resources</p> <p>5. Research and develop the repackaging of existing Arabic e-content</p> <p>6. Research possibilities of working with private partnerships, to create demand/market based e-documents for Bahraini and ultimately Arab citizens</p> <p>7. Conduct a feasibility study, to identify and recommend the best model to improve searching for Arabic content on the web</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>
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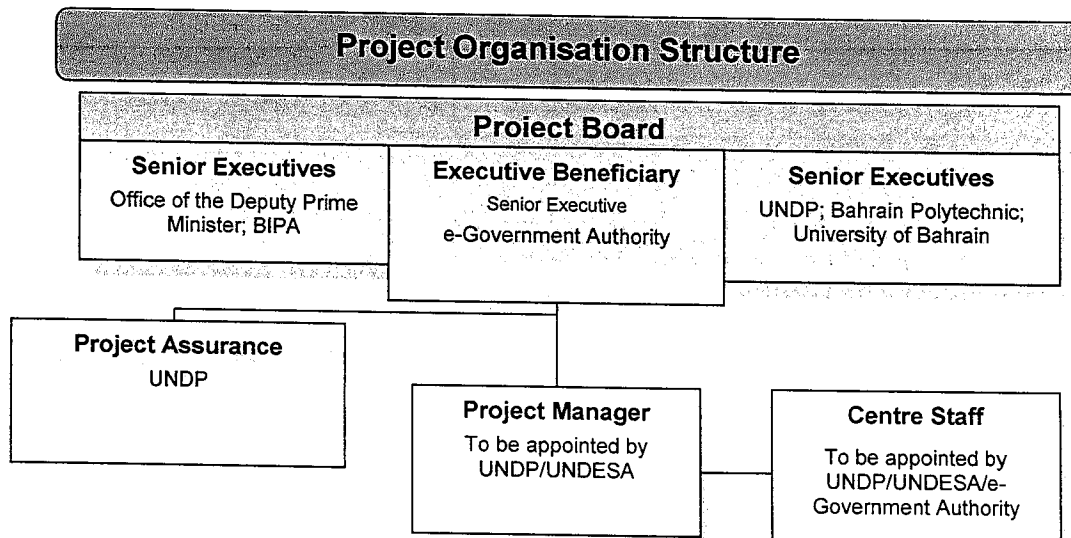
<p>Output 3 Increase the capacity and knowledge of e-Government across Government Institutions and Agencies</p> <p>Baseline:</p> <ul style="list-style-type: none"> Limited level of IT knowledge within decision makers <p>Indicators:</p> <ul style="list-style-type: none"> Enhanced e-Government capacity indicated by increased e-Governance programmes, e-initiatives, e-services and web content <p>Related CP outcome: Poverty Reduction and MDG achievement</p>	<p>Build E-Government capacity through Workshops and Development Programmes as identified:</p> <ol style="list-style-type: none"> Conduct a workshop for the senior decision-makers within their knowledge of e-government, the business process models necessary to develop e-government initiatives and the linkages between the business and IT Hold an advanced e-government programme for the Chief Information Officers (CIOs) or those who play the role of CIOs in the ministries and other government entities to keep them abreast of new developments Design and conduct a business reengineering development programme for those who are working on delivering e-services and e-initiatives Deliver a training programme to develop qualified Content Managers in each ministry 		X	X												
TOTAL																

IV. MANAGEMENT ARRANGEMENTS

The project will be Nationally Implemented (NIM) by the e-Government Authority, who will be the entity responsible for the overall management of the project, including accountability for the production of outputs, achievement of objectives and for the effective use of UNDP resources.

For the implementation of the project, the experience of the UNDESA will be utilised. The UNDESA will be providing the services of international expertise and required trainers as envisaged in the project annual work plan. For ensuring synergies and co-ordination to get established during the project implementation, the project will recruit a Project Manager for a period of one year. In addition the provision for an administration support team will be made available to assist the project activities. All recruitment will prioritise national staff and will be conducted by UNDP and the eGovernment Authority.

The organisation structure and institutional management is presented as follows:



The main responsibility of the PB will be to:

- Review and approve the terms of reference of the **Arab Centre for eContent Development**
- Approve the project implementation plan
- Provide general direction for project implementation
- Follow-up on the progress of the project
- Facilitate an appropriate environment for implementation
- Co-ordinate internally to provide support for project implementation

A Project Manager will be recruited who will be responsible for:

- Developing a project implementation plan
- Co-ordinating between project experts and other team members
- Acting as a liaison with the Steering Committee
- Submitting periodical reports to the Steering Committee
- Supervising detail implementation of the project
- Providing technical guidance to the team

UNDP will assume the role of Project assurance. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The role also provides support in reporting on the contribution of the project outputs to the relevant UNDP Country Office outcomes. The e-Government Authority of Bahrain will assist from the onset of the project that adequate premises and infrastructure for the Centre will be procured as per the UNDP Procurement process for Office costs.

V. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a **quarterly basis**, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An **Issue Log** shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a **risk log** shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a **Project Progress Reports (PPR)** shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project **Lesson-learned log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

An independent evaluation of this project will be carried out once the project has closed.

Quality Management for Project Activity Results

OUTPUT 1: Support to the creation of the Arab Centre for eContent Development and Industry Standards for electronic content in Bahrain develop		
Activity Result 1 (Atlas Activity ID)	<i>Centre established, promoted, and guidelines developed</i>	Start Date: End Date:
Purpose	<i>To develop and institutionalise e-business and e-governance through establishing industry standards</i>	
Description	<i>Establish an Arab Centre for eContent Development, recruit staff, execute promotional campaign, develop industry standards for electronic content</i>	
Quality Criteria	Quality Method	Date of Assessment
Arab Centre for eContent Development Established, promoted and guidelines developed	Monitor media coverage. Monitor use of the Centre by Government and Commercial Institutions	

OUTPUT 2: Increasing the access to information and knowledge for Arabic speaking citizens		
Activity Result 1 (Atlas Activity ID)	<i>Availability of Arabic e-content on web</i>	Start Date: End Date:
Purpose	<i>To increase accessibility to the web for Arabic speakers, to create employment opportunities and sustainable development</i>	
Description	<i>Research and create new content, research and translate specific, existing English content</i>	
Quality Criteria	Quality Method	Date of Assessment
New and translated Arabic e-content on the web	Monitor hits on the newly created e-content	

OUTPUT 2: Increasing the access to information and knowledge for Arabic speaking citizens		
Activity Result 1 (Atlas Activity ID)	<i>Research and report regarding creation of an Arabic search engine</i>	Start Date: End Date:
Purpose	<i>To increase accessibility to the web for Arabic speakers, to increase usage by Arabs, to create employment opportunities and sustainable development</i>	
Description	<i>Research and compile report on feasibility</i>	
Quality Criteria	Quality Method	Date of Assessment
Report on feasibility of creating an Arabic search engine	Future creation / partnership for an Arabic search engine	

OUTPUT 3: Increase the capacity and knowledge of e-Government across Government Institutions and Agencies		
Activity Result 1 (Atlas Activity ID)	<i>Facilitated workshops and development programmes for senior level management within Government Institutions</i>	Start Date: End Date:
Purpose	<i>To increase knowledge and use of e-Government within all Government Institutions</i>	
Description	<i>Workshops and Development Programmes</i>	
Quality Criteria	Quality Method	Date of Assessment
Workshops and Development Programmes	Pre and post assessment. Follow up Evaluation to assess use of e-Governance across all Government Institutions	

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Bahrain and UNDP, signed on 3 August 1978

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

- 1. Risk Log**
- 2. Cost Sharing Agreement**
- 3. Standard Letter of Agreement**
- 4. Terms of Reference for Project Manager**
- 5. Special Clauses**

1. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

2. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

3. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

4. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

Transfer or Disposal of Assets

The UNDP Programme Manager is responsible for deciding on the transfer or other disposal of assets financed by UNDP. He/she does so in consultation with the other parties to the project; assets may be transferred to the government for project activities managed by a recipient institution at any time during the life of a project. When no longer needed by the project, assets may be transferred to another project or to the government, or it may be disposed of by sale or donation. In all cases of transfer, a transfer document must be prepared and kept on file.