



United Nations Development Programme

Country: Bahrain

Programme Document

Programme Title:	Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain
Expected CP Outcome (s): <i>(Those linked to the project and extracted from the CP)</i>	Enhanced transparency and accountability of public institutions, as well as participation of all constituencies in systematic national decision-making in Bahrain
Expected Output(s)/Annual Targets: <i>(Those that will result from the project)</i>	Information on current situation of persons with disabilities updated and SWOT analysis developed. Information on current situation of children updated with National Situation Analysis (SITAN). National Strategy for Persons with Disabilities (NSD) and National Childhood Strategy for Children (NCS) in Bahrain developed
Executing Entity:	Ministry of Social Development
Implementing Agencies:	UNDP, UNICEF, Ministry of Social Development

Brief Description

This Project will work simultaneously on issues facing two target vulnerable groups in the Kingdom of Bahrain: Persons with Disabilities and on Children. A human rights and development approach to disability focuses on the removal of barriers to equal participation and the elimination of discrimination based on disability. Accordingly, one focus of this Project will be to develop a National Strategy for Persons with Disabilities for the Kingdom of Bahrain. At the same time, it will also focus on updating the Situation Analysis for Children in Bahrain (SITAN) and developing a National Childhood Strategy which will pave the way for nationwide, multi-sectoral discussions on the priorities areas to be addressed.

Project Title: *Support to the Development of National Childhood Strategy and National Strategy for Persons with Disabilities in the Kingdom of Bahrain*

Atlas Award ID: 00060062

Project Duration: *One year*

Start Date: *June 2010*

End Date: *June 2011*

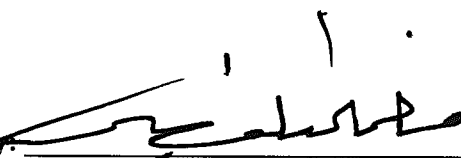
Management Arrangement: *NIM*

Total resource required:	US\$ 367,436.00
GMS (3%):	US\$ 11,364.00
Total allocated resources:	US\$ 378,800.00

• MOSD	US\$ 189,400.00
• UNDP	US\$ 189,400.00

National Childhood Strategy	US\$ 110,000.00
National Strategy for Persons with Disabilities	US\$ 268,800.00

Total Budget:	US\$ 378,800.00
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Agreed by: 
(Ministry of Social Development);

Date: _____

Agreed by: _____
(UNDP)



Date: 9/8/2010

I Situation Analysis

Among the yardsticks by which to measure a society's respect for human rights, is by looking at the status that it accords to those members of society who are most vulnerable, persons with disabilities, the senior citizens and its women and children.

The concept of a caring society is strengthened and deepened when it recognises that persons with disabilities enjoy the same rights as other members of the society and when children's rights are respected. Society has a responsibility towards the promotion of quality of life of persons with disabilities and the health and education of children. Persons with disabilities must be seen as capable individuals who contribute to the development of society and children should be able to participate in their environment's social and economic development.

Throughout the world, persons with disabilities are organising themselves to engage society on the question of their fundamental rights. The United Nations has issued several documents dealing with the concerns of persons with disabilities. These include the United Nations Standard Rules for the Equalisation of Opportunities for Persons with Disabilities, the World Program of Action Concerning Disabled Persons, and the UN Convention on the Rights of Persons with Disabilities. These documents call for extensive changes in the environment to accommodate the diverse needs of persons with disabilities in society. The emphasis is on a fundamental shift in how we view persons with disabilities, away from the individual medical perspective, to their human rights and development.

The fundamental purpose of the two Strategies will be to improve the promotion and protection of human rights of persons with disabilities and of children in Bahrain. It should provide guidance to governments, non-governmental organizations (NGOs), private sector, professional groups, educators, advocates and other members of civil society regarding the tasks that need to be accomplished to ensure that the human rights of persons with disabilities are effectively observed and realized.

Legal frameworks and awareness campaigns are organised internationally to protect children and improve their condition. The Convention on the Rights of the Child (CRC) is a universally agreed set of non-negotiable standards and obligations. It advocates, among other human rights issues, for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

In Bahrain, many initiatives that have been put in place and are ongoing, as well as planned initiatives, reflect the government's thinking about what it can contribute to the development of persons with disabilities and to the promotion and protection of their rights. Emphasis on partnership with, and contribution of, persons with disabilities at all levels is being promoted and special mechanisms have been put in place for this purpose.

There is also great belief that the development of a National Disability Strategy, will kick-start a further process of involving all public, private, and civil society actors. It will also involve persons with disabilities in the development of sustainable partnerships guided by a long term

vision and empowered by specific policies and legislation aimed at effective implementation of the Strategy.

Bahrain has already achieved some of the Millennium Development Goals (MDGs) and is working on others, albeit with some inter- and intra-country difficulties. Bahrain has witnessed major positive socio-economic trends and expenditures on health and education remain high, primary health and school participation indicators are among the best in the world. Besides almost universal primary school enrolment with male/female parity, overall more than 90 per cent of those enrolled reach the last primary grade.

II. Strategy

In 2002, the United Nation's General Assembly held, for the first time in its history, a Special Session on Children. The aim was to review progress made in the past decade, and to agree on a future vision for children. A universal commitment for children was set in a "World Fit for Children" declaration and world leaders agreed to use the general framework of this document as a guideline for the development of National Plans of Action for Children in their countries. Bahrain decided to begin the process of developing its National Childhood Strategy based on the "World Fit for Children" document and the "Arab Childhood Plan" that was developed by the League of Arab States.

Expectations related to what it means to be a boy or a girl determine the behaviour of children and adolescents, their attitudes towards risk-taking, their health behaviour and their use and access to services. This acquired behaviour comprises gender identity and determines, together with the biological differences, the gender roles of children. A gender analysis will be an integral component of this Strategy to determine the levels of gender inequality and inequity.

Inequality and inequity often create, maintain and exacerbate exposure to risk factors that threaten health, security and well-being. They often affect the control over and access to resources, including decision-making processes that are conducive to promoting and protecting rights. Finally, these differences influence the responsibilities and types of relationships established between service providers and the population served.

A healthy child is more likely to enjoy, to learn and to achieve. Likewise, a child experiencing economic and environmental well-being is also more likely to be healthy. A child living in a society which respects the rights of the child should achieve in general. The Childhood Strategy should provide minimum standards of health, social security, physical care, family life, play and recreation, culture and leisure, as well as adequate standards of living and a good quality education; protect the rights of the child to be safe from discrimination, abuse and neglect, exploitation, substance abuse, injustice and conflict; and allow participation so that the child has a name and identity, is consulted and taken account of, has access to information, to freedom of speech and opinion and to challenge decisions on their behalf.

With regard to persons with disabilities, the Strategy will be developed to comply with the UN Convention on Rights of Persons with Disabilities, which Bahrain has already signed and is

seeking to ratify, in order to make sure it covers all aspects of rendering a complete service for persons with disabilities.

An understanding of disability as a human rights and development issue leads to a recognition and acknowledgement that persons with disabilities are equal citizens and should therefore enjoy equal rights and responsibilities. This implies that resources must be employed in such a way as to ensure that every individual has equal opportunities for his or her full and effective participation and inclusion in society. It further implies that the needs of every individual are of equal importance, and that needs must be made the basis for planning. Duty bearers must be identified, made aware of their responsibilities and supported to fulfil them.

In addition to being rights holder, persons with disabilities should have equal obligations within society and should be given the support necessary to enable them to exercise their responsibilities. This means that society must raise its expectations of persons with disabilities. A human rights and development approach to disability focuses on the removal of barriers to equal participation and the elimination of discrimination based on disability. Previous policies and practices have left legacies of personal pain and distress that continue to reverberate in the disability community today. The Strategy must acknowledge this fact, and in doing so, publicly commit society to moving forward in a way that guarantees that persons with disabilities are treated with dignity and respect and recognises fully their place in society.

The National Strategy for Persons with Disabilities should therefore contain an overview of the current situation of persons with disabilities in Bahrain. It will include statistics and disaggregated data, including for age, gender and other criteria (where such indicators and information are not available, the National Disability Strategy will include plans to collect such data).

Furthermore the Strategies should consider gender at this level where women and girls are subjected to social, cultural and economic disadvantages which impede their access to, for example, health care, education, vocational training and employment. If, in addition, they are physically or mentally disabled, their chances of overcoming their disablement are diminished, which makes it all the more difficult for them to take part in community life. In families, the responsibility for caring for a person with disabilities often lies with women, which considerably limits their freedom and their possibilities of taking part in other activities.

The issues and needs of women with disabilities are often overlooked within services and programs. They remain marginal to social movements designed to advance the position of women, and the position of persons with disabilities. Negative stereotypes from both a gender and disability perspective compound the exclusion of women with disabilities from support services, social and economic opportunities and participation in community life (Meekosha 2000; Frohmader 2002). This deep-rooted exclusion experienced by women with disabilities is further neglected because little information is available on its extent or impact.

Women with disabilities are less likely to be in paid work than other women, men with disabilities or the population as a whole. They are less likely than their male counterparts to receive adequate vocational rehabilitation or gain entry to labour market programs. Women with

disabilities earn less than disabled men, are in the lowest income earning bracket, yet pay the highest level of their gross income on housing, and spend more of their income on medical care and health related expenses.

Women with disabilities are substantially over represented in public housing, are more likely to be institutionalised than their male counterparts and are often forced to live in situations in which they experience, or are at risk of experiencing, violence, abuse and neglect. These factors will be taken into consideration in data collection and analysis and will constitute critical elements of the Strategy.

Accordingly, the Project will focus on developing a National Childhood Strategy and a National Strategy for Persons with Disabilities for the Kingdom of Bahrain. This process of developing the Strategies will take note of the current situation with its strengths, weaknesses, threats and opportunities in order to make sure it responds to all the concerns and builds on the successful implementation so far. The Strategies are an opportunity to enhance the status of children and of persons with disabilities and further enhance the quality of their lives. They provide a vision for the future and are reference documents for policy makers, professionals and practitioners working with and for children and persons with disabilities, and for parents, children and persons with disabilities themselves.

Part III. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:			
Enhanced transparency and accountability of public institutions, as well as participation of all constituencies in systematic national decision-making in Bahrain			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.			
Indicator: Coordination system for inter-ministerial planning in place. National strategic planning with clear bench marks.			
Applicable Key Result Area (From 2008-11 Strategic Plan) Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including the MDGs			
Partnership Strategy:			
The project will strengthen partnership with other agencies and institutions working in the Project area namely Ministry of Social Development (MoSD), UNICEF, ILO, WHO, UNESCO, private sector companies as well as local community associations and NGOs. The formulation process will be inclusive with the engagement of national stakeholders with the support of specialized UN Agencies. UNICEF will take the lead in the formulation of the Childhood Strategy and an agreement with UNDP is established to this effect.			
Project title and ID (ATLAS Award ID): Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain – Project I.D. 00060062			
Intended Outputs	Output Targets	Indicative Activities	Responsible parties
<p>1. Information on current situation of Children and National Situation Analysis (SITAN) updated.</p> <p><u>Baseline:</u> The situation analysis for Bahraini children (2003) is not updated.</p>	<ul style="list-style-type: none"> • SITAN completed and gaps identified • Needs and aspirations of children and communities incorporated 	<p>Activity 1.1: Prepare terms of reference and establish Steering Committee.</p> <p>Activity 1.2: Recruit lead experts</p> <p>Activity 1.3: Prepare and endorse conceptual framework for Situation Analysis for Children</p>	<p>Inputs</p> <p>\$72,000</p> <p>Project manager</p> <p>1 Lead expert</p>

<p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Steering Committee operational ▪ Conceptual framework to update the SITAN available ▪ Updated study on situation of Bahraini children available ▪ Updated study is gender-sensitive ▪ No. of feedback collected on baseline information ▪ SITAN endorsed by all stakeholders <p>Gender Marker: 2</p>	<ul style="list-style-type: none"> • Needs and aspirations of women with disabilities incorporated • Updated Situation Analysis for developing the Childhood Strategy 	<p>(SITAN)</p> <p>Activity 1.4: Create focus groups and implement focus group discussions with children and communities.</p> <p>Activity 1.5: Prepare field report on needs and aspirations of children and communities</p> <p>Activity 1.6: Prepare first draft of SITAN</p> <p>Activity 1.7: Endorse final SITAN document by National Childhood Committee</p> <p>Activity 1.8: Produce, print and disseminate SITAN</p>	<p>1 Research team</p> <p>1 Consultants</p> <p>Workshops (2)</p>
<p>2. A National Childhood Strategy for (NCS) Bahrain is finalized</p> <p><u>Baseline:</u></p> <p>National Childhood Strategy for Children in Bahrain (NCS) is not available</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Steering Committee operational, ▪ No. of institutions met in bilateral NCS consultations ▪ NCS approved by line ministry ▪ Minutes of thematic group meetings available ▪ NCS is endorsed by all stakeholders 	<ul style="list-style-type: none"> ▪ NCS developed ▪ Conceptual framework to develop the NCS is prepared and endorsed ▪ Plan of action to develop the NCS prepared and endorsed ▪ Thematic working groups established and operational ▪ Members of Steering Committee and working groups trained on analyzing children's issues within context of Convention on the 	<p>Activity 2.1: Conduct national consultations.</p> <p>Activity 2.2: Prepare and endorse conceptual framework for developing the NCS</p> <p>Activity 2.3: Prepare operational plan of action to develop the NCS</p> <p>Activity 2.4: Review and endorse the NCS and plan of action</p> <p>Activity 2.5: Formulate thematic NCS working groups with terms of reference</p> <p>Activity 2.6: Build capacities of steering committee and working group members on analyzing children's issues within the context of the Convention on the Rights of the Child (CRC) and on devising strategic direction for</p>	<p>\$34,700</p> <p>1 Workshop</p> <p>Project manager</p> <p>1 Lead expert</p> <p>1 Research team</p> <p>4 Consultants</p> <p>Workshops (2)</p> <p>1 Editor</p> <p>MOSD, UNDP, UNICEF,</p>

<p>Gender Marker: 2</p> <p>3. Information on current situation of persons with disabilities updated and SWOT analysis developed.</p> <p><u>Baseline:</u> Information on persons with disabilities is not updated.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Registered cases of disability in different governorates are well recorded. ▪ Cases segregated by disability types. ▪ Number of training centers and type of training is known. ▪ Steering Committee operational ▪ No. of institutions met in bilateral NDS consultations ▪ Conceptual framework to develop the NCS is endorsed <p>Gender Marker: 2</p>	<p>Rights of the Child (CRC) and on devising strategic directions</p> <ul style="list-style-type: none"> ▪ NCS developed and is gender-sensitive ▪ Action plan for implementing the NCS is completed 	<p>well-being of children.</p> <p>Activity 2.7: Prepare the first draft of the NCS, share with relevant stakeholders and review</p> <p>Activity 2.8: Approve and endorse the NCS</p> <p>Activity 2.9: Produce and print the NCS</p> <p>Activity 2.10: Launch the final NCS and Action Plan</p> <p>Activity 2.11: Monitoring and Evaluation</p>	
<p>Gender Marker: 2</p> <p>3. Information on current situation of persons with disabilities updated and SWOT analysis developed.</p> <p><u>Baseline:</u> Information on persons with disabilities is not updated.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Registered cases of disability in different governorates are well recorded. ▪ Cases segregated by disability types. ▪ Number of training centers and type of training is known. ▪ Steering Committee operational ▪ No. of institutions met in bilateral NDS consultations ▪ Conceptual framework to develop the NCS is endorsed <p>Gender Marker: 2</p>	<ul style="list-style-type: none"> • SWOT analysis completed and gaps identified • Final report available for building the Strategy • Constitute an updated baseline for developing the Disability Strategy • Needs and aspirations of persons with disabilities incorporated • Needs and aspirations of women with disabilities incorporated 	<p>Activity 3.1: Prepare terms of reference for Steering Committee and establish</p> <p>Activity 3.2: Recruit lead experts</p> <p>Activity 3.3: Collect data and conduct analysis of data collected and produce draft baseline report</p> <p>Activity 3.4: Organize workshop for sharing baseline information on persons with disabilities</p> <p>Activity 3.5: Develop and endorse final baseline report on persons with disabilities</p> <p>Activity 3.6: Produce, print and disseminate final baseline report on persons with disabilities</p>	<p>\$120,000</p> <p>1 Project Manager</p> <p>1 Lead expert</p> <p>1 Research Team</p> <p>4 Consultants</p> <p>Workshops (3)</p> <p>MoSD, UNDP, HCDA</p>

<p>4. National Strategy for Persons with Disabilities developed</p> <p><i>Baseline:</i> National Strategy for Persons with Disabilities is non-existent</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Steering Committee operational ▪ No. of institutions met in bilateral NDS consultations ▪ Clear NDS action plan for implementation is in place ▪ Plan of action to develop the NCS endorsed ▪ Thematic working groups established and operational ▪ NDS Strategy approved by the line ministry <p>Gender Marker: 2</p>	<ul style="list-style-type: none"> • NDS developed • Action Plan for implementing the NDS is completed • NDS-developed and is gender-sensitive • Action Plan for implementing the NDS is completed • NDS Action Plan includes particular activities addressing needs of women with disabilities • NDS responds to the aspirations of all stakeholders involved 	<p>Activity 4.1: Conduct national consultations.</p> <p>Activity 4.2: Design the main structure of the NDS Strategy</p> <p>Activity 4.3: Develop & disseminate the first draft of the NDS</p> <p>Activity 4.4: Conduct final consultation on the developed NDS Strategy and Action Plan</p> <p>Activity 4.5: Edit and complete the NDS Strategy and Action Plan</p> <p>Activity 4.6: Present the NDS Strategy and Action Plan for Government approval</p> <p>Activity 4.7: Monitoring and Evaluation</p>	<p>MoSD, UNDP, HCDA,</p>	<p>\$140,736</p> <p>1 Project Manager</p> <p>1 Lead expert</p> <p>1 Research Team</p> <p>1 Editor</p> <p>1 Workshop</p> <p>4 Consultants</p>
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IV. Management Arrangements

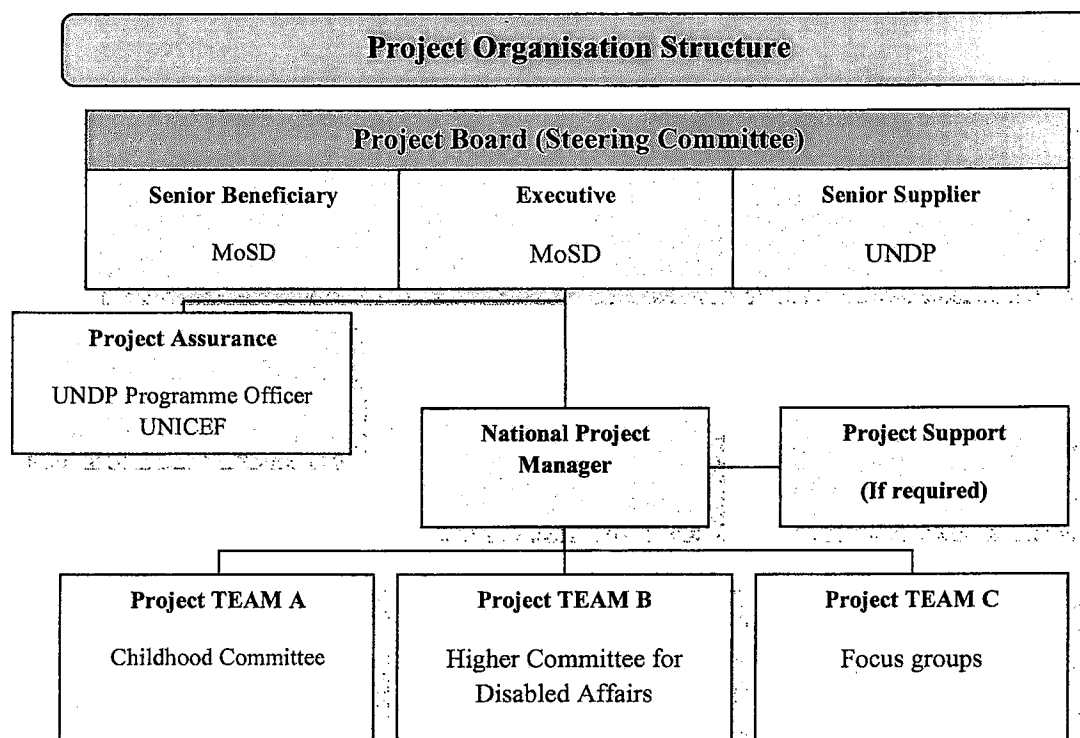
IV.a) Organizational arrangement

On 17 February 2010, a Memorandum of Understanding was signed between UNDP and UNICEF committing to develop the Bahraini National Childhood Strategy, as part of their respective development cooperation with the Government of Bahrain. Through a coordinated approach to collaboration the Project will utilize UNICEF's childhood technical expertise, as well as UNDP's physical presence in Bahrain and its programmatic and financial capacity to achieve Project goals.

The Project will be implemented over a period of one year. The Project will be implemented under NIM modality with the Ministry of Social Development, which will assign a focal point to make sure implementation process is taking place in a timely manner as per the time span of the Project.

The Project will be headed by a National Project Manager (NPM) to whom the authority for daily Project management will be delegated, and an administrative assistant can be recruited to provide the NPM with the needed support in logistics and data collection as well as event organization. Short-term consultants will participate in the development of the Strategies and design of the implementation plan in order to provide in-depth knowledge and expertise. Two lead consultants will be recruited to head each group of short-term consultants; one specialized on childhood issues and another on disability issues.

IV.b) Oversight and Implementation Arrangements



IV.c) Management of funds

The Project shall be implemented on an equal cost-sharing basis between UNDP and the Ministry of Social Development according to a defined schedule of payments. Project activities will commence upon the receipt of the cost-sharing contributions into the UNDP Bank Account.

MoSD: US\$ 189,400.00

UNDP US\$ 189,400.00

Total Budget: US\$ 378,800.00

MoSD will be directly implementing the Project activities based on the NIM modality. While all expenditures are registered in the Combined Delivery Report (CDR), the Implementing partner will maintain records locally to reflect accumulated expenditures per budget line, budget balances and outstanding obligations. These records serve to monitor the project's financial situation and to share financial information with other stakeholders. The Project Manager will coordinate with the administrative units of the country office on the follow up of disbursements against obligations.

V. Monitoring and Evaluation

V.a) Monitoring & Evaluation

Effective monitoring of activities supported through the Project will be implemented through on-site monitoring, regular reporting, and financial expenditure tracking as per the policies and procedures outlined in UNDP's User Guide. The monitoring will be achieved 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 UNDP Project focal points to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risks 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 Steering Committee through the Technical Committee, 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 Steering Committee.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year.

V.b. Audit

The Project will be audited in line with the rules and regulations of UNDP for NIM UNDP supported Projects. NIM projects have to be audited at least once in the life cycle of the project, and each year that is considered appropriate by the CO.

VI. Quality Management for Project Activity Results

OUTPUT 1: Information on current situation of Children and National Situation Analysis (SITAN) updated.		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Updated SITAN	Start Date: June 2010 End Date: Aug. 2010
Purpose	<i>What is the purpose of the activity?</i> Produce an updated Situation Analysis for developing the Childhood Strategy with the needs and aspirations of children and communities incorporated	
Description	<i>Planned actions to produce the activity result.</i> Prepare and endorse conceptual framework for Situation Analysis for Children (SITAN) Create focus groups and implement focus group discussions with children and communities. Prepare field report on needs and aspirations of children and communities Prepare first draft of SITAN Endorse final SITAN document by National Childhood Committee Produce, print and disseminate SITAN	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Conceptual framework to update the SITAN available	Meeting notes, approval of National Childhood Committee	Quarterly with quarterly progress reports and Annual report as per M&E milestones
Report reflecting children and community needs and aspirations available to integrate into SITAN study	Compiled data and analysis endorsed by National Childhood Committee	
Updated study on situation of Bahraini children available	SITAN endorsed by stakeholders	

OUTPUT 2: A National Childhood Strategy for (NCS) Bahrain is finalized		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> NCS prepared	Start Date: June 2010 End Date: Feb. 2010
Purpose	<i>What is the purpose of the activity?</i> The National Childhood Strategy is developed with an Action Plan for implementation and is endorsed by all stakeholders	

Description	<i>Planned actions to produce the activity result.</i> Establish the Steering Committee Prepare and endorse conceptual framework for developing the NCS Prepare operational plan of action to develop the NCS Review and endorse the NCS and plan of action Formulate thematic working groups with terms of reference Build capacities of steering committee and working group members on analyzing children's issues within the context of the Convention on the Rights of the Child (CRC) and on devising strategic direction for well-being of children. Prepare the first draft of the NCS, share with relevant stakeholders and review Approve and endorse the NCS Produce and print the NCS Launch the final NCS and Action Plan	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Conceptual framework to develop the NCS is prepared and endorsed	Government endorsement	Quarterly with quarterly progress reports and Annual report as per M&E milestones
Plan of action to develop the NCS prepared and endorsed	Stakeholder endorsement	
Steering Committee established and operational	SC minutes	
Thematic working groups established and operational	Minutes of thematic group meetings	
Members of Steering Committee and working groups trained on analyzing children's issues within context of Convention on the Rights of the Child (CRC) and on devising strategic directions	Report of training	

OUTPUT 3: Information on current situation of persons with disabilities updated and SWOT analysis developed.		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> SWOT	Start Date: June 2010 End Date: Aug 2010
Purpose	<i>What is the purpose of the activity?</i> A SWOT analysis completed and gaps identified with a final baseline report available for building the Strategy	
Description	<i>Planned actions to produce the activity result.</i> Mobilize the needed expert Take stock of current situation Conduct analysis of the data collected and produce a draft baseline report Organize workshop for sharing baseline information Develop the final baseline report	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Registered cases of disability in different governorates are well recorded	Available data sourced from reliable organization and data collection methods verified by expert	Quarterly with quarterly progress reports and Annual report as per M&E milestones
Segregation of disability cases and types is done	Report	
Number of training centers and type of	Report	

training is known		
Number of experts working in the field of disability services is known	Field report, register	
Percentage of parties agreeing that the baseline of information is adequate for developing the Strategy	Workshop report	
Number of feedback collected on baseline information	Compilation of comments registering responses	

OUTPUT 4: National Strategy for Persons with Disabilities developed		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> NDS developed	Start Date: Oct. 2010 End Date: April 2011
Purpose	<i>What is the purpose of the activity?</i> National Disability Strategy (NDS) developed with an Action plan for implementation that responds to the aspirations of all stakeholders involved	
Description	<i>Planned actions to produce the activity result.</i> Conduct national consultations. Design the main structure of the Strategy Develop & Disseminate the first draft of the National Disability Strategy Conduct final consultation on the developed Strategy and Action Plan Edit and complete the Strategy and Action Plan Present the Strategy and Action Plan for Government approval	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Percentage of stakeholders participating in the consultation event	Record attendance, meeting notes	Quarterly with quarterly progress reports and Annual report as per M&E milestones
Number of institutions met in the bilateral consultations	Record of meetings	
Clear action plan for implementation is in place	Report document	
Strategy approved by the government	Written verification	
Percentage of budget needed allocated through central government	Bank statement	

VII. Legal Context

This Project Document shall be the instrument envisaged in Article 1 of the Agreement between the Government of Bahrain and the United Nations Development Project (UNDP), signed by the parties on August 3, 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.

Annexes:

- A. UNDP/UNICEF Memorandum of Understanding
- B. Risk Logs
- C. Project Approach
- D. Cost-sharing Agreement
- E. Terms of Reference Project Manager
- F. Annual Work Plan



**MEMORANDUM OF UNDERSTANDING
BETWEEN
UNDP AND UNICEF
REGARDING THE
DEVELOPMENT OF THE NATIONAL CHILDHOOD STRATEGY OF THE KINGDOM OF
BAHRAIN**

WHEREAS, UNDP and UNICEF signing this Memorandum of Understanding have agreed to develop the National Childhood Strategy, as part of their respective development cooperation with the Government of Bahrain, as more fully described in the Project Document, a copy of which is attached hereto as ANNEX A.

WHEREAS, UNDP and UNICEF have agreed that they should adopt a coordinated approach to collaboration and have developed a Project Document to use as the bases for project implementation.

WHEREAS, UNDP will utilize UNICEF's technical expertise on childhood issues, UNICEF will utilize UNDP's physical presence in Bahrain to achieve Project goals.

THEREFORE, UNDP and UNICEF (hereinafter referred to collectively as the "Parties") hereby agree as follows:

Section 1

Appointment of Technical Agent: its Status, Duties and Fees

1. UNDP hereby appoints UNICEF to serve as the technical agent in connection with the Project, in accordance with the terms and conditions set out in this Memorandum of Understanding. UNDP will assume programmatic and financial roles. This appointment will continue until it expires, or terminates, in accordance with Section VIII below.
2. UNICEF will undertake the below functions:
 - a. Assign a focal person to the project.
 - b. Devise the conceptual framework for developing the Bahraini National childhood Strategy (BNCS).
 - c. Develop the Project Document for the BNCS.
 - d. Suggest the implementation structure for developing the BNCS.

- e. Assist in identifying consultants/experts to carry out the different activities of the project.
 - f. Integrate the update of the Situation Analysis for Bahraini Children (SITAN) into the implementation structure of developing the BNCS.
 - g. Provide technical feedback on the different drafts of the SITAN.
 - h. Provide technical feedback on the different drafts of the BNCS.
 - i. Attend key meetings of the BNCS Executive Committee by traveling to Bahrain four trips during project implementation.
3. UNDP may request UNICEF to perform additional tasks in support of the Project not related to the functions in Section I, Paragraph 2 above and subject to the availability of funds.
 4. UNDP will pay to UNICEF 20% of the project total budget, after signature of the Project Document with the Government of Bahrain, to meet the project direct support costs described in point (2) above.
 5. UNICEF will advise UNDP in writing when all activities for which it is responsible under the approved Project Document have been completed.

Section II **Financial Matters**

1. Upon signature of this Memorandum of Understanding and the Project Document, UNDP will transfer to UNICEF the amount succeeding from point 4 above directly.
2. UNICEF will submit a cumulative financial statement in 31 December 2011. The format will follow the standard expenditure report of the UN Agencies.

Section III **Activities of UNDP**

1. The implementation of the Project activities will be the responsibility of UNDP as per the Project Document and in accordance with its applicable regulations, rules, directives and procedures.

2. Any modifications to the scope of the approved Project Document, including as to their nature, content, sequencing or the duration thereof will be subject to mutual agreement in writing between UNDP and UNICEF.
3. UNDP will devise agreements with the national partners, and will carry out its project activities in collaboration with the national partners and will be responsible for discharging all commitments and obligations. In these agreements UNICEF will be mentioned as the technical Support Agency while the project will follow the NIM modality (executed by the national counterpart) in developing the BNCS.
4. UNDP reserves the right to discontinue contributions if reporting obligations are not met as set forth in the Memorandum of Understanding, or if there are substantial deviations from the agreed upon functions.

Section IV **Reporting**

During and after completion of the activities in the approved Project Document, UNICEF will provide UNDP with two technical reports, the first report will be submitted on the 1st of July and the second and final report on the 1st of December 2010. Financial reports could be extracted from UNICEF system when requested by UNDP.

Section V **Monitoring and Evaluation**

1. Monitoring and evaluation of the Project will be undertaken in accordance to the provision contained in the Project Document, which are consistent with the respective regulations, rules and procedures of the two parties.
2. The two parties and their partners will hold consultations, as appropriate, to review the status of the Project.

Section VII **Joint Communication**

1. The two parties will take appropriate measures to publicize the Project and to give due credit to the other party and the national partners. Information given to the press, to representatives of participating institutions, all related

publicity material, official notices, reports and publications, will acknowledge the role of the two parties in addition to the national participating partners.

2. Logos of the two parties and national participating partners will be put on the updated SITAN and the BNCS in an appropriate manner approved by the all parties.

Section VIII

Expiration, Modification and Termination

1. This Memorandum of Understanding will expire upon completion of the Project, subject to the continuance in force of paragraph 4 below for the purposes therein states.
2. This Memorandum of Understanding may be modified only by written agreement between the parties.
3. Any party may withdraw from the Memorandum of Understanding upon giving thirty (30) days' written notice to the other party subject to the continuance in force of paragraph 5 below for the purpose therein stated.
4. Commitments assumed by the withdrawing or terminating party under this Memorandum of Understanding will survive the expiration or termination of this memorandum of Understanding to the extent necessary to permit the orderly conclusion of the activities and the completion of final reports, funds, and the settlement of accounts.

Section IX

Notices

1. Any action required or permitted to be taken under this Memorandum of Understanding may be taken on behalf of the other party.
2. Any notice or request required or permitted to be given or made in this Memorandum of Understanding will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail or any other agreed means of communication to the party to which it is required to be given or made, at such party's address specified in ANNEX A to this memorandum of Understanding or at such other address as the party will have specified in writing to the party giving such notice or making such request.

Section X

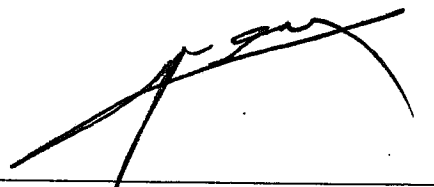
Entry into Effect

This Memorandum of Understanding will come into effect upon signature by authorized officials of the two parties and will continue in full force and effect until it is expired or terminated.

Section XI **Settlement of Disputes**

The parties will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each party.

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the respective parties, have signed this Memorandum of Understanding in the English language in 2 copies.



Mr. Sayed Aqa
UNDP Resident Representative
Place: Manama, Bahrain
Date: 17.2.2010



Dr. Ayman Abulaban
Representative
Place: Manama, Bahrain
Date:

ANNEX A

NOTICES

For UNDP:

Name: Mr. Ali Salman
Title: Programme Analyst
Address: P.O. Box 26814 (Manama-Bahrain)
Telephone: +973 319-423
Electronic mail: ali.salman@undp.org

For UNICEF:

Name: Ms. Lara Hussein
Title: Chief, Child Protection
Address: P.O.Box 130, Abu Dhabi, UAE
Telephone: +9714475060
Electronic mail: lhusein@unicef.org

RISK LOG



Project Title: Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain			Award ID:	Date: June 2010			
#	Description	Date Identified	Type	Impact & Probability (1=Low, 5=High)	Countermeasures / Mgt response	Owner	Submitted, updated by
1	Enforcement of legal framework	Project formulation	Regulatory	Failure in reaching proper enforcement of legislations impacting strategy effectiveness and sustainability of solutions P = 3 , I = 5	Introduce incentives for compliance with legislations	Government	UNDP
2	Poor coordination among different partners and agencies in implementation work	Project formulation	Operational Strategic	Duplication of activities impacting efficient results Waste of funds P = 3, I = 3	Discuss Project activities and reach consensus in identifying overlaps and coordination needed with assigning lead administration to do the coordination	Government and civil society	UNDP
3	Weak or delayed Implementation of the Strategy	Project formulation	Operational Political	Poor allocation of funds Frustration of communities	HCDA or NCS could take the lead and advocate for quick approval of the Strategies Civil society lobby at Shura	HCDA CSOs	UNDP

				P = 3, I = 5	Council and Parliament	MoSD	
4	Lack of sufficient funds for implementing Strategies	Project formulation	Financial	Hinder implementation and results Reduce impact P = 3, I = 3	Alternative sources of funding through proper project proposals and focused approach		UNDP
5	Weak Institutional Capacity	Project formulation	Organizational	Hinder implementation P = 2, I = 5 6	Ensure high level of commitment to project goals Receive cost-sharing funds prior to commencing project activities	Government	UNDP

PROJECT APPROACH

The Project will be carried out in a consultative manner engaging all stakeholders from various institutions. Accordingly, the project implementation will be in line with the UNDP Country Programme Action Plan and more importantly to be in line with the initiatives presented by MoSD in its action under the Economic Development Strategy for the Kingdom of Bahrain (2009 – 2010) mainly initiative 2.1.2 that deals with *enhancing social safety net and the shift from direct cash transfers to implementing social investment programmes*. Moreover, the social development plan developed under the then called MOLSA (2004) with the support of ILO and UNDP should also be a good reference highlighting the challenges and targets to be achieved at the social level.

Consequently the Project will take the following approach:

- Support to and alignment with the Government's Action Plan: UNDP as the government's partner will work closely with central and local governments through relevant Ministries and concerned stakeholders in line with national and operational policies for supporting the disabled and children in order to make sure that all concerns are well expressed and taken into consideration in the government's future plans. Integration of both Strategies into the national agendas and different organizations and line ministries action plans will ensure financial sustainability. On the other hand, enhancing the role of the private sector will play a key role in supporting both Strategies financially
- Take stock of ongoing successful initiatives and lay the foundation of medium and long-term vision: In order to enhance the effectiveness of the longer-term intervention process, it is important that some of the basic building blocks (such as adequate government capacity, delivery mechanisms, monitoring and evaluation systems) are taken into consideration while taking stock of the ongoing situation. A situation analysis for children in Bahrain was developed in 2003. Updating the situation analysis will help in identifying the areas of strengths and challenges in achieving the rights of the child in Bahrain. The SITAN is an important source for policy planners, local government, civil society, community decision makers and academicians, for the development of child sensitive policies and programs. Updating the SITAN and developing the National Childhood Strategy will be undertaken within the context of the Convention on the Rights of the Child (CRC), and the Conventions on the Elimination of All Forms of Discrimination Against Women (CEDAW), with special reference to progress on Bahrain's implementation status against the observations of the Committee on the Rights of the Child on the country's most recent periodic Report. Hence, it will draw upon the earlier situation analysis prepared in 2003, Bahrain's 2nd periodic report to the Committee on Child Rights, the MDG's report, Bahrain's report on CEDAW implementation, besides surveys, studies and evaluations recently undertaken by the Government, UNICEF and other developmental partners. It will also refer to reports of major conferences and workshops organized around child related themes. Reference will also be made to recent national policy, planning and strategy documents.
- Regional balance: It is important that all consultations undertaken under the project for the development of both Strategies respect regional balances by ensuring that all governorates are represented through active members and/or stakeholders.
- Use of local institutions and resources wherever possible: The project will make use of local resources and institutions to the extent possible. This will ensure that the know-how and

expertise are to some extent transferred and local capacities strengthened to lays the foundation of sustainable implementation and long term risk reduction.

- Support for civil society initiatives: The project will work with relevant national and local NGOs in the preparation and design of both strategies while taking into consideration relevant cultural sensitivity. There will be a need to ensure that inputs from both Strategies will ensure benefit and support to civil society work with persons with disabilities and children.



**THIRD-PARTY COST-SHARING AGREEMENT
BETWEEN THE Ministry of Social Development (THE DONOR) AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

WHEREAS the Donor hereby agrees to contribute funds to UNDP on a cost-sharing basis for the implementation of the Project **Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain.**

WHEREAS UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of the Kingdom of Bahrain has been duly informed of the contribution of the Donor to the project,

WHEREAS UNDP shall designate an Implementing Partner (the Ministry of Social Development) for the implementation of the project (the Implementing Partner),

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

Article I. The Contribution

1. (a) The Donor shall, in accordance with the schedule of payments set out below, contribute to UNDP the amount of (amount in dollars). The contribution shall be deposited in UNDP Bahrain's ZBA account in New York:

Account Name: UNDP Representative in Bahrain (US Dollar Account)
Account Number: **375 218 4077**
Name of Bank: **Bank of America**
Swift Code: **BOFAUS3N**
Address: Bank of America, N.A.
New York, USA

<u>Schedule of payments</u>	<u>Amount</u>
23 June 2010	US\$94,700.00
14 November 2010	US\$94,700.00

(b) The Donor will inform UNDP when the contribution is paid via an e-mail message with remittance information to contributions@undp.org

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.

Article II. Utilization of the Contribution

1. The implementation of the responsibilities of UNDP and of the Implementing Partner pursuant to this Agreement and the project document shall be dependent on receipt by UNDP of the contribution in accordance with the schedule of payment as set out in Article I, paragraph 1, above.
2. 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 Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.
3. If the payments referred to in Article I, paragraph 1, above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2 above is not forthcoming from the Donor or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
4. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article III. Administration and reporting

1. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Implementing Partner.
2. UNDP headquarters and country office shall provide to the Donor all or parts of the following reports prepared in accordance with UNDP accounting and reporting procedures.

(a) From the country office (or relevant unit at headquarters in the case of regional and global projects) within six months after the date of completion or termination of the Agreement, a final report summarizing project activities and impact of activities as well as provisional financial data;

(b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December to be submitted no later than 30 June of the following year;

(c) From UNDP Bureau of Management/Office of Finance and Administration on completion of the project, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the project.

3. If special circumstances so warrant, UNDP may provide more frequent reporting at the expense of the Donor. The specific nature and frequency of this reporting shall be specified in an annex of the Agreement.

Article IV. Administrative and support services

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 7%.

Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

Article V. Evaluation

All UNDP programmes and projects are evaluated in accordance with UNDP Evaluation Policy. UNDP and the Government of the Kingdom of Bahrain in consultation with other stakeholders will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for evaluating a project including an evaluation of its contribution to an outcome which is listed in the Evaluation Plan. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators.

Article VI. Equipment

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VII. Auditing

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. Should the biennial Audit Report of the Board of Auditors of UNDP to its governing body contain observations relevant to the contributions, such information shall be made available to the Donor.

Article VIII. Completion of the Agreement

1. UNDP shall notify the Donor when all activities relating to the project have been completed.
2. Notwithstanding the completion of the project, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in the implementation of the project have been satisfied and project activities brought to an orderly conclusion.
3. If the unutilized payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article IX. Termination of the Agreement

1. After consultations have taken place between the Donor, UNDP and the programme country Government, and provided that the payments already received are, together with other funds available to the project, sufficient to meet all commitments and liabilities incurred in the implementation of the project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force 30 (thirty) days after either of the Parties have given notice in writing to the other Party of its decision to terminate the Agreement.
2. Notwithstanding termination of all or part of this Agreement, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in the implementation of all or the part of the project, for which this Agreement has been terminated, have been satisfied and project activities brought to an orderly conclusion.
3. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.


Article X. Amendment of the Agreement

The Agreement may be amended through an exchange of letters between the Donor and UNDP. The letters exchanged to this effect shall become an integral part of the Agreement.

Article XI. Entry Into Force

This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 1 of this Agreement and the signature of the project document by the concerned parties.

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



For the Donor:
Dr Fatima Al Balooshi
Minister of Social Development

(Date)



For the United Nations Development Programme:
Sayed Aqa
Resident Representative/Resident Coordinator

(Date)

9/6/2010

TERMS OF REFERENCE - Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Steering Committee within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Steering Committee to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.

- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

ANNEX F

ANNUAL WORK PLAN
Year: 2010

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAHE				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (US\$)
Output 1 Information on current situation of Children and National Situation (SITAN) Analysis updated.	1. Prepare terms of reference and establish Steering Committee 2. Recruit lead experts - Intl consultant			X		MoSD/UNDP/UNICEF			\$72,000
<u>Baseline:</u> The situation analysis for Bahraini children (2003) is not updated. <u>Indicators:</u> <ul style="list-style-type: none"> ▪ Steering Committee operational ▪ Conceptual framework to update the SITAN available ▪ Updated study on situation of Bahraini children available ▪ Updated study is gender-sensitive ▪ No. of feedback collected on baseline information ▪ SITAN endorsed by all 	3. Prepare and endorse conceptual framework for Situation Analysis for Children (SITAN) - Intl Consultant			X					
	4. Create focus groups and implement focus group discussions with children and communities. - Intl Consultant - Natl Consultants			X					
	5. Prepare field report on needs and aspirations of children and communities - Research team - Intl Consultant - Natl Consultants			X					

<p>stakeholders</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> • SITAN completed and gaps identified • Needs and aspirations of children and communities incorporated • Needs and aspirations of women with disabilities incorporated • Updated Situation Analysis for developing the Childhood Strategy 	<p>6. Prepare first draft of SITAN</p> <ul style="list-style-type: none"> - Intl Consultant - Natl Consultants - Workshop 			X					
<p>Output 2</p> <p>A National Childhood Strategy for (NCS) Bahrain is finalized</p> <p><u>Baseline:</u></p> <p>National Childhood Strategy for Children in Bahrain (NCS) is not available</p>	<p>7. Endorse final SITAN document by National Childhood Committee</p>			X					
	<p>8. Produce, print and disseminate SITAN</p> <ul style="list-style-type: none"> - Editor - Printing company 				X				
	<p>9. Monitoring & Evaluation</p> <ul style="list-style-type: none"> - National Consultant 			X	X				\$20,000
	<p>1. Conduct national consultations.</p>				X				
	<p>2. Prepare and endorse conceptual framework for developing the NCS</p> <ul style="list-style-type: none"> - Intl consultant 				X				
	<p>3. Prepare operational plan of action to develop the NCS</p> <ul style="list-style-type: none"> - Intl consultant 				X				

<p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Steering Committee operational, ▪ No. of institutions met in bilateral NCS consultations ▪ NCS approved by line ministry ▪ Minutes of thematic group meetings available ▪ NCS is endorsed by all stakeholders <p><i>Targets:</i></p> <ul style="list-style-type: none"> ▪ NCS developed ▪ Conceptual framework to develop the NCS is prepared and endorsed ▪ Plan of action to develop the NCS prepared and endorsed ▪ Thematic working groups established and operational ▪ Members of Steering Committee and working groups trained on analyzing children's issues within context of Convention on the Rights 	<p>4. Formulate thematic NCS working groups with terms of reference</p> <p>- Intl consultant</p>				X				
	<p>5. Build capacities of steering committee and working group members on analyzing children's issues within the context of the Convention on the Rights of the Child (CRC) and on devising strategic direction for well-being of children.</p> <p>- Intl consultant</p>				X				
	<p>6. Prepare the first draft of the NCS, share with relevant stakeholders and review</p> <p>- Intl consultant</p>				X				
	<p>7. Monitoring & Evaluation</p> <p>- National Consultant</p>			X	X				

<p>of the Child (CRC) and on devising strategic directions</p> <ul style="list-style-type: none"> ▪ NCS developed and is gender-sensitive ▪ Action plan for implementing the NCS is completed 							
<p>Output 3 Information on current situation of persons with disabilities updated and SWOT analysis developed.</p> <p><u>Baseline:</u> Information on persons with disabilities is not updated.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Registered cases of disability in different governorates are well recorded. ▪ Cases segregated by disability types. ▪ Number of training centers and type of training is known. ▪ Steering Committee operational ▪ No. of institutions met 	<p>1. Prepare terms of reference for Steering Committee and establish</p> <p>2. Recruit lead experts - Intl consultant</p> <p>3. Collect data and conduct analysis of data collected and produce draft baseline report</p> <ul style="list-style-type: none"> - Intl consultant - Natl consultant - Research team <p>4. Organize workshop for sharing baseline information on persons with disabilities - Workshop</p> <p>5. Develop and endorse final baseline report on persons with disabilities - Intl consultant</p>		<p>X</p> <p>X</p> <p>X</p>				<p>\$ 120,000</p>

<p>in bilateral NDS consultations</p> <ul style="list-style-type: none"> ▪ Conceptual framework to develop the NCS is endorsed <p><i>Targets:</i></p> <ul style="list-style-type: none"> • SWOT analysis completed and gaps identified • Final report available for building the Strategy • Constitute an updated baseline for developing the Disability Strategy • Needs and aspirations of persons with disabilities incorporated • Needs and aspirations of women with disabilities incorporated 	<p>6. Produce, print and disseminate final baseline report on persons with disabilities</p> <ul style="list-style-type: none"> - Editor - Printing company 				X				
<p>Output 4 National Strategy for Persons with Disabilities developed</p> <p><i>Baseline:</i> National Strategy for Persons with Disabilities is non-existent</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Steering Committee 	<p>1. Conduct national consultations.</p> <ul style="list-style-type: none"> - Intl consultant - Natl consultant 				X				\$60,000
	<p>2. Design the main structure of the NDS Strategy</p> <ul style="list-style-type: none"> - Intl consultant 				X				
	<p>3. Monitoring & Evaluation</p> <ul style="list-style-type: none"> - National Consultant 				X				

<p>1001</p>	<p>operational</p> <ul style="list-style-type: none"> ▪ No. of institutions met in bilateral NDS consultations ▪ Clear NDS action plan for implementation is in place ▪ Plan of action to develop the NCS endorsed ▪ Thematic working groups established and operational ▪ NDS Strategy approved by the line ministry <p><u>Targets:</u></p> <ul style="list-style-type: none"> • NDS developed • Action Plan for implementing the NDS is completed • NDS developed and is gender-sensitive • Action Plan for implementing the NDS is completed • NDS Action Plan includes particular activities addressing needs of women with disabilities • NDS responds to the aspirations of all stakeholders involved 							
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ANNUAL WORK PLAN
Year: 2011

EXPECTED OUTPUTS <i>And baseline, associated indicators and 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	Amount
<p>Output 2</p> <p>A National Childhood Strategy for (NCS) Bahrain is finalized</p> <p><u>Baseline:</u> National Strategy for Children in Bahrain (NCS) is not available</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Steering Committee operational, ▪ No. of institutions met in bilateral NCS consultations ▪ NCS approved by line ministry ▪ Minutes of thematic group meetings available ▪ NCS is endorsed by all stakeholders <p><u>Targets:</u></p> <ul style="list-style-type: none"> ▪ NCS developed ▪ Conceptual framework to develop the NCS is 	<p>1. Review and endorse the NCS and plan of action</p> <ul style="list-style-type: none"> - Intl consultant - Natl consultant - Workshop <p>2. Approve and endorse the NCS</p> <ul style="list-style-type: none"> - Workshop <p>3. Produce and print the NCS</p> <ul style="list-style-type: none"> - Editor - Printing company <p>4. Launch of final NCS & Action Plan</p> <ul style="list-style-type: none"> - Reception <p>5. Monitoring and Evaluation</p> <ul style="list-style-type: none"> - National consultant 	X				MoSD/UNDP/UNICEF			\$14,700
		X							
		X							
		X	X						

<ul style="list-style-type: none"> prepared and endorsed <ul style="list-style-type: none"> ▪ Plan of action to develop the NCS prepared and endorsed ▪ Thematic working groups established and operational ▪ Members of Steering Committee and working groups trained on analyzing children's issues within context of CRC and on devising strategic directions ▪ NCS developed and is gender-sensitive ▪ Action plan for implementing the NCS is completed 									\$80,736
<p>Output 4</p> <p>National Strategy for Persons with Disabilities developed</p> <p><i>Baseline:</i> National Strategy for Persons with Disabilities is non-existent</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> ▪ Steering Committee operational ▪ No. of institutions met 	<p>1. Develop & disseminate the first draft of the NDS</p> <ul style="list-style-type: none"> - Intl consultant - Workshop 	X				MoSD/JUNDP/HCDA			
	<p>2. Conduct final consultation on the developed NDS Strategy and Action Plan</p> <ul style="list-style-type: none"> - Intl consultant - Natl consultant 	X							

<ul style="list-style-type: none"> ▪ in bilateral NDS consultations ▪ Clear NDS action plan for implementation is in place ▪ Plan of action to develop the NCS endorsed ▪ Thematic working groups established and operational ▪ NDS Strategy approved by the line ministry <p><u>Targets:</u></p> <ul style="list-style-type: none"> • NDS developed • Action Plan for implementing the NDS is completed • NDS developed and is gender-sensitive • Action Plan for implementing the NDS is completed • NDS Action Plan includes particular activities addressing needs of women with disabilities • NDS responds to the aspirations of all stakeholders involved 	<p>3. Edit and complete the NDS Strategy and Action Plan</p> <p>- Intl consultant - Editor</p>	<p>X</p>							
	<p>4. Present the NDS Strategy and Action Plan for Government approval</p>	<p>X</p>							
	<p>5. Monitoring and Evaluation</p> <p>- Natl consultant</p>	<p>X</p>	<p>X</p>						