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For action

**Recommendation for funding from other resources without
a recommendation for funding from regular resources**

Gulf Area subregional programme

Summary

This subregional programme document for Bahrain, Kuwait, Qatar, Saudi Arabia and the United Arab Emirates, is presented to the Executive Board for discussion and approval. The Board is requested to approve the aggregate indicative budget of \$7,500,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2007 to 2009.

* E/ICEF/2006/18.

	Bahrain	Kuwait	Qatar	Saudi Arabia	United Arab Emirates
Child population (millions, under 18 years)	0.23	0.75	0.20	10.52	1.15
U5MR (per 1,000 live births)	11	12	21	27	8
Underweight (% , moderate and severe)	9 ^{b)}	10	6 ^{b)}	14	14 ^{b)}
Maternal mortality ratio (per 100,000 live births)	46 ^{a)}	5 ^{a)}	10 ^{a)}	..	3 ^{a)}
Primary school enrolment/ attendance (% net, male/female)	89/91 ^{a)}	82/84 ^{a)}	95/94 ^{a)}	--	84/82 ^{a)}
Primary school children reaching grade 5 (%)	99 ^{a)}	97 ^{a)}	..	91 ^{a)}	93 ^{a)}
Adult HIV prevalence rate (%)	0.2
Child work (% , 5-14 year-olds)	5 ^{a)}
GNI per capita (US\$)	10 840 ^{b)}	16 340 ^{b)}	12 000 ^{b)}	10 430	18 060 ^{b)}
One-year-olds immunized against DPT3 (%)	98	98	96	96	94
One-year-olds immunized against measles (%)	99	97	99	97	94

^{a)} Latest available date.

^{b)} For an earlier year.

The situation of children and women

1. The Gulf region has undergone tremendous transformation over the last three to four decades. In the 1960s and 1970s, countries channelled oil wealth substantially into infrastructural development, including in health and education, rapidly expanding high-impact, cost-effective programmes such as immunization, and staffing services with expatriate doctors, nurses and teachers while local capacities were still being developed.
2. Today, the returns on investment are clear and measurable: some of the fastest rates of reduction in under-five mortality in the world; high primary-school enrolment rates; and negligible gender disparity in access to services. Under-five mortality rates (U5MRs) range from 8 per 1,000 live births in United Arab Emirates to 27 in Saudi Arabia. There has been an epidemiological transition, with the main cause of morbidity and mortality for children aged 1-18 years old shifting from infectious diseases to injuries and accidents. Maternal mortality ratios (MMRs) are below 50 per 100,000 live births in all Gulf countries. Most deliveries are supervised by a skilled birth attendant, including in Saudi Arabia, where 91 per cent of all deliveries are supervised by a skilled birth attendant, with lower levels in rural and southern regions. Net school enrolment rates for Bahrain, Kuwait and United Arab Emirates are between 80 and 90 per cent. More than 90 per cent of all primary school entrants in the Gulf countries eventually reach grade 5.
3. All Gulf countries ratified the Convention on the Rights of the Child in the early or mid-1990s, and committed to give high priority to the rights of children within the framework of their national laws. A very positive recent development has been the increasing attention given to the situation of non-national children in Gulf countries, particularly those in need of urgent attention, protection and support, such as children previously trafficked for camel racing, or the tens of thousands of children brought to Saudi Arabia for street selling and begging. About one third of the Gulf population - 11 million people - is expatriate.
4. Situation assessments and analyses point to five key areas of challenges. The first can be categorized as “unfinished” agenda items, which require additional effort and specialization in some cases to reach the unreached, for example the remaining 10-15 per cent of children who do not have

access to basic services such as education due to their vulnerability or marginalization, including from disability.

5. A second challenge is the prevailing behaviours, attitudes and practices which compromise child care and protection. Some stem from a lack of basic knowledge and caring practices among parents and caregivers, for example, those resulting in child malnutrition; almost paradoxically, there is simultaneously the phenomenon of approximately one fifth of Gulf children under the age of five years being underweight for age, as well as increasing childhood obesity and type 1 diabetes. Despite the recent breaking of silence around sensitive social issues, most notably in Saudi Arabia, there is still a lack of general awareness of children's rights, of alternatives enabling non-violent or non-harmful means of discipline and application of traditional practices, and a general lack of information on child victims of abuse, violence and neglect. There are few established mechanisms to adequately address or refer cases of abuse.

6. Another challenge area is the need to refine programmes and focus on quality, for example through enhancement of curricula and teaching methods to increase learning achievements, or efforts to further reduce MMRs. The Committee on the Rights of the Child has highlighted the need in all countries to further review and enhance domestic and customary laws, rules and regulations as well as programmes to ensure greater adherence to child rights standards, commitments and principles. Of particular concern are the low ages for criminal responsibility and marriage, the lack of rights among children without caregivers and gender inequality in the transfer of nationality.

7. A fourth challenge is the need to address major gaps in such services as pre-school education: except in Kuwait, only around 15 per cent of children attend pre-school. Adolescents are also a relatively neglected population group in the Gulf, lacking specialized services and support catering to their health, life-skills development and transition to adult life, responsibilities and employment. Though student councils have been established, as well as a children's parliament in the United Arab Emirates and a youth parliament in Bahrain, adolescents are largely passive players in schools and communities, lacking opportunities to express their opinions, assess their problems and propose and implement solutions. There are noted trends of young people adopting unhealthy and irresponsible lifestyles as illustrated by increasing rates of drug abuse, reckless driving and HIV/AIDS infection.

8. The fifth challenge area is that of a need to strengthen institutions and national capacities to conduct research, monitor, evaluate and report on progress in the implementation of the Convention on the Rights of the Child; to involve civil society; and to improve child-focused data collection and analysis systems.

9. In 2004, the combined total population of Bahrain (716,000), Kuwait (2.6 million), Qatar (777,000), Saudi Arabia (23 million) and United Arab Emirates (4.3 million) amounted to about 31.4 million, of whom almost 13 million were children. More than 80 per cent of all children in the Gulf live in Saudi Arabia, which has one of the highest total fertility rates in the region (3.9).

Key results and lessons learned from previous cooperation

Key results achieved

10. Over the last 25 years, the UNICEF partnership with the Gulf countries has shifted from direct support in delivering basic social services to policy advocacy, capacity development and monitoring of child rights. Over the last two years, a ‘hybrid’ modality of cooperation has evolved, combining renewed efforts and cooperation in programme areas with resource mobilization, effectively raising the profile of Gulf countries in supporting UNICEF efforts globally and increasing funding twenty-fold, from around \$500,000 received in other resources in 2003 to over \$10.7 million in 2005. This included \$3.6 million from the Saudi Committee for the Relief of Palestinian People; pledges for \$1.9 million from a United Arab Emirates telethon for “Getting Iraqi Children Back to School”; and \$500,000 from the United Arab Emirates Red Crescent Society for the Indian Ocean tsunami emergency in Indonesia and an equal amount for the Pakistan earthquake. The late King Fahd donated \$500,000 for polio campaigns in 22 countries and another \$1.5 million for polio supplies in Yemen. The Arab Gulf Programme for United Nations Development Organizations (AGFUND) continued to support UNICEF programmes worldwide. A UNICEF fund-raising office and warehouses for supplies and greeting cards have been accommodated free of charge by the Government of Dubai.

11. There have been important breakthroughs in child protection. In April 2004, UNICEF, the Saudi National Commission for Childhood, the Arab Bureau for Education in Gulf States and AGFUND jointly organized the first-ever consultative meeting on child abuse. This led to a Royal decree mandating the development of a national strategy for child protection.

12. Gulf Governments have become increasingly attuned to the need for protecting children from violence, exploitation and abuse and in partnership with UNICEF over the past two years, they have included non-national children in these efforts, starting with child victims of trafficking in Saudi Arabia and the United Arab Emirates.

13. UNICEF conducted a rapid assessment on children involved in street selling and begging, many of whom are victims of trafficking from an estimated 18 countries, in Mecca, Jeddah and Riyadh, following which, with special funds from UNICEF headquarters, a pilot project was launched with the Al Bir Society of Jeddah to provide services to children removed from exploitative street activities. Around 100 local professionals were also trained in child protection and child rights. Officials and consular officials from source countries were involved to prevent future trafficking and to ensure proper repatriation of the children.

14. Another first was the co-sponsoring of a major regional workshop on child trafficking, hosted by Naif Arab University for Security Sciences in Riyadh, which concluded with a call for all countries in the region to develop national plans of action against child trafficking. UNICEF also convened the first-ever consultation between Saudi Arabia and Yemen on child trafficking.

15. Several years ago, UNICEF began policy advocacy towards the legal ban of the use of children as camel jockeys. However, in some countries the practice continued, and in 2005 the Government of the United Arab Emirates adopted stronger legislation. In parallel, the Government and UNICEF signed a joint child-focused agreement in May 2005 under which the Government would provide \$2.7 million to UNICEF to support children removed from camel racing for two years, with the bulk of resources going towards their care, education, treatment and reintegration into families and communities back in their home countries. One year later, 1,073 children have been repatriated to their countries of origin, there are no more children in the shelters in the United Arab Emirates and the majority have been reunited with their families. The project included

technical support from UNICEF to build the capacities of staff and social workers in shelters managed by the United Arab Emirates Social Support Centres, which provided care to children before their repatriation.

16. UNICEF has also been involved in breaking the silence and raising awareness about HIV/AIDS. In Bahrain, a landmark Gulf-wide multisectoral workshop on HIV/AIDS was initiated by the Gulf Area Office and jointly sponsored by the Regional Office, the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the World Health Organization (WHO), the Executive Board of the Gulf Council of Health Ministers and the Ministry of Health in Bahrain. The first of its kind in the Gulf, it increased awareness of the urgency to counter the HIV/AIDS threat. The meeting made recommendations later endorsed by the Gulf Ministers of Health, who declared combating the disease a priority for the subregion. In Kuwait, UNICEF and UNDP supported a 2005 review of legislation, policies and jurisprudence for the legal protection of children infected or affected by HIV/AIDS. In the United Arab Emirates, Dubai Police and UNICEF jointly launched the “Unite for Children, Unite against AIDS” campaign which included the innovative step of putting campaign logos and the hotline number on Dubai Police cars.

17. Based on the large proportion of deaths and disability among children caused by injuries, in 2005 UNICEF entered into a partnership with the Saudi Red Crescent Society to focus on child injury prevention and jointly convened the first multisectoral consultation on the topic. The next steps agreed upon include a survey to provide information required to design interventions and a public communication and education strategy to be linked with activities for better parenting, the Integrated Management of Childhood Illness (IMCI) and the promotion of healthy lifestyles among adolescents.

18. As a response to the concluding observations of the Committee on the Rights of the Child, UNICEF supported the drafting of national strategies and plans of action for children in Kuwait, Qatar, Saudi Arabia and the United Arab Emirates.

19. In 2004, UNICEF supported the first workshop on early childhood development (ECD) organized by the Ministry of Education and the Saudi National Committee for Childhood.

20. Responding to the need to improve data collection systems, UNICEF and UNDP jointly organized a two-day workshop in Riyadh providing 44 civil servants with hands-on training on *DevInfo*, while giving senior government officials an introduction to the benefits of *DevInfo* and how it can support countries in monitoring progress made towards the Millennium Development Goals.

21. In the area of social policy and budgets, UNICEF supported the Bahrain Parliament in organizing a regional workshop on child-friendly budgeting. The recommendations from this first-ever workshop in the Middle East and North Africa region will feed into the Bahraini state budget process for 2007-2008.

Lessons learned

22. Although Gulf countries have high gross national incomes per capita and low U5MRs, and thus are not eligible for funding from UNICEF regular resources, there are still many critical issues

and challenges facing children and women and it is the express desire of these countries to continue cooperation with UNICEF, with the understanding that any programme cooperation will have to be funded by voluntary contributions. This fact demands an even stronger participatory and consultative process when designing such a programme, and the assurance that interventions will be tailored to the specific requirements of each country's context. The previous programme preparation methodology of merging the Gulf area programme into one joint programme for all five countries with insufficient country-specific details received a weak response from the countries and no funding commitment. The current proposed programme of cooperation has thus been developed using a country-specific approach ensuring local ownership. The proposed programmes both highlight themes common to all Gulf countries and include country-specific issues.

23. Having long since moved away from service delivery, UNICEF can still support the Gulf countries through policy advocacy, institutional capacity-building and monitoring of child rights, among other strategies. Experience has shown that building sustainable institutions and capacities in order to fulfil the rights of children as articulated in the concluding observations of the Committee on the Rights of the Child are long-term undertakings best supported by long-term partnerships.

24. Given their particular geopolitical and economic situation, the Gulf countries attract millions of migrant workers and millions of pilgrims in the case of Saudi Arabia, which occupies a very important and significant position in the Muslim world. This unique context highlights both a need and an opportunity to adopt a comprehensive and non-discriminatory approach towards addressing the needs and rights of children.

The country programme 2007-2009

Summary budget table

Estimated expenditure ^{a/}

<i>Programme</i>	<i>(In thousands of United States dollars)</i>					
	<i>Other resources</i>					
	<i>Bahrain</i>	<i>Kuwait</i>	<i>Qatar</i>	<i>Saudi Arabia</i>	<i>United Arab Emirates</i>	<i>Total</i>
Advocacy, policies and partnerships for children's rights	300	300	300	300	300	1 500
Early childhood care and education	450	450	450	450	450	2 250
Child protection	450	450	450	450	450	2 250
Cross-sectoral costs	300	300	300	300	300	1 500
Total	1 500	1 500	1 500	1 500	1 500	7 500

^{a/} Subject to availability of funds

Preparation process

25. Given the multi-country character of the programme and based on lessons learned from the previous preparation process, strong efforts have been made to consult key partners in all five countries. The Saudi National Commission for Childhood, the United Arab Emirates General Union of Women, the Kuwaiti Supreme Committee for Family Affairs, the Qatari Supreme Council for Family Affairs and the Bahraini National Commission for Childhood have assumed leadership in the preparation processes conducted jointly with UNICEF. In January 2006, draft programmes of cooperation for each country were prepared, shared and discussed with key partners in preparatory

meetings in each of the five countries. In March, strategy meetings were held in each country and the proposed programme structure, the main programme components, the funding situation and the programme preparation process were discussed and refined. The conclusions and subsequent comments provided by the countries were then finalized and summarized in the present document.

26. When designing the programme, particular attention has been given to the most recent recommendations of the Committee on the Rights of the Child and to the ongoing process of the United Nations High Commissioner for Human Rights in facilitating the implementation of these recommendations. The parallel ongoing efforts in the Gulf countries of developing national strategies and plans of action for childhood have fed into the programme preparation process in a synergistic manner. United Nations partners have continuously been informed about the preparation process and programmatic complementarity has been ensured.

Goals, key results and strategies

27. The overall goal of the 2007-2009 programme of cooperation is to support Gulf countries in ensuring that children and young people, including the most vulnerable and excluded, fully enjoy their rights. The similarities between the Gulf countries, their common national priorities and outcome recommendations from the situation analyses favour the employment of Gulf-wide programme strategies, policy development and exchanges. At the same time, specific interventions and strategies will be pursued to respond to local conditions, needs and opportunities in each country.

28. There will be three main programmes: (a) advocacy, policies and partnerships for children's rights; (b) early childhood, care and education; and (c) child protection.

29. Overall strategic results to be achieved by the end of 2009 will include: (a) that children and young people influence and benefit from improved laws and policies based on the Convention on the Rights of the Child; (b) that children and young people have access to higher quality care and learning opportunities so that they may develop to their fullest potential, capable of living healthy and productive lives; and (c) that children, especially the most vulnerable and excluded, are better protected from violence, exploitation and abuse.

30. Given the achievements and successful infrastructural development in the Gulf countries, the programme will focus on policy advocacy, capacity-building and monitoring of child rights as key strategies. The UNICEF comparative advantage and experience in programme communication will also be drawn upon as many of the challenges facing children and families in Gulf countries have a common denominator of requiring change in behaviours, attitudes and child-care practices, or the development of new ones. Research, monitoring, analysis and knowledge-generation will be promoted as means to better understand and respond to the nature and magnitude of problems facing children, women and families.

31. The programme will make maximum use of the UNICEF catalytic role, technical expertise and experience, and unique position for policy advocacy. UNICEF will primarily support the development of self-sustaining national capacities at central level in key areas for children's rights.

32. UNICEF will continue to build partnerships with the Governments, development funds, the private sector and non-governmental organizations (NGOs) in order to leverage resources for children both within the Gulf countries and beyond.

Relationship to national priorities and the UNDAF

33. The national efforts of conducting five situation analyses were followed by the drafting of national strategies and plans of action for children in Kuwait, Qatar, Saudi Arabia and United Arab Emirates, and a national youth strategy was prepared in Bahrain. The national priorities for children detailed in these draft strategies and plans were also influenced by the relevant concluding observations of the Committee on the Rights of the Child and have guided the preparation of country-specific programme proposals. A broader framework is provided by National Development Plans

34. In the absence of the Common Country Assessment/United Nations Development Assistance Framework processes, continuous collaboration and coordination with relevant United Nations agencies in each country, as well as briefings during regular meetings of the United Nations country team (UNCT) in the case of Saudi Arabia, have ensured complementarity with other United Nations agencies.

Relationship to international priorities

35. The programme will contribute to the achievement of the Millennium Development Goals in the Gulf countries, including through support to the development of appropriate legislative, policy and planning measures. While developing a global partnership for development, these aspects will contribute to the protection of vulnerable groups, reduce child mortality, improve maternal health, support universal primary education, promote gender equality and help to combat HIV/AIDS.

36. The programme will also contribute to the achievement of the targets and commitments of *A World Fit for Children*, adopted by the General Assembly Special Session on Children, and to all focus areas of the UNICEF medium-term strategic plan for 2006-2009.

Programme components

37. The following are broad and very brief summaries and outlines of programmes that will be rendered country-specific in the more detailed country programme action plans to be finalized with the designated coordinating body and partners in each country.

38. The programme for **advocacy, policies and partnerships for children's rights** will address: (a) institutional aspects including legislation and policies; (b) monitoring systems and knowledge bases; and (c) partnerships and advocacy for children. UNICEF support will include technical assistance, training, workshops, knowledge networking, support to local research, policy advocacy and leveraging of resources. The programme consists of two projects: (a) the policy and institutional support project; and (b) the advocacy, monitoring and knowledge base project.

39. Targeted results include: (a) strengthened capacities in each country within the designated national commission or council responsible for matters pertaining to children and their rights; (b) development of a national strategy on childhood, with a monitoring mechanism; (c) improved

legislation, policies and guidelines in a number of key areas consistent with the Convention on the Rights of the Child; (d) improved research, monitoring and reporting systems on implementation of the Convention and the development of a core set of child rights indicators specific to each country; (e) establishment and use of *DevInfo* as a tool for monitoring, analysis and reporting; (f) establishment of a database on child abuse (Saudi Arabia); (g) increased percentage of parents, teachers, caregivers and students with basic knowledge of child rights; and (h) increased access by children to correct information and opportunities to express their views. Gender-related policy advocacy and activities will be a joint programme with UNDP and the United Nations Population Fund in Saudi Arabia.

40. The programme for **early childhood care and education** will address the need to improve: (a) key child-care practices; (b) strategic aspects related to access to and quality of education; (c) the lack of information on the situation of adolescents; and (d) the inadequate life skills of adolescents. UNICEF support will include sharing of relevant experiences, networking, programme communication, research and technical assistance through training and workshops. The programme consists of three projects: (a) the better parenting and IMCI project; (b) the education project; and (c) the healthy lifestyles and HIV/AIDS project.

41. Targeted results include: (a) together with WHO, the development and adoption of a strategy for ECD in Saudi Arabia (ECD/IMCI); (b) guidelines and standards for implementation of ECD/IMCI project activities; (c) the adoption of breastfeeding and nutrition policies in line with the latest WHO guidelines on infant and young child feeding; (d) in relevant countries, support for setting quality standards for pre-school education and supervision and for finding feasible ways of financing pre-school education, communication support to increase demand, and review of existing systems (Kuwait); (e) in select countries, revised basic school curricula including the introduction of life-skills/civic education and the promotion of gender parity (in two to five countries); (f) in certain countries, national strategic plan on HIV/AIDS developed together with UNAIDS; and (g) increased percentage of targeted groups including adolescents having precise knowledge of a number of key lifestyle messages (HIV/AIDS, substance abuse, injury prevention, et al.).

42. The **child protection** programme will address the violations of child protection rights of the most vulnerable and excluded groups of children, including children victims of trafficking in certain contexts. UNICEF support will include international expertise, sharing of relevant experiences, research, technical assistance, training and workshops and policy advocacy. The programme consists of one project, on vulnerable and excluded children.

43. Targeted results include: (a) advocacy and support to the improvement of laws, policies and mechanisms to detect and report child abuse and develop referral systems for counselling and rehabilitation; (b) strengthened capacities to assess, analyze and address specific violations of child protection rights among key institutions; (c) increased awareness among parents and society at large regarding definitions and situations of child abuse; and (d) capacity-building programmes (on protection, reporting, assistance, etc.) for staff, front-line workers and care providers directly working with children

44. In Saudi Arabia, this project will continue work started with Naif Arab University for Security Sciences and with the NGO Al Bir Society of Jeddah, with which a pilot project providing services and support to children victims of trafficking involved in street selling and begging was

started in 2005. Work on cross-border child trafficking with Yemen will involve the International Organization for Migration.

45. In the United Arab Emirates, collaboration will continue with the Ministry of the Interior on the joint project to support children formerly involved in camel racing, many of whom were victims of trafficking. There will be continued capacity-building of the Social Support Centres and of other institutions engaged in the prevention, identification and protection of victims of child rights violations.

46. In Kuwait, the project will include focus on vulnerable groups of children including the *bidoon* (from *bidoon jinsiyya*, “without nationality”), the fairly large-sized population originally without citizenship who are residents in the northern Arabian peninsula including Kuwait. Select activities will be undertaken together with the International Labour Organization, UNDP and the United Nations Educational, Scientific and Cultural Organization.

47. **Cross-sectoral costs** will support the area programme and will be used for both staff and non-staff costs, including one International Professional post of Programme Officer, national staff, operating expenses, office equipment and staff training.

Major partnerships

48. Strong partnerships between UNICEF and the Gulf countries have been forged over the years. While UNICEF since 1961 has contributed to the development of health and education services for children of the Gulf, the Governments of Gulf countries, especially Saudi Arabia, have for many years contributed significantly to UNICEF global regular resources. Furthermore, the Gulf countries are increasingly contributing to other resources earmarked for specific UNICEF programmes and emergency interventions.

49. UNICEF has gained credibility in the Gulf based on its programmatic engagement which is now serving as capital towards the development and strengthening of partnerships leveraging resources for children. Furthermore, as a “people-to-people” organization privileged by its mandate for children, UNICEF can broker public-private partnerships and involve the participation of civil society, opinion leaders, the media and most importantly, young people and children themselves, establishing life-long patterns of community and global service, and social responsibility.

50. AGFUND continues to be a prominent partner and contributor to the work of UNICEF globally. In parallel, new partnerships are developing, as illustrated by the donations of the Saudi Committee for the Relief of Palestinian People and the emerging partnership with the Red Crescent Society in all Gulf countries. Strong partnerships between UNICEF and the Sheikh Zayed bin Sultan Charitable and Humanitarian Foundation (United Arab Emirates), the Kuwait Charity Fund and others will also continue to focus on child rights issues of common interest.

51. The proposed programme of cooperation will be coordinated closely with those of other UNICEF offices in the region, particularly the office in Oman. In addition, the Gulf Area Office will continue to work closely with the United Nations resident coordinators in Bahrain, Kuwait, Saudi Arabia and United Arab Emirates. The UNCTs are important partners for ensuring coherence and complementarity among the programmes of the different United Nations agencies. A number of areas of common interest have been identified and included in the proposed programme of

cooperation and a carefully balanced mix of joint, coordinated and complementary activities will be pursued in these areas.

Monitoring, evaluation and programme management

52. The major governmental coordinating bodies for programme implementation will be the National Commission for Childhood in Bahrain, the Supreme Committee for Family Affairs in Kuwait, the Supreme Council for Family Affairs in Qatar, the National Commission for Childhood in Saudi Arabia and the General Union of Women in United Arab Emirates. Three-year country programme action plans and annual work plans will be developed for each country under the supervision of the coordinating bodies and in close cooperation with relevant line ministries. The work plans may be revised as a consequence of annual reviews, evaluations and changes in priority needs and/or the funding situation. The second annual review, scheduled for late 2008, will serve as a mid-term review and will also feed into the preparation of the next programme cycle, to begin in 2010.

53. A 2007-2009 integrated monitoring and evaluation plan will be essential to the results-based management of the proposed programme and will identify research, studies, surveys, evaluations and key indicators based on the programme's summary results matrix. Annual monitoring and evaluation plans will detail such undertakings. Given the importance of further strengthening monitoring and evaluation capacities within the Gulf countries, the programme will also assist in strengthening national systems for monitoring children's rights. *DevInfo* will be promoted as a tool for such monitoring within the broader context of monitoring progress towards achievement of the Millennium Development Goals.

54. The UNICEF Gulf Area Office, including the Area Representative, the programme planning officer and operations staff, will ensure programme management, coordination and operations capacities for implementing the programme in all five countries. Supported by the Gulf Area Office, suboffices with a national officer structure will be established in each country, thus building local capacities while implementing the programme in each specific country.

55. The UNICEF Private Sector Division will continue to provide fund-raising staff and the UNICEF fund-raising office and warehouse in Dubai is hosted by Dubai Aid and Humanitarian City. The fund-raising officer in charge of that office reports to the Gulf Area Representative. Integration of fund-raising and programme activities will be ensured in each country as these are mutually reinforcing. The Gulf Area Office will continue to facilitate the administration of the Supply Division warehouse in Dubai while exploring the possibilities of also establishing communication and Programme Funding Office functions in Dubai.