**

****

**United Nations Development Programme**

**Country: Bahrain**

**Project Document**

|  |  |
| --- | --- |
| **Project Title:** | Knowledge Based Society – Support to the Arab Centre for eContent – Phase II |
| **Expected CP Outcome(s):** | Enhanced environment for equitable job creating and sustainable economic growth; Gender equity and empowerment, particularly women and youth. |
| **Expected Output(s):** | Operationalization of the Arab Centre for eContent Development, setting standards, delivering Arabic content and implementing an Arabic content management engine. |
| **Implementing Agency:** | eGovernment Authority, Kingdom of Bahrain |

**Brief Description**

This project is the second phase of project titled “Knowledge Based Society – Support to the creation of the Arab Centre for eContent Development”. It seeks to build on the existing outputs from phase I namely: (i) the creation of an Arab Centre for eContent Development; (ii) the development of an e-content accreditation and certification process; (iii) the development of a feasibility study on the creation of a content management engine (iv) the continued advisory support provided by UNDESA (United Nations Department for Economic and Social Affairs), through its review and recommendations on the e-government strategy, content and capacity building; (v) from the current outputs of the eGovernment Authority to support the implementation of the Kingdom’s Vision 2030 and its e-Government Strategy; (vi) the UNDP 2006 report into ‘Creating a Knowledge-Based Society (KBS) in Bahrain’ which refers to the need to achieve the goals of GDP growth and employment growth through the increase in knowledge management expertise, increase in the development of Arabic content, enhance skills and ‘capability for continuous learning’, of Bahrain’s public sector and civil society.

In order to do so, the Kingdom of Bahrain will need to: (i) develop greater public/private partnerships with local content managers and developers (ii) attract more foreign and national investments in the IT, the commercial and tourism sectors; (iii) enhance its infrastructure, specifically through the rollout of more broadband (both fixed and mobile) access to its citizens; (iv) deliver more integrated e-services and e-solutions that respond to the needs and demands of the citizens; (v) build e-government capacity at all levels of the civil services, especially on the function of Chief Information Officer (CIO); (vi) provide greater Arabic content through the creation and acquisition of such content; and (vii) put in place a structure that will enable the Kingdom of Bahrain to be the lead e-content developer in the Gulf Cooperative Council (GCC). The eGovernment Authority of Bahrain has already developed an e-Government Strategy for the country that will enable it to be an e-government leader in the GCC.

The eGovernment Authority of Bahrain, UNDP and UNDESA will support the **Arab Centre for eContent Development**, which will: set industry standards; build capacity; generate Arabic content; and improve the search capability for Arabic content on the web. The initiative will also promote private investment and private/public partnerships in knowledge-based business services, which will in turn generate similar employment opportunities.

Indicative Planning Figure: 780,000

Total allocated resources: 780,000

* Other:
  + UNDP 390,000
  + E-Govt Authority 390,000

Including 3% GMS

Programme Period: 2012-2016

Key Result Area: Poverty reduction and MDG achievement

Atlas Award ID:

Start date: xxx 2012

End Date xxx 2013

PAC Meeting Date

Agreed by (National Executing Agency): H.E., Minister of Cabinet Affairs, eGovernment Authority

*Signature: Date:*

Agreed by (UNDP): Mr. Peter Grohmann, UNDP Resident Representative

*Signature: Date:*

# Situation Analysis

The Kingdom of Bahrain has successfully implemented its e-Government Strategy, by delivering customer value through collaborative government. The e-Government Strategy has strengthened support to citizens, businesses and government through its e-government portal, reduced the bureaucracy and increased decentralization in the public sector, developed greater Arabic e-content, and created development opportunities through foreign investment. They have attained their target to be the leader in e-Government in the GCC and at least 5th best in Asia by 2010, as noted in the 2010 UN e-Government Survey, which ranked Bahrain 13th Globally, 1st in Western Asia and 3rd in Asia.

The Government of Bahrain is in the midst of implementing its second e-government strategy 2011 – 2014, which is in line and continues to support its Vision 2030. As part of this strategy, a new e-government vision was developed: “To achieve next generation Government excellence; Deliver high quality services effectively; Value efficiency; Advocate proactive customer engagement; Nurture entrepreneurship; Collaborate with all stakeholders; and Encourage innovation”.

In order to succeed in implementing Vision 2030 and the new e-government strategy, the e-government program will be supported by a robust ICT environment and a comprehensive regulatory framework. The focus will be on citizen-centric development, which will enhance citizen engagement and allow citizens to have a greater voice in the design and implementation of integrated services.

In addition, the government will embrace the innovative concept of “Open Government”, which will provide public data sets to other government entities, businesses and citizens and will encourage entrepreneurship through the funding of public/private partnership projects to deliver high impact services and solutions to strengthen the economy.

In order to implement the above, eGA will play four main roles: e-Government strategist for the country, IT policy and standard setter, service transformation facilitator and strategic incubator. These roles will enable eGA to effectively deliver on the outputs of phase II of the project.

This project aims therefore to assist the government of Bahrain with instilling best practices within the public sector through the activities and services of the **Arab Centre for eContent Development** as well as with meeting the needs of a Knowledge Based Society in Bahrain. The project will focus on the following areas:

## Arabic Electronic Content Standards and Certification

The proliferation of web sites and portals in Bahrain and in the Gulf region in general has posed a problem in terms of the technical quality of sites as well as the content contained in those sites. As a result, citizens of Bahrain and the Gulf region are at a disadvantage because web developers do not have an integrated tool that provides them with a set of criteria to determine whether or not their sites meet international standards.

## Arabic Electronic Content Management

Arabic content on the Internet is extremely low compared to other languages. However, the number of internet users in the Arab world reached the 70 million mark at the end of 2010 and is expected to rise to 138 million users by 2017. The number of Arabic web pages has crossed half billion pages representing 1% of the total Internet web pages and growing at 30 percent per annum. In addition, the Arab World Internet Advertising Market registered 142 million US dollar in 2010 and is forecast to reach 842 million US dollar in 2017.

Therefore, the market for Arabic data, documents, knowledge, and content is an untapped market and the need to develop content, an integrated content management search facility and accompanying services is critical to ensure that the Arabic language and culture is not marginalized on the Internet.

A few Arab companies have developed web search engines for Arabic use, but they are still very limited in their capabilities and generally have poor performance and very small market share. Some have even ceased operations due to lack of resources and the inability to compete in a market dominated by the international search engines.

There is no doubt that international search engines are providing very useful services for Arabic users. However, these services do not meet the needs of all Arab users and can be improved:

* The level of Arabic support provided by international search engines is limited.
* The linguistic differences between Arabic and English are huge, therefore, Arabic searches cannot be fully served by the indexing structure that was developed for the English language.
* The Arabic news aggregation services provided by international search engines are very limited in scope and coverage.
* Current strategies of the international search engines do not include cultural, religious and linguistic services targeting Arabic users.

Furthermore, it is worth mentioning that the Republic of Korea and the People’s Republic of China, both of which possess a different alphabet and set of cultures, have developed content management facilities that have been able to compete with the international search engines.

## Capacity Building

Capacity Building is still an impediment to the development of a comprehensive e-government programme. Bahrain’s new e-government strategy identifies a number of initiatives that are or will be put in place to bridge this gap.

These initiatives include the need to strengthen public sector capacities by integrating and mainstreaming the functions of Chief Information Officers into government institutions, developing project management skills in senior decision-makers, and developing a culture of placing the citizen at the center of development.

# Strategy

**Arabic Electronic Content Standards and Certification** The Arab Centre for eContent Development (Centre) has developed a set of guidelines with 29 criteria drawn from W3C, UN e-government report, ISO, etc., that will provide an in-depth report on portals and web sites. The implementation of these guidelines will allow portals and web sites in Bahrain to meet international standards and thus provide a better product and service to the citizens. Public and private institutions will be able to have the portals and web sites assessed to determine whether or not they meet international standards.

The Centre’s certification process will provide the necessary expertise to public and private institutions that have not met the international standards to become fully compliant. The Centre will develop a business plan that will include developing a marketing strategy to make institutions aware of this service and a sales strategy to increase revenues to the Centre.

## Arabic Electronic Content Management

To meet the increase in both the demand for Arabic e-content and the user base creating that demand, the Arab Centre will use the feasibility study developed in phase I of this project as a strategy to mobilize funds from both the public and private sectors through a public/private partnership to develop and implement an Arabic Content Management Search Facility.

In order to compete online, the content management search facility must meet the requirements and needs of the Arabic user in a more sophisticated manner. The following are four areas of improvements:

* There is a need to provide significantly better processing/analysis of the Arabic language, which could lead to a better understanding and response to Arabic search queries.
* The linguistic differences between Arabic and English are significant, therefore, there is a need to build a different indexing structure to get better and more accurate search results.
* An Arabic content management search facility can have a competitive advantage over common news aggregation service in terms of geographic coverage and detailed local information. This aggregation service can tag news geographically and allow users to drill down to the city, neighborhood, intersection or street level.
* Dozens of cultural, religious, and linguistic services can be built around a powerful Arabic content management search facility.

The Arab Centre for eContent Development will hold two national forums. The first one will be geared to content managers and application developers to increase the existing content on the Internet. One of the goals of this forum is to develop partnerships between local content managers and the Arab Centre to ensure a structured approach to delivering Arabic content.

The second forum is an Investor Forum. The goal of this forum is to raise the necessary funds to implement an Arabic Content Management Search Facility. The Arab Centre will recruit a venture capital expert who will lead the resource mobilization process.

The Arab Centre will work closely with other government and semi-governmental organizations for the achievement of the results of the project.

## Capacity Building

This project will focus on developing and nurturing the role and functions of a Chief Information Officer (CIO) within the public institutions that make up the government of Bahrain. The CIO will be a strategic senior manager that will lead the e-government development process. The Arab Centre will look to either develop CIO training courses or will identify academic institutions that have the expertise to deliver these training courses.

In addition, the project will develop and offer workshops for senior decision-makers within the government to improve their knowledge of e-Government, project management skills, the business process models necessary to develop e-government initiatives and the linkages between business and Information Technology.

These goals will be met in partnership with existing institutions in Bahrain such as the eGovernment Authority, BIPA, the Polytechnic, TAMKEEN, other academic institutions, and the United Nations, through UNDP and UNDESA.

The UNDP Bahrain Country Programme Document (CPD) 2012-2016 encompasses three outcomes: **Improved Governance**: strengthened capacity to formulate plans and policies more efficiently, fairly and transparently; **Inclusive Sustainable Development**: more women empowered, youth unemployment reduced and national environmental protection actively pursued; and **Economic Development**: Knowledge-based and private-sector growth for sustainable pro-poor and pro-women development. This project sets out to achieve objectives mainly contributing towards the third outcome; under which UNDP will contribute to the formulation of knowledge systems and frameworks that create knowledge jobs through innovation, diversification and pro-poor and sustainable growth in the private sector. Particular efforts will be made to encourage investing in women and girls and the promotion of private sector partnerships, aiming to increase the share of women in the economy.

UNDP and e-Government Authority will continue to seek technical advisory services from the United Nations Department of Economic and Social Affairs. This project falls within the mandate that task the Division for Public Administration and Development Management (DPADM) to strengthen the various capacities of governance and public administration systems and institutions are guided by resolutions and decisions adopted by the General Assembly and the Economic and Social Council (ECOSOC) as well as recommendations from Global Conferences as well as DPADM’s Capacity Development Strategy.

DPADM is the arm of UNDESA that focuses on strengthening public administration, citizen engagement and ICT for development including e-government. DPADM has established comparative advantage based on: (i) accumulated in-depth knowledge from its normative and analytical work, and global experiences in operational activities with outstanding results and good practices; (ii) strong knowledge base through its networks of experts and institutional partnerships; and (iii) distinguished value added to the work of the United Nations development system partners. DESA’s contribution to capacity development will vary from country to country based on assessed needs and existing capacities, and “no one size fits all” principle.

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

The main outputs of this project will be:

**Output 1: Rollout of Certification of Electronic Content**

The **Arab Centre for eContent Development** has developed the framework to formally accredit institutional websites and portals for electronic content. The Centre will train 3 – 5 Bahraini nationals to undertake the certification process through a train-the-trainer program. These staff will be de facto certifiers for the Centre and will engage in providing certifications and assisting institutions in enhancing their respective e-government capabilities.

The Centre will develop a grading system that will award institutions with a platinum, gold or silver certification for their content development. The grading system will use the Centre’s standards-based evaluation criteria as a baseline (W3C, ISO, IETF, etc.). The Centre will design a promotional marketing campaign to publicize the standards and certification in accordance with the proposed budget of 40,000 USD allocated for the Marketing and Public Relations plan and with the agreement of both parties, the eGA and the UNDP.

The Centre will also develop an after-care program to support institutions in meeting the necessary criteria to be certified and to assist certified institutions in attaining a higher level of certification.

**Output 2: Arabic Content Management Search Facility**

A feasibility study has been prepared in phase I of the project to determine the operational and financial viability of developing an Arabic content management search facility. The Centre will use a two-phased approach to implementing the recommendations of the study. During these phases, the Centre will organize two national forums that will lay the groundwork for establishing and developing the Arabic Content Management Search Facility.

The first forum will take place in the second quarter of 2012 in conjunction with eGA’s annual e-government forum. The purpose of this forum is to engage local content developers and application designers to populate the content of the Arab e-content portal/web site. The emphasis will be on generating Arabic content from various sources within the Kingdom, which can be shared with other Arabic speaking countries. This form of knowledge creation will attempt to capture the tacit knowledge that exists in Bahrain and publish it on the web to ensure a wider audience.

The second forum will be an “Investment Forum” and will take place in the fourth quarter of 2012. The purpose of this forum will be to obtain the financial commitment of both the public and private sector to raise the US$13million necessary to fully develop the Arabic Content Management Search Facility.

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

Although the e-Government Authority and several ministries have IT aware staff and decision-makers, there is still the need to enhance the e-Government capacity of decision-makers and managers within the government in content management, strategic planning and implementing of e-government projects. A number of workshops and development programs will be designed in partnership with BIPA and/or international training institutions to focus on:

1. The senior decision-makers within the government: to improve their knowledge of e-government, the business process models necessary to develop e-government initiatives and the linkages between business and IT;
2. The Chief Information Officers (CIOs) or those who play the role of CIOs in the ministries and other government entities: offer them an advanced e-Government programme to keep them abreast of new developments in strategic planning and project implementation.

# RESULTS & RESOURCES FRAMEWORK

|  |
| --- |
| **Intended Outcome as stated in the Country Programme Results and Resource Framework:**  *Outcome 3 – Enhanced environment for equitable, job creating and sustainable economic growth* |
| **Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**  *‘Partnership with the Labour Fund, Implementation of national vocational training strategy, e-learning system within the public sector functioning* |
| **Applicable Key Result Area (from 2012-15 Strategic Plan):**  *Poverty Reduction and MDG Achievement: promoting inclusive growth, gender equality and MDG achievement* |
| **Partnership Strategy:**  *UNDP, UNDESA and e-Government Authority will be working towards the achievement of the objectives of the project in partnership with the Office of the Deputy Prime Minister, BIPA, Bahrain Polytechnic and the University of Bahrain* |
| **Project title and ID (ATLAS Award ID):**  *Knowledge Based Society – Support to the* ***Arab Centre for eContent Development – Phase II*** |

| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| --- | --- | --- | --- | --- |
| **Output 1**  **Rollout Certification of electronic Content**  **Baseline:**   * Guidelines for certification of electronic content exists   **Indicators**:   * The Centre is recognized as a resource for public Institutions for assessing e-content * Certification adds value to portal/web sites. | Targets   * The establishment of a grading system for certification (Platinum, Gold and Silver) * 20 sites have gone through the certification process | **Rollout Certification of electronic Content** | *e-Government Authority, UNDP and UNDESA* |  |
| * 1. Develop ToRs and recruit 3-5 staff members as Certifiers and Project Manager for Phase II |  | * *290,000 USD Staff costs* * *120,000 USD Project Manager* |
| * 1. Sign and execute MoU with UNDESA |  | * *62,100 USD UNDESA MoU* |
| * 1. Develop and implement a Promotional and Marketing campaign which includes the role of the Centre in meeting the MDGs (through increasing access to information for all citizens). |  | * *40,000 USD Marketing & PR* |
| * 1. Perform market analysis to determine pricing and marketability of the Certification Service. |  | * *50,000 USD Market Analysis* |
| * 1. Review and maintain e-content standards. |  | * *10,000 USD E-content standards* |
| * 1. Upgrade Certification Lab equipment to maintain high standards and keep up with technology. |  | * *5,000 USD Lap Equip. Upgrades* |
| * 1. Automate tests used in the evaluation process of the Certification Service. |  | * *15,000 USD Automated Tests* |
| * 1. Build capacities of Centre staff to improve and maintain skill sets. |  | * *40,000 USD Capacity Building for Centre Staff* |
| * 1. Develop training programme for new certifiers |  | * *10,000 USD Training Programme* |
|  |  | ***642,100 USD*** |
| **Output 2**  **Arabic Content Management Search Facility**  **Baseline**:   * Low accessibility of Arabic e-content on the world wide web * Inefficiency of Arabic search engines * Non-existence of dedicated Arabic search engine   **Indicators**:   * Usage of Original Arabic e-content on National and Ministerial portals and websites created * Increased and new visitors/ hits on Arabic websites | Target   * Content Management and Application Designers * Local Entrepreneurs and Public and Private Investors | **Build Arabic Content Management Search Facility** | *e-Government Authority, UNDP and UNDESA* |  |
| * 1. Conduct Content Management Forum for local content providers and application designers      + Research possibilities of working with private partners, to create demand/market based e-documents for Bahraini and ultimately Arab citizens |  | * *50,000 USD Content Forum* |
| * 1. Recruit venture capital consultant to identify and liaise with potential investors and entrepreneurs |  | * *25,000 USD Consultancy* |
| * 1. Conduct Investors’ Forum |  | * *50,000 USD Investors’ Forum* |
|  |  | ***125,000 USD*** |
| **Output 3**  **Increase the capacity and knowledge of e-Government across Government Institutions and Agencies**  Baseline:   * Limited level of IT knowledge within decision makers   Indicators:   * Enhanced e-Government capacity indicated by increased e-Governance programmes, e-initiatives, e-services and web content | Target   * Specific, targeted Training for senior management, CIOs, Managers of e-services and initiatives and Content Managers | **Build E-Government capacity through Workshops and Development Programmes**: | *e-Government Authority, BIPA, UNDP and UNDESA* |  |
| * 1. Conduct two workshops for the senior decision-makers within the government to improve their knowledge of e-government, the business process models necessary to develop e-government initiatives and the linkages between the business and IT. |  | * *25,000 USD Workshops* |
| * 1. Hold an advanced e-government programme for the Chief Information Officers (CIOs) or those who play the role of CIOs in the ministries and other government entities to keep them abreast of new developments in strategic planning and IT project implementation. |  | * *60,000 USD Advanced Programme* |
|  |  | ***85,000 USD*** |
|  |  |  | *Subtotal* | ***852,100.00 USD*** |
| *Audit* | ***3,000.00*** |
| *Evaluation* | ***10,000.00*** |
| *GMS (3%)* | ***25,953.00*** |
| ***Total*** | ***891,053.00 USD*** |

# Annual Work Plan

**Year:**

| **EXPECTED OUTPUTS**  *And baseline, indicators including annual targets* | **PLANNED ACTIVITIES**  *List activity results and associated actions* | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| **Output 1**  **Rollout Certification of electronic Content**  **Baseline:**   * Guidelines for certification of electronic content exists   **Indicators**:   * The Centre is recognized as a resource for public Institutions for assessing e-content * Certification adds value to portal/web sites.   ***Related CP outcome:***  Poverty Reduction and MDG achievement | **Rollout Certification of Electronic Content** |  |  |  |  |  |  |  |  |
| * 1. Develop ToRs and recruit 3-5 staff members as Certifiers and Project Manager for Phase II |  |  |  |  |  |  |  |  |
| * 1. Sign and execute MoU with UNDESA |  |  |  |  |  |  |  |  |
| * 1. Develop and implement a Promotional and Marketing campaign which includes the role of the Centre in meeting the MDGs (through increasing access to information for all citizens). |  |  |  |  |  |  |  |  |
| * 1. Perform market analysis to determine pricing and marketability of the Certification Service. |  |  |  |  |  |  |  |  |
| * 1. Review and maintain e-content standards. |  |  |  |  |  |  |  |  |
| * 1. Upgrade Certification Lab equipment to maintain high standards and keep up with technology. |  |  |  |  |  |  |  |  |
| * 1. Automate tests used in the evaluation process of the Certification Service. |  |  |  |  |  |  |  |  |
| * 1. Build capacities of Centre staff to improve and maintain skill sets. |  |  |  |  |  |  |  |  |
| * 1. Develop training programme for new certifiers |  |  |  |  |  |  |  |  |
| **Output 2**  **Arabic Content Management Search Facility**  **Baseline**:   * Low accessibility of Arabic e-content on the world wide web * Inefficiency of Arabic search engines * Non-existence of dedicated Arabic search engine   **Indicators**:   * Usage of Original Arabic e-content on National and Ministerial portals and websites created * Increased and new visitors/ hits on Arabic websites   ***Related CP outcome:***  Poverty Reduction and MDG achievement | **Build Arabic Content Management Search Facility** |  |  |  |  |  |  |  |  |
| * 1. Conduct Content Management Forum for local content providers and application designers      + Research possibilities of working with private partners, to create demand/market based e-documents for Bahraini and ultimately Arab citizens |  |  |  |  |  |  |  |  |
| * 1. Recruit financial consultant to identify and liaise with potential investors and entrepreneurs |  |  |  |  |  |  |  |  |
| * 1. Conduct Investors’ Forum |  |  |  |  |  |  |  |  |
| **Output 3**  **Increase the capacity and knowledge of e-Government across Government Institutions and Agencies**  **Baseline:**   * Limited level of IT knowledge within decision makers   **Indicators:**   * Enhanced e-Government capacity indicated by increased e-Governance programmes, e-initiatives, e-services and web content   ***Related CP outcome:***  Poverty Reduction and MDG achievement | **Build E-Government capacity through Workshops and Development Programmes as identified:** |  |  |  |  |  |  |  |  |
| * 1. Conduct two workshops for the senior decision-makers within the government to improve their knowledge of e-government, the business process models necessary to develop e-government initiatives and the linkages between the business and IT. |  |  |  |  |  |  |  |  |
| * 1. Hold an advanced e-government programme for the Chief Information Officers (CIOs) or those who play the role of CIOs in the ministries and other government entities to keep them abreast of new developments in strategic planning and IT project implementation. |  |  |  |  |  |  |  |  |
| TOTAL |  |  |  |  |  |  |  |  |  |

# Management Arrangements

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

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

The organization structure and institutional management is presented as follows:

**Project Manager**

To be appointed by UNDP/UNDESA

**Project Board**

**aries**

**As deemed necessary by the PB**

**E-Government Authority**

**UNDP**

**Project Organisation Structure**

**Project Assurance**

UNDP

**Centre Staff**

To be appointed by UNDP/UNDESA/e-Government Authority

The programme will establish a Programme Board, composed of representatives from UNDP and e-GA. The Programme Board will be responsible for overseeing the implementation and monitoring of the project. The Programme Board should meet at least once per quarter to oversee the progress of the project. Relevant stakeholders may be invited to attend the Project Board meetings.

The project will recruit a Project Manager who has authority to run the project on a day to day basis. Within this he or she will be responsible for management of the project within the boundaries laid down by the Project Board. The aim 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 cost and time. The Project Manager is expected to monitor risk logs and analyse quality management methods and develop the Annual Work Plans for the project. The Project Manager will report on progress every quarter to the Project Board.

UNDP will assign the project assurance role to a Programme Analyst. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The role also provides support in reporting on the contribution of the project outputs to the relevant UNDP country programme outcomes.

The e-Government Authority of Bahrain will assist from the onset of the project to secure adequate premises and infrastructure for the Centre; through procurement of the same as per the UNDP Procurement process for Office costs.

# Monitoring and Evaluation

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

Within the annual cycle

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

Annually

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

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

# Quality Management for Project Activity Results

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

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

|  |  |  |  |
| --- | --- | --- | --- |
| **OUTPUT 2: Increasing the access to information and knowledge for Arabic speaking citizens** | | | |
| **Activity Result 1**  **(Atlas Activity ID)** | *Creation of an Arabic content management search facility* | | Start Date:  End Date: |
| **Purpose** | *To increase accessibility to the web for Arabic speakers, to increase usage by Arabs, to create employment opportunities and sustainable development* | | |
| **Description** | *Research and compile report on implementation of Arabic content management search facility* | | |
| **Quality Criteria** | | **Quality Method** | **Date of Assessment** |
| Creating an Arabic content management search facility | | Future creation / partnership for an Arabic search engine |  |

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

# Legal Context

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

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

The executing agency shall:

1. 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;
2. 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

1. **Risk Log**
2. **Cost Sharing Agreement**
3. **Standard Letter of Agreement**
4. **Terms of Reference for Project Manager**
5. **Special Clauses**
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

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

The contribution shall be charged:

1. 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
2. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
3. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

**Transfer or Disposal of Assets**

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