



United Nations Development Programme

Country: Bahrain

Project Extension Document



**Programme Title:** Extension of the 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):**  
*(Those linked to the project and extracted from the CP)* 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:**  
*(Those that will result from the project)* 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, Ministry of Social Development

**Brief Description**

The "Extension" of the mentioned project will consolidate the results (and outcomes) that have been achieved under project "Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain".

Project activities will strengthen the capacity of all relevant stakeholders to implement the recently formulated strategies on childhood, disability and elderly. Activities will focus on improving coordination among stakeholders, establishing of effective and sustainable institutional arrangements for the implementation of strategies, promoting results and evidence based service delivery and establishing effective policy making, planning and practice.

Project activities in the extension period will be carried out in the framework of the outcomes of the existing project and will be guided by the same goals and principles. A new set of outputs (and activities) and a new budget have been developed for the project extension.

Programme Period: 2012 - 2016

Atlas Award ID: 00060062

Project Extension Duration: *One year*

Start Date: October 2014  
End Date: September 2015

Management Arrangement: *NIM*

Total resource required:	US\$ 274,500.00
GMS (3%):	US\$ 8,235.00
Total allocated resources:	US\$ 282,735.00
• MOSD	US\$ 282,735.00
<b>Total Budget:</b>	<b>US\$ 282,735.00</b>

Agreed by:   
(Ministry of Social Development):  
H.E. Dr. Fatima Al-Balooshi  
Minister of Social Development

Date: 30 Sept. 2014

Agreed by:   
(UNDP) Peter Grohmann, Resident Representative

Date: 30 Sept. 2014

### **Justification for the extension**

After the successful development of the National Strategies for Childhood, Persons with Disabilities and the Elderly, the Government of the Kingdom of Bahrain, particularly the Ministry of Social Development, has prioritized their implementation with the objective of delivering expanded and improved social services to the people of Bahrain.

The implementation phase is expected to become more complex than the formulation phase because it involves the management of a large number of activities and a significant amount of funds across many areas, the coordination of many stakeholders, the operation of an extensive monitoring and evaluation framework, structural changes in a number of programmes and institutions, revisions of the legislative framework, etc. In this context, the Ministry of Social Development, which is the government body that led the formulation of the strategies and coordinates their implementation, has requested UNDP to extend its support in the current project to prepare for the implementation process and to put in place the mechanisms needed for implementation and coordination.

In response to the Ministry's request and based on its country programme and strategic priorities, UNDP Bahrain will continue providing support for the implementation of the three strategies in a holistic approach. The implementation process will further strengthen the capacity of governmental and non-governmental stakeholders. The Ministry of Social Development will continue to be the main partner through which UNDP Bahrain's support in the social sector will be delivered.

Thus, UNDP and the Ministry will extend the current project; Support to the Development of the National Childhood Strategy and the National Strategy for Persons with Disabilities for the Kingdom of Bahrain, for one year to ensure the initial preparatory stage of the implementation of the three strategies, and to facilitate a smooth transition from the development of strategies and set up of mechanisms, to the implementation of the mentioned strategies..

The extension of the current project will reinforce the outcomes that have been achieved so far and will lay the foundations for the activities that will follow in the new project. Project activities in the extension period will be carried out in the framework of the current Project Document and will be guided by the same principles.

MoSD and UNDP Bahrain, in close cooperation with other government institutions and non-governmental stakeholders, have identified the below key activities for the extension period:

- Strengthened coordination for implementation among all relevant stakeholders;
- Establishment of effective and sustainable institutional arrangements for the implementation of strategies;
- Results and evidence based service delivery;
- Effective policy making, planning and practice.

A more detailed description of outputs and activities that will be carried out in the extension period can be found in the Revised Results and Resources Framework (RRF) attached.

### Revised Results and Resources Framework

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <p>Enhanced transparency and accountability of public institutions, as well as participation of all constituencies in systematic national decision-making in Bahrain</p>			
<p><b>Outcome Indicators as stated in the Country Programme Results and Resource Framework, including baseline and targets.</b></p> <p>Indicator: Coordination system for inter-ministerial planning in place. National strategic planning with clear benchmarks.</p>			
<p><b>Applicable Key Result Area (From 2008-11 Strategic Plan) Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including the MDGs</b></p>			
<p><b>Partnership Strategy:</b></p> <p>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.</p>			
<p><b>Project title and ID (ATLAS Award ID):</b> 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</p>			
Intended Outputs (Revised)	Baseline & Output Targets	Indicative Activities	Responsible Parties
<p>1. Institutional analysis and mapping of relevant stakeholders</p> <p>The project will focus on identifying all the stakeholders and existing coordination structures and procedures related to social sectors and social service delivery (all the areas identified in the three strategies: childhood, disability and elderly strategies).</p>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No unified analysis and institutional mapping.</li> <li>- Lack of comprehensive understanding of all relevant stakeholders and their roles and relationships in the areas of childhood, disability and elderly.</li> </ul>	<p><b>Activity 1.1.:</b></p> <ul style="list-style-type: none"> <li>• Develop a database of all stakeholders related to the areas of childhood, disability and elderly.</li> </ul> <p><b>Activity 1.2.:</b></p> <ul style="list-style-type: none"> <li>• Produce an analysis of the functions and roles that each stakeholder plays (policy</li> </ul>	<p><b>Inputs</b></p> <p>\$ 15,000</p> <p>National Coordinator for Childhood Issues</p> <p>National Coordinator for Disability Issues</p>

<p>To provide structure and stronger foundations for the establishment of an effective institutional set up during the implementation of the three strategies (next focus area), the identification process will be conducted in the context of an "institutional analysis" which will survey/scan all governmental, inter-governmental and non-governmental stakeholders, their relationships and existing coordinating mechanisms.</p> <p>Building on a previous capacity development review of MoSD conducted by UNDP, the institutional analysis will expand its focus to map all stakeholders, relationships and coordination mechanisms related to the social sector into one comprehensive system and will assess its strengths and weaknesses.</p>	<p><b>Output Targets</b></p> <ul style="list-style-type: none"> <li>- Database of relevant stakeholders developed.</li> <li>- Analysis of the functions and roles that each stakeholder completed.</li> <li>- Institutional mapping completed.</li> </ul>	<p>making, service provision, advocacy, coordination, etc.) and identify relationships between them.</p> <p><b>Activity 1.3.:</b></p> <ul style="list-style-type: none"> <li>• Develop an "institutional map" of all stakeholders based on the information generated by the activities above (the institutional map includes relationships between institutions, hierarchies, alliances, sectoral activities, etc.).</li> </ul>	<p>National Coordinator for Elderly Issues</p>
<p><b>2. Terms of Reference for the Institutional architecture/model of the implementation of the three strategies</b></p> <p>The implementation of the three strategies is a complex exercise that requires the effective interaction and coordination of a significant number of stakeholders (within and outside of government). The first step in the implementation process is a clear institutional arrangement through which all the stakeholders interact with each other and</p>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No clear institutional arrangements for the implementation of the three strategies.</li> <li>- No clear mechanism for the engagement and participation of non-governmental organizations in the implementation process.</li> </ul>	<p><b>Activity 2.1.:</b></p> <ul style="list-style-type: none"> <li>• Conduct an assessment of existing mechanisms or plans (including the work done during the formulation of the three strategies) for the implementation of the three strategies.</li> </ul> <p><b>Activity 2.2.:</b></p> <ul style="list-style-type: none"> <li>• Design and engage in a consultative process with all</li> </ul>	<p>\$ 37,000</p> <p>National Coordinator for Childhood Issues</p> <p>National Coordinator for Disability Issues</p>

<p>conduct their functions.</p> <p>Based on the institutional analysis and stakeholder mapping exercise (Output 1. above), the project will support MoSD identify an effective institutional model for the implementation of the three strategies with the effective involvement of all relevant stakeholders. The project will focus on developing the Terms of Reference of the process, which will include things like:</p> <ul style="list-style-type: none"> <li>a. Mandate and role clarifications for each stakeholder</li> <li>b. Reporting responsibilities</li> <li>c. Business processes</li> <li>d. Enforcement and compliance mechanisms</li> <li>e. Etc.</li> </ul>	<p><b>Output Targets</b></p> <ul style="list-style-type: none"> <li>- Assessment of existing mechanisms or plans for the implementation of the three strategies conducted.</li> <li>- Terms of Reference of the institutional arrangements for the implementation process developed.</li> <li>- Workshop for wrapping up the work on the Terms of Reference organized.</li> </ul>	<p>relevant stakeholders (governmental and non-governmental) on the possible models and organizational arrangements for the implementation of the three strategies.</p> <p><b>Activity 2.3.:</b></p> <ul style="list-style-type: none"> <li>• Produce a set of Terms of Reference for the organizational arrangements and institutional architecture of the implementation of the three strategies. As part of the Terms of Reference, design a mechanism for the participation of non-governmental structures in the implementation of the three strategies.</li> </ul> <p><b>Activity 2.4.:</b></p> <ul style="list-style-type: none"> <li>• Organize a workshop for the discussion and endorsement of the Terms of Reference by the relevant stakeholders.</li> </ul>	<p>National Coordinator for Elderly Issues</p> <p>International Consultant (5 days)</p> <p>Workshop</p>
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<p><b>3. Identify and inventory all existing data sources related to the three areas of the project</b></p> <p>One of the project's most important areas of support for MoSD will be the strengthening of the Ministry's focus on results for its clients. Reliable data is crucial for performance measurement frameworks and results based management. Data is also essential for policy formulation, planning and practice improvement (the focus of the following component)</p> <p>The project will conduct a review of all existing data sources in all the three relevant areas (childhood, disability and elderly) and will compile an inventory of available data.</p>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No comprehensive understanding and inventory of existing data and data sources.</li> </ul> <p><b>Output Targets</b></p> <ul style="list-style-type: none"> <li>- Inventory of all relevant data and data sources developed.</li> </ul>	<p><b>Activity 3.1.:</b></p> <ul style="list-style-type: none"> <li>• Conduct a review of all existing sources of data and information related to childhood, disability, elderly and other MoSD areas (as advised by MoSD).</li> </ul> <p><b>Activity 3.2.:</b></p> <ul style="list-style-type: none"> <li>• Develop an inventory of all data sources, including a classification system for the type of data, quality, method of collection, periodicity, level of aggregation, etc.</li> </ul>	<p>MoSD and UNDP</p>	<p><b>\$ 15,000</b></p> <p>National Coordinator for Childhood Issues</p> <p>National Coordinator for Disability Issues</p> <p>National Coordinator for Elderly Issues</p>
<p><b>4. Review best international practices for the establishment and functioning of a Research and Analysis Unit and provide MoSD with recommendations for its establishment</b></p> <p>One of the current priorities of MoSD is the establishment of a Research and Analysis Unit within the Ministry. While many ideas have been floated and discussed, the shape and place of this unit has not yet been determined.</p>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Limited knowledge of good international practices on the establishment and functioning of research and analysis units.</li> <li>- Research and Analysis Unit does not exist.</li> </ul> <p><b>Output Targets</b></p> <ul style="list-style-type: none"> <li>- Review of best international practices</li> </ul>	<p><b>Activity 4.1.:</b></p> <ul style="list-style-type: none"> <li>• Conduct a review of best international practices in the establishment and functioning of "research and analysis units" in the areas of child, disability, elderly and other social issues.</li> </ul> <p><b>Activity 4.2.:</b></p> <ul style="list-style-type: none"> <li>• Organize a seminar for the discussion of best international practices (based on Activity 4.1.) and potential models that</li> </ul>	<p>MoSD and UNDP</p>	<p><b>\$ 27,000</b></p> <p>National Coordinator for Childhood Issues</p> <p>National Coordinator for Disability Issues</p> <p>National Coordinator for</p>

<p>The project will assist MoSD with a review of best international practices, an analysis of the Bahraini context for establishing such a unit, and a set of recommendations. The project will also support MoSD develop the mandate of the unit, its business plan and the job descriptions of key staff.</p> <p>To set the stage for the establishment of the Research and Analysis Unit, in the extension phase the project will produce eight "policy briefs" for the Minister. Each brief will inform the Minister and her senior staff on the latest developments and information in terms of ideas, policies and practice in the three areas covered by the project.</p> <p>The briefs will be extremely relevant and concise (2 pages - Ministers don't have time to read long papers) and provide the Minister with information and ideas on things such as:</p> <ul style="list-style-type: none"> <li>- What are the best international practices in "child protection" today?</li> <li>- What are the best international practices in the measurement of child well-being today?</li> <li>- What are the most effective data and analysis systems used in the social sectors today?</li> </ul>	<p>conducted.</p> <p>Seminar on best practices organized.</p> <p>Mandate, business plan and job descriptions of Research and Analysis Unit developed.</p> <p>8 sets of Policy Briefs and Technical Papers produced and shared with the Minister and her staff.</p>	<p>fit the Bahraini context.</p> <p><b>Activity 4.3.:</b></p> <ul style="list-style-type: none"> <li>• Develop in close cooperation with MoSD the model and mandate of the Research and Analysis Unit. Prepare the Unit's first business plan and the job descriptions of key staff.</li> </ul> <p><b>Activity 4.4.:</b></p> <ul style="list-style-type: none"> <li>• Produce eight Policy Briefs and accompanying Technical Papers for the Ministry leadership and staff.</li> </ul>	<p>Elderly Issues</p> <p>International Consultant for Activity 4.1. (5 days)</p> <p>Seminar</p> <p>International Consultant for Activity 4.4. (10 days)</p>
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<p>The purpose of the briefs is not only to set a standard for the Research and Analysis Unit, but also to provide strategic advice to the Ministry's leadership and engage the Minister and her senior staff more closely with the project activities.</p> <p>Each policy brief will be accompanied by a short technical paper (5-6 pages) which will provide more in depth technical information for the relevant technical staff in the Ministry.</p> <p>The policy briefs and technical papers (8 sets/ one set per month in 8 months) will be written by a competent international consultant who is well versed in the latest developments and thinking in the area of social policy.</p>				
<p><b>5. Identify and catalogue social services provided by the Government and NGOs in Bahrain and develop a Client Services Charter</b></p> <p>The project will identify all social services provided by governmental and non-governmental entities. In addition, the project will identify the steps that families take initially to access services.</p> <p>Based on the identification of social services</p>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No comprehensive and centralized information on all social services available in Bahrain.</li> <li>- No comprehensive understanding on how clients can access all available social services.</li> <li>- No "one single document" where citizens can get information about social services</li> </ul>	<p><b>Activity 5.1.:</b></p> <ul style="list-style-type: none"> <li>• Conduct a review of all social services provided by the Government and NGOs in Bahrain.</li> </ul> <p><b>Activity 5.2.:</b></p> <ul style="list-style-type: none"> <li>• Identify all the steps that families have to take to access social services.</li> </ul> <p><b>Activity 5.3.:</b></p>	<p>MoSD and UNDP</p>	<p><b>\$ 40,000</b></p> <p>National Coordinator for Childhood Issues</p> <p>National Coordinator for Disability Issues</p>



<p>(above), the project will develop a Client Services Charter, which is a tool that has proven useful in many countries. It tells clients what social services they can expect from the Government, Ministries and social/community centers. It also tells clients what they can do to help the Government give them the best services possible.</p>	<ul style="list-style-type: none"> <li>- available to them.</li> <li>- No comprehensive document that details social services available to the population.</li> </ul> <p><b>Output Targets</b></p> <ul style="list-style-type: none"> <li>- Review of all social services conducted.</li> <li>- Steps taken to access services identified and documented.</li> <li>- Catalogue of social services produced.</li> <li>- Client Services Charter produced.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce a catalogue of all social services in the country, including information about access to each service.</li> </ul> <p><b>Activity 5.4.:</b></p> <ul style="list-style-type: none"> <li>• Develop a Client Services Charter (based on Activities 5.1., 5.2. and 5.3.).</li> </ul>	<p>National Coordinator for Elderly Issues</p> <p>International Consultant (5 days)</p>
<p><b>6. Support MoSD strengthen coordination and sharing of expertise among the Social Services Centers (Community Centers, Disability Centers, etc.) and relevant NGOs.</b></p> <p>The Centers are the Ministry's interface with the clients and largely responsible for service delivery. They will be important partners for the project and an important part of the project's resources and activities will be dedicated to their strengthening.</p> <p>The project in close cooperation with MoSD</p>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Weak communication and coordination between the Centers and NGOs within and across social sectors (childhood, disability, elderly, etc.)</li> <li>- Low awareness and level of knowledge on the importance of the practice framework and the way it is implemented.</li> <li>- Weak understanding of the capabilities of the</li> </ul>	<p><b>Activity 6.1.:</b></p> <ul style="list-style-type: none"> <li>• Develop a set of examples (two or three good examples) of the practice framework for the delivery of child, disability and elderly services in countries which have set high standards in social service delivery.</li> </ul> <p><b>Activity 6.2.:</b></p> <ul style="list-style-type: none"> <li>• Organize a workshop with the participation of MoSD, Centers and NGOs to discuss the practice framework used in Bahrain compared with the</li> </ul>	<p>\$ 56,035</p> <p>National Coordinator for Childhood Issues</p> <p>National Coordinator for Disability Issues</p> <p>National Coordinator for Elderly Issues</p>

<p>will organize an event (workshop) which will convene staff from all the Centers to discuss their practice framework (how they work with clients, the tools they use, the processes and rules they follow). Project staff will share with participants the experience and lessons learned of other countries. It will be important to ensure the participation of relevant NGOs in this event, so that the services they provide are coordinated with the Centers and experiences and lessons learned are shared.</p> <p>In addition, the project will begin its engagement with the NGO Center by providing some quick support in two areas: a) its capacity to more effectively engage and train NGOs; and, b) its ability to plan and manage its business more effectively.</p>	<p><b>NGO Center.</b></p> <ul style="list-style-type: none"> <li>- No clear plan for support needed by the NGO Center.</li> </ul> <p><b>Output Targets</b></p> <ul style="list-style-type: none"> <li>- Presentations on two or three good international standards on the practice framework developed.</li> <li>- Workshop with the participation of MoSD, Centers and NGOs organized.</li> <li>- Capacity of NGO Center assessed.</li> <li>- Technical Assistance Plan for NGO Center developed.</li> </ul>	<p>international examples.</p> <p><b>Activity 6.3.:</b></p> <ul style="list-style-type: none"> <li>• Assess the capacity and needs technical assistance of the NGO Center and produce a technical assistance plan for the NGO Center.</li> </ul>	<p>International Consultant (5 days)</p> <p>Workshop</p>
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**Additional Budget for the Extension of the Project**

<b>Estimated Budget (in USD)</b>				
<b>Category</b>	<b>Item</b>	<b>Unit cost</b>	<b>No. units</b>	<b>Total budget</b>
Supplies, commodities, equipment and transport	Laptops	1,500	3 pieces	4,500
	Miscellaneous	3,000	Lump sum	3,000
Personnel (staff, consultants, travel and training)	National Coordinator on Childhood	5,500 USD per month	12 months	66,000
	National Coordinator on Disability	5,500 USD per month	12 months	66,000
	National Coordinator on Elderly	5,500 USD per month	12 months	66,000
	International Consultants	800 USD/day	30days	24,000
Training of counterparts	Workshop (Output 2 - Institutional arrangements for the implementation of 3 strategies)	5,000	Lump sum	5,000
	Workshop (Output 6 - Coordination and sharing of experience for Centers and NGOs)	10,000	Lump sum	10,000
	Seminar (Output 4 - establishment of the Research and Analysis Unit)	10,000	Lump sum	10,000
Other direct costs	Translation and publications	10,000	Lump sum	10,000
	Communication	10,000	Lump sum	10,000
<b>Subtotal</b>				<b>274,500</b>
Indirect costs (3%)				8,235
<b>Total</b>				<b>282,735</b>

