



Kingdom of Bahrain

United Nations Development Programme

Supporting Implementation of Bahrain's Universal Periodic Report (UPR) Action Plan

Summary of project background, justification, outcome and strategy

In 2006, the General Assembly of the UN, as part of the programme of reform of the UN, replaced the UN Human Rights Commission with a newly-created Human Rights Council (HRC). The Kingdom of Bahrain was fully supportive of this reform and was successfully elected to membership in the inaugural election of the HRC in May 2006 and was re-elected to the HRC in May 2008. Since then, the Kingdom of Bahrain has sought to cooperate with the Council in efforts to establish itself as a credible and effective mechanism for international dialogue and cooperation on human rights, helping member states meet their human rights obligations through dialogue, capacity building and technical assistance.

Within the HRC, the UPR is the main mechanism for reviewing each and every member state of the United Nations with regard to the fulfillment by each State of its human rights obligations and commitments. In late 2007 by system of draw, Bahrain was the very first country to undergo the Universal Periodic Review (UPR) of the UN Human Rights Council (HRC) which took place on April 7, 2008. The Kingdom of Bahrain prepared its UPR Report for submission by the deadline of February 25, 2008 adopting a transparent, inclusive and participatory approach. The Ministry of Foreign Affairs (MoFA) was responsible for preparing the Report and requested the support of UNDP. Since December 2007, UNDP has provided support to MoFA to support Bahrain's UPR process.

The Kingdom of Bahrain views the UPR not as an event, but as a process comprising several activities and events, over consecutive four-year timeframes. The General Assembly Resolution creating the HRC and the UPR stresses that the UPR should be "with the full involvement of the country concerned". It considers the UPR to be a unique opportunity for the Human Rights Council and the State being reviewed to ascertain the human rights situation on the ground through a cooperative process, based on interactive dialogue, with the full involvement of the country concerned and with consideration given to capacity-building needs.

The Kingdom of Bahrain has underscored the importance of the UPR outcomes by developing, even before the Interactive dialogue, a *National Action Plan to Implement Bahrain's Pledges, Voluntary Commitments and UPR Outcomes*.

This Project provides support and assistance to implementing, monitoring, evaluating and reporting on the *National Action Plan*.

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Country: **Kingdom of Bahrain**

Expected Outcome:

(CP outcome linked to the Strategic Plan)

Participatory Governance

Implementing partner:

(Designated institution/Executing agency)

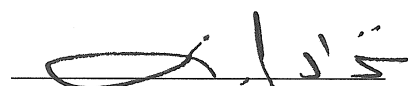
Ministry of Foreign Affairs

Programme Period: **2008-2011**
Project Title: Supporting Implementation of UPR Action Plan
Project (Atlas) ID: **00062339**
Project Duration: **3.5 years**
Management Arrangement: **NEX**

Budget	\$ 1,170,000
Management Support Fee	\$ 35,100
Total budget:	\$ 1,205,100
• Government	\$ 1,205,100
• Regular	-
• Other:	-

Agreed by Executing Agency:

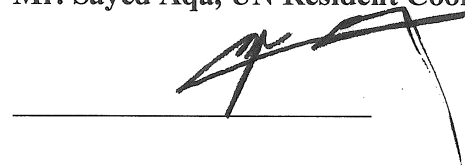
H.E. Dr. Nizar Al Baharna, Minister of State for Foreign Affairs



10 July 2008

Agreed by UNDP:

Mr. Sayed Aqa, UN Resident Coordinator, UNDP Resident Representative



10 July 2008

Section I. Background and Project Description

Part I. Situation Analysis

In 2006, the General Assembly of the UN, as part of the programme of reform of the UN, replaced the UN Human Rights Commission with a newly-created Human Rights Council (HRC). The Kingdom of Bahrain was fully supportive of this reform and was successfully elected to membership in the inaugural election of the HRC in May 2006 and successfully re-elected on May 21st 2008. Since then, the Kingdom of Bahrain has sought to cooperate with the Council in efforts to establish itself as a credible and effective mechanism for international dialogue and cooperation on human rights, helping member states meet their human rights obligations through dialogue, capacity building and technical assistance.

In late 2007 by system of draw, Bahrain was the very first country to undergo the Universal Periodic Review (UPR) of the UN Human Rights Council (HRC) which took place on April 7, 2008. The UPR is the main mechanism for reviewing each and every member state of the United Nations with regard to the fulfillment by each State of its human rights obligations and commitments.

The Kingdom of Bahrain prepared its UPR Report for submission by the deadline of February 25, 2008 adopting a transparent, inclusive and participatory approach involving a media campaign and culminating in a National Stakeholders Consultation. The Ministry of Foreign Affairs (MoFA) was responsible for preparing the Report and requested the support of UNDP. Since December 2007, UNDP has provided support to MoFA to support Bahrain's UPR process. Bahrain views the UPR not as an event, but as a process comprising several activities and events, over consecutive four-year timeframes. The General Assembly Resolution creating the HRC and the UPR stresses that the UPR should be "with the full involvement of the country concerned".

The UPR process commences with the preparation of a UPR Report by the state under review. The Kingdom of Bahrain adopted a transparent and participatory approach to the preparation of its UPR Report by: holding several stakeholder consultations and creating a communications and media plan to encourage participation; posting drafts on a special UPR website maintained by the Ministry of Foreign Affairs and setting up a phone hotline for receiving feedback and presenting the Report (in both Arabic and English versions) to a national audience before submitting it to Geneva by the required deadline.

The second step in the UPR process was the interactive dialogue in Geneva between the Council's UPR Working Group and a large, high-level Bahrain Delegation which included civil society representation. The interactive dialogue was broadcast live in Bahrain through the website of MoFA for encouraging widespread viewing of the dialogue in Bahrain.

The third step in the UPR process was the adoption of a country UPR report (containing possible assessments, outcomes and recommendations) by the HRC and Bahrain.

The fourth and most important step in the UPR process follows the adoption of the UPR report, and involves the national implementation of the UPR Outcomes. The Kingdom of Bahrain

considers the Universal Periodic Review as providing a unique opportunity for the Human Rights Council and the country being reviewed to commit to cooperate on measures to improve the human rights situation on the ground, through implementation of the Outcomes of the Universal Periodic Review (UPR).

Accordingly, as the very first country to undergo the Universal Periodic Review, the Kingdom of Bahrain has underscored the importance of the UPR outcomes by developing, even before the Interactive dialogue, a *National Action Plan to Implement Bahrain's Pledges, Voluntary Commitments and UPR Outcomes*. The *National Action Plan* also adopts and seeks to build upon the transparent, inclusive and participatory approach that characterized the government's preparation of the Bahrain UPR report prior to the interactive dialogue.

In light of the above, this project provides support and assistance to implementing, monitoring, evaluating and reporting on the *National Action Plan*.

Part II. Strategy

The Kingdom of Bahrain considers the UPR to be a unique opportunity for the Human Rights Council and the State being reviewed to ascertain the human rights situation on the ground through a cooperative process, based on interactive dialogue, with the full involvement of the country concerned and with consideration given to capacity-building needs.

As mentioned above, one of the objectives of the UPR is “to ascertain the human rights situation on the ground through a cooperative process based on interactive dialogue, with the full involvement of the country concerned”. This project, therefore does not need to repeat the analysis of the human rights situation on the ground that has been put forward by the **government** (in *The First Universal Periodic Review Report Presented by the Kingdom of Bahrain to the United Nations Human Rights Council*, February 25, 2008); by national and international human rights **nongovernmental organizations** (the 12 reports on Bahrain, called by the UPR “stakeholders’ submissions”, have been summarized by the OHCHR A/HRC/WG.6/1/BHR/3 and full text is available on the OHCHR website); and by UN treaty bodies, special procedures and other **relevant UN bodies** (summarized by the OHCHR A/HRC/WG.6/1/BHR/3).

The analysis of the human rights situation on the ground contained in the UPR Documents prepared by the OHCHR indicates both progressive realization of and scope for enhancing the promotion and protection of several specific human rights in Bahrain, notably: the right to life, liberty and security of person; freedom of expression, association and peaceful assembly; the right to participate in political life; the right to an adequate standard of living; the right to equality and nondiscrimination; rights related to the administration of justice. The UPR Report of the Kingdom of Bahrain confirms the same and its Draft Action Plan on UPR Implementation contains actions to enhance the protection and promotion of those rights.

UPR Reports of both nongovernmental organizations and of the Kingdom of Bahrain indicate that protection of the human rights of certain vulnerable groups in Bahrain merit strengthening

notably: human rights defenders, children, women and workers (especially foreign and domestic workers). The UPR reports from all three sources (governmental, nongovernmental and UN) address responses to several human rights challenges in Bahrain notably those related to: empowerment of women, trafficking in human persons, unemployment and inflation, respecting and protecting human rights in counter-terrorism measures and activities and promoting religious tolerance.

Within the above context, the project shall support the following underlying areas:

1. Strengthening Bahrain's human rights data-base and information systems.
2. Effective implementation of Bahrain's obligations under international human rights treaties.
3. Strengthening Bahrain's institutions for the protection and promotion of human right.
4. Strengthening Bahrain's institutions dealing with ratification of international human rights instruments and dealing with national legislative incorporation of human rights treaties that Bahrain has ratified.
5. Strengthening Bahrain's human rights capacities, both governmental and nongovernmental, especially capacities for monitoring and evaluation.
6. Strengthening Bahrain's capacities for applying a human rights-based approach to development.

The project falls within the Country Programme Document (CPD) 2008-2011 between the Kingdom of Bahrain and UNDP which seeks to advance all three goals of the CPD: participatory governance (*inter alia* by fostering inclusive participation); gender equity and empowerment (*inter alia* by focusing on the personal status law relating to women and families) and equitable growth (*inter alia* by promoting a HRBA).

Part III. Project Outputs

This project seeks to address and support the six areas of Bahrain's UPR (mentioned earlier). This is seen as an effective mechanism for the following reasons:

- The Action Plan is virtually, a National Human Rights Plan, drawn up in a participatory process involving national stakeholders; and adopted by consensus at a National Consultation.
- The Action Plan is linked to an international UN process, namely the UPR of the UNHRC.
- The project ensures that initial support will be available in a timely manner to expedite the implementation of the Action Plan and build on the momentum generated by Bahrain's UPR.
- The project provides a vehicle for further development of the Action Plan, based upon emerging needs and implementation experiences over the present 4 year UPR cycle.

Therefore, the project has five outputs, each of which relates respectively to one of the above identified needs. Needless to underscore however that the project outputs are interdependent and

interrelated and that therefore activities under one output may well serve as a catalyst, foundation or driving force to propel the others.

Output 1: Human Rights Information

Human rights information is key to Bahrain being able to fulfill its reporting obligations under treaties it has ratified such as CERD, CRC, CEDAW and more recently the ICCPR and the ICESCR. Human rights information is also key to making decisions about ratification of human rights treaties in the future. If the needed information is not available, a country would hesitate to ratify a treaty knowing that it could not fulfill its reporting obligations under such treaty.

Under this output the project will provide support for:

- Conducting an initial assessment of human rights information in, and on Bahrain in light of the information needed to report meaningfully under the human rights treaties that Bahrain has adhered to, or is contemplating adhering to.
- Capacity development, both governmental and nongovernmental focusing on *Collecting, Compiling, Generating, Disseminating and Utilizing Human Rights Information*.
- Developing a National Plan to strengthen and sustain Bahrain's Human Rights Data Base an Information Systems.
- Implementing, monitoring and evaluating such National Plan.

Output 2: Human Rights Implementation

This output focuses on an effective implementation of Bahrain's international human rights obligations.

By and large Bahrain, like many other countries has enacted laws and adopted administrative measures and development programmes relating to obligations under human rights treaties adhered to. It has substantially fulfilled human rights *obligations of conduct*. It has created an enabling environment for the promotion, protection and realization of human rights in Bahrain. Moreover, part of human rights obligations of conduct relate to implementation and enforcement of laws, measures and programmes. Thereafter there can be an assessment of the fulfillment of human rights *obligations of result*.

Accordingly, under this output of the Proposed Project, support will be provided for:

- Human rights assessments of existing laws, measures and programmes.
- Regional and comparative study of relevant laws, measures and programmes.
- Human rights sensitization of those involved with the diverse aspects of law enforcement in Bahrain.
- Human rights sensitization of those entrusted with implementation of laws (such as on basic education for all) and of programmes set up under such laws.
- Development of methodologies and capacities (both governmental and nongovernmental) for human rights results-based management and for human rights-based monitoring of implementation.

Output 3: Applying a human rights-based approach to development programmes

A key achievement of UN Reform has been the development and adoption of the *UN Common Understanding* on applying a human rights-based approach to development. The UN Resident Coordinator system is already strengthening the capacity of UN Country Teams to apply a human rights-based approach to development programmes and activities.

Under this output, support will be provided for strengthening the capacity of national governmental counterparts to apply a human rights-based approach to development. A complementary initiative on strengthening the capacity of national nongovernmental counterparts to apply a human rights-based approach to development is underway with the Bahrain Institute of Political Development, and UNDP will strive to ensure a synergistic relationship between the two national initiatives on strengthening capacity to apply a human rights-based approach to development in Bahrain.

Output 4: National System for the Protection and Promotion of Human Rights

UN experience underscores the need to develop and strengthen a national human rights system of institutions for the protection and promotion of human rights. Such a National System comprises special, stand alone human rights institutions (such as a National Human Rights Commission or an Ombudsman) as well as the regular institutions of governance that deal with human rights issues (such as the Judiciary, Parliament). Such a National System comprises both governmental as well as nongovernmental institutions (such as media, professional associations, political societies and NGOs).

Under this output of the project, support will be provided for:

- Supporting the process of creation of, and strengthening of, a national human rights institution in conformity with the *Paris Principles*.
- Enhancing the role of human rights defenders in Bahrain.
- Human rights sensitization of officials dealing with the diverse aspects of exercise of freedom of assembly, association and expression in Bahrain.
- Human rights sensitization of individuals, groups and members of the public involved in the diverse aspects of exercise of freedom of assembly, association and expression in Bahrain.

Output 5: Strengthening the Human Rights Normative Framework

Under this output (which is in fact a special sub-component of the Human Rights Capacity Strengthening Component), support will be provided for:

- Strengthening Bahrain's institutions dealing with ratification of international human rights instruments in terms of: capacities and methods for undertaking ratification studies;

developing ratification strategies, identifying and distributing pre-ratification and post-ratification tasks.

- Strengthening Bahrain's capacities for national legislative incorporation and harmonization of existing law.
- Strengthening capacities for reporting, both internationally and nationally. In particular, support will be provided for strengthening the reporting capacity of those entities responsible for preparing reports due to treaty-bodies under the international human rights treaties that Bahrain has already ratified. During the final year of the project, emphasis will be placed on further strengthening the reporting capacity of those entities responsible for preparing Bahrain's second UPR Report.

Overarching Support: Human Rights Capacity Development

Support will be provided for the strengthening of capacities for both governmental and nongovernmental bodies, especially capacities for monitoring of human rights implementation and evaluation of human rights impacts and results.

Accordingly, under this overarching support which relates to all five project outputs, support will be provided for:

- Human rights capacity assessment.
- Programmes and activities for human rights capacity development.
- Developing and using methods to evaluate such human rights capacity development programmes and activities.

Annex 2 of this Project Document, *Strengthening Human Rights Capacities in Bahrain: a Strategic Plan of Action* provides further details of this overarching support of the project. .

Part IV. Project Sustainability

The project is expected to evolve into Bahrain's National Human Rights Action Plan with a recurrent 4-year cycle running in tandem with the UPR process. Hence, it is vital to address at the very outset, issues relating to Project Sustainability.

The project will take a partnership approach, consciously seeking to develop national and international relationships that enhance the effectiveness of its implementation which results in the short term and the long term. International partners will be identified, based upon a set of criteria developed, which will bring both regional and international credibility as well as knowledge resources to the Project. National groups and institutions will be identified from academia, civil society and political societies to be involved as partners on specific activities and to serve on the Consultative Committee (see below under Management Arrangements). For both international and national Project partners, a memorandum of Understanding will be drawn up to clarify roles and responsibilities, as well as benefits, of the partnership.

In addition, the project will draw on internal knowledge resources within UNDP: BDP/Democratic Governance Group; the Sub-Regional Resource Facility; the Oslo governance Center, etc. The Project will also seek substantive and operational partnership with the OHCHR and linkages with other ongoing relevant UNDP and UNCT projects.

National ownership will be promoted through strengthening the national consultative process for adopting the *National Action Plan on Implementation of UPR Outcomes*.

Periodic and frequent, participatory monitoring and evaluation of the project will also be used to promote sustainability.

Part V. Management Arrangements

The Project will be executed by the Ministry of Foreign Affairs (MoFA), under the UNDP NEX modality, which will be the entity responsible for the overall management of project activities, including accountability for the production of outputs, achievement of objectives and for the effective use of UNDP resources. UNDP will support MoFA in the implementation of the project. Project management arrangements are simple and practical and seek to continue throughout the cycle of the project implementation irrespective of the existence of a NHRI in the country.

The management arrangements for this Project comprise:

- ***A Project Steering Committee (PSC):*** for ensuring synergies and coordination for project implementation, the project will establish a ***Project Steering Committee (PSC)*** Chaired by MoFA, to meet initially on a monthly basis and then later on quarterly basis. The ***PSC*** will approve the workplan, review project progress, provide policy level guidance, and review/endorse substantive revisions to the project and workplan, and receive the final report. The ***PSC*** will be small and comprise representatives of the Ministry of Foreign Affairs, UNDP, UPR related authorities and agencies at senior decision-making level from amongst those who had been part of the Bahrain UPR delegation to the HRC in Geneva and 2-3 NGOs chosen on the basis of being most directly involved in implementing the Project activities.
- ***A National Project Manager (NPM):*** will be selected through advertisement in the local newspapers to manage the project. The ***NPM*** will also be a member (ex-officio) of the Steering Committee, reporting to it and acting as its secretary. The ***NPM*** will manage the daily activities of the project and coordinate the work of any administrative staff and consultants. The ***NPM*** will report to the Chair of the ***PSC***, who will submit and review the workplan to the ***PSC*** for approval. The ***NPM*** will be in charge of monitoring results indicators and utilizing project and independent experts for regular and in-depth evaluation of project activities both at the output and outcome levels. ToR for the ***NPM*** will be prepared at the inception of the project implementation. In the event of it not being possible to identify an ***NPM***, an International Project Manager would be selected and recruited.

Part IV. Monitoring and Evaluation

Monitoring and evaluation will be undertaken in accordance with standard UNDP policies and procedures. The project will be subject to quarterly reviews, with the first such review meeting taking place within three months of the start of project's full implementation. The *NPM* will prepare progress reports and submit these to each *PSC* meeting through the Chair, using the UNDP Project Progress Report format. Results-based Monitoring and Evaluation mechanisms will be utilized. Project staff will receive training in applying the RBMS applications. All financial reports required under the project will be prepared by the *NPM* applying UNDP procedures.

In addition to quarterly reviews, an annual project review will be conducted during the fourth quarter of the year as a basis for assessing the performance of the project. In the last year, this review will be a final assessment. It will involve all key project stakeholders and the implementing partners, and focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

The project will be subject to an audit exercise as per UNDP regulations. The audit exercise will provide assurance that resources are used to achieve the results described in the Project Document or Annual Work Plan (AWP) and that UNDP resources are adequately safeguarded.

Part V. Legal Context

This document shall be the instrument referred to in Article 1 of the Standard Basic Assistance Agreement between the Government of Bahrain and the United Nations Development Programme, signed by the parties on 3 August 1978. The host country implementing agency shall, for the purpose of that Agreement, refer to the government cooperating agency described in the Agreement.

Section II. Project Results and Resources Framework

Annex 1: Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Participatory Governance: Enhanced transparency and accountability of public institutions, as well as participation of all constituencies in systematic national decision-making in the Kingdom of Bahrain. <i>Bahrain Action Plan on Implementation of UPR Outcomes</i> is jointly adopted, implemented and monitored and evaluated by government, legislature and civil society within the first three years of Bahrain's UPR four year time-frame (2008 – 2012).</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p>			
<p>Applicable Key Result Area (from 2008-11 Strategic Plan): Strengthening responsive governing institutions.</p> <p>Partnership Strategy: project will draw on internal knowledge resources from the country and within UNDP (BDP/Democratic Governance Group, SURF; the Oslo Governance Center, et) in addition to substantive and operational partnership with the OHCHR and linkages with other ongoing relevant UNDP and UNCT projects.</p>			
<p>Project title and Award ID: Supporting Implementation of UPR Action Plan – ID: 00050450</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1: Bahrain's human rights data base and human rights information systems are strengthened.</p> <p>Baseline: Results of the 'assessment study' envisaged as activity 1.</p> <p>Indicators: Improved reporting to the human rights treaty bodies. Increased utilization of the human rights information by both rights-holders and duty-bearers.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Assessment study completed - Capacity development starts - Development of a <i>National Plan to Strengthen Bahrain's Human Rights Data Base and Information Systems</i> begins <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Capacity development continues. - <i>National Plan is adopted and implementation commences.</i> <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Capacity development continues. - Implementing, monitoring and 	<p>1. Activity Result: Assessment study of existing human rights information is published.</p> <ul style="list-style-type: none"> ▪ Action: Design of Assessment study ▪ Action: Conduct of Assessment study <p>2. Activity Result: <i>National Plan implemented.</i></p> <ul style="list-style-type: none"> - Action: <i>National Plan</i> drafted: - Action: <i>National Plan implemented and evaluated.</i> <p>3. Activity Result: Capacities developed</p> <ul style="list-style-type: none"> ▪ Action: Workshops respectively on design of the Assessment study, for researchers undertaking the study and for 	<p>Design of study by experienced international consultant working with the MoFA team.</p> <p>Conduct of the study by a contracted research institution under supervision of the National Committee on UPR Implementation.</p> <p>International Consultants</p> <p>National Consultants and Firms.</p>
			\$ 155,000

	<p>evaluation of the <i>National Plan</i> are completed.</p>	<p>MoFA team on disseminating and promoting utilization of human rights information.</p> <ul style="list-style-type: none"> ▪ Action: Workshop for government and civil society to examine findings of assessment study and review the <i>National Plan</i>. ▪ Action: Workshop for government and civil society on dissemination and utilization of human rights information.. 	
<p>Output 2: Bahrain's implementation of human rights improved.</p> <p>Baseline: Report prepared by the OHCHR for Bahrain's UPR compiling findings of treaty bodies and special procedures.</p> <p>Indicators: Enhanced respect, protection, promotion and realization of human rights in Bahrain.:</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Human rights assessment of implementation of existing laws, measures and programmes commences. - Capacity development on implementation and enforcement of laws commences. <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Human rights assessment of implementation of existing laws, measures and programmes continues - Capacity development on implementation and enforcement of laws continues <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Human rights assessment of implementation of existing laws, measures and programmes continues - Capacity development on implementation and enforcement of laws continues 	<p>1 Activity Result: Human Rights Assessment of implementation of existing laws, measures and programmes.</p> <ul style="list-style-type: none"> ▪ Action: Development of an assessment methodology. ▪ Action Assessment of implementation is undertaken. <p>2 Activity Result Capacities strengthened for more effective implementation.</p> <ul style="list-style-type: none"> ▪ Action Workshops on applying the assessment methodology for those responsible for undertaking the assessment of implementation.. ▪ Action Workshops on strengthening enforcement of laws for police and those involved in law enforcement. 	<p>MoFA, staff of other Ministries and Authorities.</p> <p>National Committee to supervise.</p> <p>Human Rights NGOs contracted to monitor implementation progress.</p> <p>National Consultants</p> <p>International Consultants</p> <p>\$ 235,000</p>
<p>Output 3: Application of a Human Rights-based Approach to all development activity in Bahrain conducted.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Assessment of applying a HRBA to select development programmes commences - Capacity strengthening for applying a HRBA to 	<p>1 Activity Result: Assessment of application of HRBA to select development programmes.</p> <ul style="list-style-type: none"> ▪ Action: Development of an assessment methodology. ▪ Action: Selection of programmes to 	<p>MoFA, staff of other Ministries and Authorities.</p> <p>National Committee to supervise.</p> <p>\$ 210,000</p>

<p>Baseline: Initial assessments of application of HRBA.</p> <p>Indicators: Impact on respect, protection, promotion and realization of specific human rights of the target groups of the development programmes.</p>	<p>development commences.</p> <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Assessment of applying a HRBA to select development programmes continues - Capacity strengthening for applying a HRBA to development continues. <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Assessment of applying a HRBA to select development programmes continues - Capacity strengthening for applying a HRBA to development continues. 	<p>assess.</p> <ul style="list-style-type: none"> ▪ Action: Assessment of selected programmes. <p>2 Activity Result: Capacities strengthened for applying a HRBA to development programmes.</p> <ul style="list-style-type: none"> ▪ Action: Workshops on applying the assessment methodology for those responsible for undertaking the assessment of HRBA application. ▪ Action: Workshops on applying HRBA for those implementing the selected development programmes. <ul style="list-style-type: none"> • Action: Workshop on safe and healthy work environment for public sector employers and employees. • Action: Workshop on safe and healthy work environment for public sector employers and employees. 	<p>Human Rights NGOs contracted to monitor progress in application of HRBA in the programmes selected.</p> <p>National Consultants.</p> <p>International Consultants.</p>	
<p>Output 4: National system for the protection and promotion of human rights established.</p> <p>Baseline: Survey of national system at start of project.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Effectively functioning National Human Rights Institution • Effectively functioning human rights defenders in Bahrain. • Effective exercise of freedom of expression, association and assembly in Bahrain 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - National Human Rights Institution established in Bahrain. - Revised law on NGO adopted. - New press law adopted. <p>Targets (year 2)</p> <ul style="list-style-type: none"> - National Human Rights Institution strengthened in Bahrain. - Implementation of the NGO law is monitored. - Implementation of the press law is monitored. <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Internal and external evaluation of the operation of the National 	<p>1 Activity Result: National Human Rights Institution established and strengthened in Bahrain.</p> <ul style="list-style-type: none"> ▪ Action: Workshop on mandate and functions of National Human Rights Institutions: Regional and Comparative experiences. ▪ Action: Capacity strengthening workshop for the Secretariat of the National Human Rights Institution. <p>2 Activity Result: Reform of the NGO Committee and the laws under which it functions.</p> <ul style="list-style-type: none"> ▪ Action: Workshop on the UN Human Rights Defenders Declaration: Regional and Comparative experiences with laws and 	<p>OHCHR and UNDP for the workshop on National Human Rights Institutions in partnership with the National Committee.</p> <p>UN Special Representative on Human Rights Defenders invited by the National Committee as a resource person for the workshop.</p> <p>National Consultants.</p> <p>International Consultants.</p>	<p>\$ 180,000</p>

<p>Human Rights Commission. -- Internal and external evaluation of the implementation of the NGO law. - Internal and external evaluation of the implementation of the press law.</p>	<p>institutions regulating NGOs. ▪ Action: Monitoring implementation of the NGO law. ▪ Action: Evaluation of the implementation of the NGO law and of the press law.. 3. Activity Result: Effective exercise of freedom of expression , association and assembly in Bahrain • Action: Workshop on the Draft Press law and international human rights standards. • Action Workshop on international human rights standards to sensitize officials dealing with the diverse aspects of exercise of freedom of assembly, association and expression in Bahrain. • Action: Workshop on international human rights standards to sensitize individuals, groups and members of the public involved in the diverse aspects of exercise of freedom of assembly, association and expression in Bahrain.</p>		<p>\$ 390,000</p> <p>MoFA with National Human Rights Institution of Bahrain once established, relevant Parliamentary Committees, and Ministries involved in decision-making regarding ratification and/or responsible for reporting.</p>
<p>Human Rights Commission. -- Internal and external evaluation of the implementation of the NGO law. - Internal and external evaluation of the implementation of the press law.</p>	<p>1 Activity Result Bahrain's institutions dealing with ratification of international human rights instruments are strengthened. • Action: Workshop on studying an international human rights treaty with a view to ratification. • Action: Developing a methodology for undertaking such a study. • Action: Workshop on capacity-building for applying such a methodology.</p>	<p>Targets (year 1) - Strengthening of Bahrain's institutions dealing with ratification of international human rights instruments commences. - Strengthening of Bahrain's capacities for national legislative incorporation and for harmonization of existing laws commences. - Strengthening of Bahrain's</p>	<p>Output 5: A strengthened human rights normative framework in Bahrain established. <i>Baseline:</i> Bahrain's record regarding ratification, national incorporation and reporting under international human rights instruments at start of the project. <i>Indicators:</i> Bahrain's record regarding</p>

<p>ratification, national incorporation and reporting under international human rights instruments at the end of the project</p>	<p>capacities for human rights reporting, both internationally commences. Targets (year 2) - Strengthening of Bahrain's institutions dealing with ratification of international human rights instruments continues. - Strengthening of Bahrain's capacities for national legislative incorporation and for harmonization of existing laws continues. - Strengthening of Bahrain's capacities for human rights reporting, both internationally continues. Targets (year 3) - Strengthening of Bahrain's institutions dealing with ratification of international human rights instruments continues. - Strengthening of Bahrain's capacities for national legislative incorporation and for harmonization of existing laws continues. - Strengthening of Bahrain's capacities for human rights reporting, both internationally continues.</p>	<p>2. Activity Result: Bahrain's capacities for national legislative incorporation and for harmonization of existing laws are strengthened.</p> <ul style="list-style-type: none"> • Action: Capacity-building workshop on national legislative incorporation of international human rights instruments. • Action: Capacity-building workshop on harmonization of existing laws with international human rights instruments. <p>3. Activity Result: Bahrain's capacities for human rights reporting, both internationally are strengthened.</p> <ul style="list-style-type: none"> • Action: Capacity-building workshop on national implementation of obligations under international human rights instruments. • Action: Capacity-building workshop on reporting under international human rights instruments. • Action: Workshop on Implementing UPR Pledges, Voluntary Commitments and Outcomes: Regional and Comparative experiences. • National Seminar to discuss the initiation of a Bahrain Human Rights Yearbook. 	<p>National Consultants. International Consultants.</p>	<p><i>Total budget for five Outcomes:</i> \$ 1,170,000</p>
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Annual Work Plan:

Year: July 2008 to June 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>Output 1 Bahrain's human rights data base and human rights information systems are strengthened.</p> <p>Baseline: Results of the 'assessment study' envisaged as activity 1.</p> <p>Indicators: Improved information available for reporting to the human rights treaty bodies. Increased utilization of the human rights information by</p>	<p>Activity Result</p> <p>1. Activity Assessment of existing human rights information is published.</p> <ul style="list-style-type: none"> ▪ Action: Design of Assessment study ▪ Action: Conduct of Assessment study <p>2. Activity Result: <i>National Plan</i> is drafted and adopted - Action: <i>National Plan</i> drafted.</p>	x	X	X	X	<p>Design of study by experienced international consultant working with the MoFA team.</p> <p>Conduct of the study by a contracted research institution under supervision of the National Committee on UPR Implementation</p>			

<p>both rights-holders and duty-bearers.</p> <p>Targets:</p> <ul style="list-style-type: none"> - Assessment study completed - Capacity development starts - Development of a <i>National Plan to Strengthen Bahrain's Human Rights Data Base and Information Systems</i> begins <p>Related CP outcome: Basis laid for inclusive governance.</p>														
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<p>Output 2 Bahrain's implementation of human rights is improved. <i>Baseline:</i> Report prepared by the OHCHR for Bahrain's UPR compiling findings of treaty bodies and special procedures. <i>Indicators:</i> Enhanced respect, protection, promotion and realization of human rights in Bahrain. <i>Targets:</i> - Human rights assessment of implementation of existing laws, measures and programmes commences. - Capacity development on implementation and enforcement of laws commences <i>Related CP outcome:</i> Participatory governance enhanced. Gender equality and empowerment improved. Equitable growth enabled.</p>	<p>Activity Result 1 Activity Result: Human Rights Assessment of implementation of existing laws measures and programmes. ▪ Action: Development of an assessment methodology. ▪ Action Assessment of implementation is undertaken.</p> <p>3 Activity Result Capacities strengthened for more effective implementation. ▪ Action Workshop on applying the assessment methodology for those responsible for undertaking the assessment of implementation. Action Workshop on strengthening enforcement of laws for police and those involved in law enforcement.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MoFA, staff of other Ministries and Authorities. National Committee to supervise. Human Rights NGOs contracted to monitor implementation progress</p>	
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<p>Output 3 Application of a Human Rights-based Approach to all development activity in Bahrain. <i>Baseline:</i> Initial assessments of application of HRBA. <i>Indicators:</i> Impact on respect, protection, promotion and realization of specific human rights of the target groups of the development programmes. <i>Targets:</i> - Assessment of applying a HRBA to select development programmes commences - Capacity strengthening for applying a HRBA to development commences. <i>Related CP outcome:</i> Participatory governance enhanced. Gender equality and empowerment improved. Equitable growth enabled</p>	<p>Activity Result 1 Activity Result: Assessment of application of HRBA to select development programmes. ▪ Action: Development of an assessment methodology. ▪ Action: Selection of programmes to assess. ▪ Action: Assessment of selected programmes.</p> <p>2 Activity Result; Capacities strengthened for applying a HRBA to development programmes. ▪ Action: Workshop on applying the assessment methodology for those responsible for undertaking the assessment of HRBA application. ▪ Action: Workshop on applying HRBA for those implementing the selected development programmes. ▪ Action: Workshop on safe and healthy work environment for public sector employers. Action: Workshop on safe and healthy work environment for private sector employers.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MoFA, staff of other Ministries and Authorities. National Committee to supervise. Human Rights NGOs contracted to monitor progress in application of HRBA in the programmes selected</p>
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<p>Output 4 Output 4: National system for the protection and promotion of human rights is established. <i>Baseline:</i> Survey of national system at start of project. <i>Indicators:</i> Effectively functioning National Human Rights Institution Effectively functioning human rights defenders in Bahrain. Effective exercise of freedom of expression, association and assembly in Bahrain <i>Targets:</i> - National Human Rights Institution established in Bahrain. - Revised law on NGO adopted. - New press law adopted.</p> <p><i>Related CP outcome:</i> Participatory governance enhanced. Gender equality and empowerment improved. Equitable growth enabled.</p>	<p>Activity Result Activity 1 Activity Result: National Human Rights Institution established and strengthened in Bahrain. ▪ Action: Workshop on mandate and functions of National Human Rights Institutions: Regional and Comparative experiences.</p> <p>2 Activity Result: Reform of the NGO Committee and the laws under which it functions. ▪ Action: Workshop on the UN Human Rights Defenders Declaration: Regional and Comparative experiences with laws and institutions regulating NGOs.</p> <p>3. Activity Result: Effective exercise of freedom of expression, association and assembly in Bahrain Action: Workshop on the Draft Press law and international human rights standards.</p>	<p>x</p> <p>x</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>x</p>	<p>OHCHR and RBAS for the workshop on National Human Rights Institutions in partnership with the National Committee.</p> <p>UN Special Representative on Human Rights Defenders invited by the National Committee as a resource person for the workshop.</p>			
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<p>Output 5 A strengthened human rights normative framework in Bahrain. <i>Baseline:</i> Bahrain's record regarding ratification, national incorporation and reporting under international human rights instruments at start of the project. <i>Indicators:</i> Bahrain's record regarding ratification, national incorporation and reporting under international human rights instruments at the end of the projects. <i>Targets:</i> - Strengthening of Bahrain's institutions dealing with ratification of international human rights instruments commences. - Strengthening of Bahrain's capacities for national legislative incorporation and for harmonization of existing laws commences. - Strengthening of Bahrain's capacities for human rights reporting, both internationally commences.</p> <p><i>Related CP outcome:</i> Participatory governance enhanced. Gender equality and empowerment improved. Equitable growth enabled.</p>	<p>Activity Result 1 Activity Result Bahrain's institutions dealing with ratification of international human rights instruments are strengthened. Action: Workshop on studying an international human rights treaty with a view to ratification. 2 Activity Result: Bahrain's capacities for national legislative incorporation and for harmonization of existing laws are strengthened. Action: Capacity-building workshop on national legislative incorporation of international human rights instruments. 3. Activity Result: Bahrain's capacities for human rights reporting, both internationally are strengthened. Action: Capacity-building workshop on national implementation of obligations under international human rights instruments.</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>MoFA with National Human Rights Institution of Bahrain once established relevant Parliamentary Committees, and Ministries involved in decision-making regarding ratification and/or responsible for reporting.</p>			

Quality Management for Project Activity Results

OUTPUT 1

OUTPUT 1: Strengthened human rights database and human rights information systems in Bahrain.	
Activity Result 1 Atlas ID: 00062339	<i>Assessment of existing human rights information/database</i> Start Date: At very start of project. End Date: At end of first year of project.
Purpose	<i>Identify and plan to rectify gaps in existing human rights information/database</i>
Description	<i>Design and conduct assessment study</i>
Quality Criteria Study design to conform to treaty-body reporting requirements. Study conducted in strict conformity to design.	Quality Method Determining whether study has identified and rectified gaps in existing data. Determining whether human rights information systems have been strengthened. Date of Assessment At completion of design of assessment study. At completion of study.
Activity Result 2 Atlas ID: 00062339	<i>Implementation of National Action Plan on Strengthening Human Rights Information Systems.</i> Start Date: At start of second year of project. End Date: At end of the project.
Purpose	<i>Strengthen the human rights data base and information systems in Bahrain.</i>
Description	<i>Drafting, implementing and evaluating the National Action Plan on Strengthening Human Rights Information Systems.</i>
Quality Criteria Feasibility and effectiveness of Plan.	Quality Method Stakeholder evaluation of implementation of the Plan. Date of Assessment At completion of drafting of the Plan. At end of each year of implementation of the Plan.
Activity Result 3 Atlas ID: 00062339	<i>Capacity development</i> Start Date: At start of project. End Date: At end of project.
Purpose	<i>Strengthen capacities to design, conduct and assess results of the Assessment Study. Strengthen capacities to draft, implement and evaluate the National Plan. Strengthen capacities for utilization of the human rights information.</i>

Description	<i>Six workshops for the researchers, MoFA, government and civil society.</i>		
Quality Criteria Extent of knowledge and capacities enhanced at end of each workshop. Degree of utilization of the human rights information.	Quality Method .Internal and external evaluation at end of each workshop. Internal and external assessment of utilization of human rights information at end of each year.		Date of Assessment At end of each workshop. At end of each year.

OUTPUT 2

OUTPUT 2: Improved implementation of human rights in Bahrain.		
Activity Result 1 Atlas ID: 00062339	<i>Human rights assessment of implementation of select laws measures and programmes.</i>	Start Date: At start of project. End Date: At end of project.
Purpose	<i>Improve implementation of human rights laws, measures and programmes.</i>	
Description	<i>Assessment of implementation. Capacity strengthening workshops on more effective implementation.</i>	
Quality Criteria Priorities of treaty bodies and special procedures to determine which programmes are selected for strengthening implementation.	Quality Method Identify obstacles to implementation. Apply measures to address such obstacles.	Date of Assessment At end of each assessment.
Activity Result 2 Atlas ID: 00062339	<i>Strengthened capacities for implementation.</i>	Start Date: At start of project. End Date: At end of project.
Purpose	<i>More effective implementation of human rights laws measures and programmes.</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria Capacity strengthening efforts reflect findings of treaty bodies and special procedures.	Quality Method Internal and external evaluation at end of each workshop.	Date of Assessment At end of each workshop.

OUTPUT 3

OUTPUT 3: Application of a Human Rights-based Approach to all development activity in Bahrain.		
Activity Result 1 Atlas ID: 00062339	<i>Assessment of application of HRBA in select development programmes.</i>	Start Date: At start of project. End Date: At end of project.
Purpose	<i>Encourage application of HRBA in all development activity in Bahrain.</i>	
Description	<i>HRBA assessment of select development programmes. HRBA capacity strengthening workshops.</i>	
Quality Criteria The UN Common Understanding is strictly followed.	Quality Method Design of HRBA assessment methodology. HRBA criteria used for selection of the development programmes.	Date of Assessment At conclusion of each programme assessment. At end of each workshop conducted.
Activity Result 2 Atlas ID: 00062339	<i>Capacity strengthening for applying a HRBA to programme implementation.</i>	Start Date: End Date:
Purpose	<i>Encourage application of HRBA in all development activity in Bahrain.</i>	
Description	<i>Workshops on assessment and application of HRBA to development programmes. Workshops on safe and healthy work environment for public and private sector.</i>	
Quality Criteria Materials for Action 2 training will be contextualized and used.	Quality Method Internal and external examination of the results of the assessment studies. Internal and external evaluation of each capacity-strengthening workshop.	Date of Assessment At conclusion of each programme assessment. At end of each workshop conducted.

OUTPUT 4

OUTPUT 4: Establishment of a National system for the protection and promotion of human rights in Bahrain.			
Activity Result 1 Atlas ID: 00062339	National Human Rights Institution established and strengthened in Bahrain.		Start Date: First quarter of the first year of the project. End Date: Last quarter of the second year of the project.
Purpose	Generate discussion about the possible mandate and roles of a National Human Rights Institution in Bahrain in light of regional and comparative experiences. Strengthen capacity of the Secretariat of such National Institution.		
Description	Two workshops conducted.		
Quality Criteria Contextualized application of the Paris Principles.	Quality Method Internal and external evaluation of the two workshops.	Date of Assessment At end of each workshop.	
Activity Result 2 Atlas ID: 00062339	Reform of the NGO Committee and the laws under which it functions.		Start Date: First quarter of the first year of the project. End Date: Last quarter of the first year of the project.
Purpose	Create an enabling environment for NGOs to work in Bahrain.		
Description	Workshop on UN Human Rights Defenders Declaration. Monitoring and evaluation of the implementation of the NGO law in Bahrain.		
Quality Criteria Conformity with the norms, principles and standards contained in the UN Human Rights Defenders Declaration.	Quality Method Internal and external monitoring and evaluation.	Date of Assessment At end of workshop. Periodic (at least annual) monitoring and evaluation of the implementation of the law.	
Activity Result 3 Atlas ID: 00062339	Promotion of freedom of expression association and assembly in Bahrain		Start Date: First quarter of the first year of the project. End Date: Last quarter of the second year of the project.
Purpose	Effective exercise of freedom of expression association and assembly in Bahrain		

Description	Three workshops conducted.		
Quality Criteria Full conformity with international human rights standards.	Quality Method Internal and external evaluation.	Date of Assessment At end of each workshop.	

OUTPUT 5

OUTPUT 5: A strengthened human rights normative framework in Bahrain.			
Activity Result 1 Atlas ID: 00062339	Promoting ratification of international human rights treaties.		Start Date: First year of project. End Date: End of project.
Purpose	Promoting ratification of international human rights treaties		
Description	Developing and applying a methodology for conducting ratification studies.		
Quality Criteria Application of the General Comments of the respective treaty bodies.	Quality Method Internal and external monitoring and evaluation.	Date of Assessment When the methodology has been developed and when it is being applied.	
Activity Result 2 Atlas ID: 00062339	Strengthening Bahrain's capacities for national legislative incorporation and for harmonization of existing laws'		Start Date: First quarter of the first year of the project. End Date: End of project.
Purpose	Enhanced national legislative incorporation of international human rights standards.		
Description	Two workshops conducted.		
Quality Criteria Application of the General Comments and Concluding Observations of the respective treaty bodies	Quality Method Internal and external evaluation.	Date of Assessment At the end of each workshop.	
Activity Result 3 Atlas ID: 00062339	Strengthening Bahrain's capacities for human rights reporting		Start Date: First quarter of the first year of the project. End Date: End of project.
Purpose	Bahrain's capacities for human rights reporting, both internationally are strengthened.		

Description	Two workshops conducted.		
Quality Criteria Application of the General Comments and Concluding Observations of the respective treaty bodies	Quality Method Internal and external evaluation.	Date of Assessment At the end of each workshop.	

ANNEX 2

STRENGTHENING HUMAN RIGHTS CAPACITIES IN BAHRAIN

A Strategic Plan of Action

Rationale

Since 2001, Bahrain has been implementing a wide-ranging set of governance reforms aimed at securing democracy and the rule of law in Bahrain. It has become clear however that underpinning the success of such reforms must be the enhancement of respect for, protection, promotion and realization of human rights. Accordingly, Bahrain has availed of the opportunity of its Universal Periodic Review (UPR) by the UN Human Rights Council to adopt an *Action Plan on Implementation of Bahrain's UPR Outcomes* which seeks to:

- Strengthen national institutions for the promotion and protection of human rights in Bahrain.
- Enhance the protection of vulnerable groups in Bahrain.
- Promote the further realization of specific human rights in Bahrain.

Implementing this *Action Plan* requires accelerated development and strengthening of a wide range of human rights capacities in Bahrain, as set out below.

The Range of Human Rights Capacities Involved

The participatory stakeholder process that Bahrain used to prepare its UPR Report and the resulting *Action Plan on Implementation of Bahrain's UPR Outcomes* identifies a range of interrelated human rights capacities involved:

- Capacities to assess, and make more effective utilization of existing human rights information in terms of Bahrain being able to fulfill its reporting obligations under international human rights treaties in a more timely manner within the Ministries and authorities responsible for reporting.
- Related capacities to further develop and sustain Bahrain's human rights data-base and its human rights information system, both governmental and nongovernmental within the Ministries and authorities responsible for the generation and compilation of human rights information and within the institutions involved in disseminating and promoting utilization of such information..
- Capacities to accelerate the creation of an independent and effective national human rights institution in Bahrain within those involved in the design and setting of the mandate of such institution as well as the Commissioners and Secretariat of such institution.
- Capacities to strengthen the judiciary and other institutions entrusted to provide effective remedies and redress in Bahrain. This includes those involved (notably judges and judicial administration personnel, lawyers and their clients, NGOs, media and civil society) in the administration of both criminal and civil justice in Bahrain.
- Capacities for human rights-sensitive and human rights-compliant law enforcement notably within the police, prosecutors and the staff of centers of detention and incarceration.

- Capacities for equitable and effective implementation of policies, laws, programs and projects of development ensuring the application of a human rights-based approach in all development activities in Bahrain.
- Capacities to strengthen Bahrain's normative human rights framework by focusing on those responsible for studying and making recommendations as to ratification of human rights instruments as yet unratified by Bahrain.

The Strategy Planned

- Given the urgency and need for accelerated capacity-development, a training of trainers approach will be used with a strong emphasis on commitment to replication. Focus on a core team within the Ministry of Foreign Affairs will be accompanied by simultaneous focus on teams within the Ministries and authorities that were involved in preparation of Bahrain's UPR Report and/or were members of Bahrain's UPR delegation to Geneva.
- In all cases, initial introductory workshops will be followed by further, in-depth specialized trainings.
- Generation of contextually relevant materials in both English and Arabic languages will be a priority. So too will be the creation of a core pool of locally-based trainers, to ensure sustainability.
- Self-learning and distance-learning methods will be utilized as appropriate.
- Emphasis will be placed on development of locally relevant benchmarks, indicators, measures and methods. From the outset, methods of impact assessment and evaluation of the training activities will be designed and applied.
- Again, given the urgency and need for accelerated capacity-development, capacity-development activities will not be delayed until capacity assessment activities have been undertaken. Systematic capacity assessment is planned as part of the assessment of existing human rights information on Bahrain mentioned above. But, in the interim, human rights capacity assessment and needs assessment will be an integral component in the design of all training activities.

ANEX III

OFFLINE RISK LOG

Project Title: Supporting Implementation of Bahrain's Universal Periodic Report (UPR) Action Plan	Award ID: 00050450 Date: 7/9/2008
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Contextually inappropriate development of research methodologies and capacity-building workshops.	At time of project proposal development	Operational	P = 2 I = 4	Care in selection of technical expertise. MoFA to be consulted at every step.	UNDP, MoFA.	At the moment, the drafter of the Project Document.	June 10, 2008.	Potentially non-existent and avoidable.
2	Staff turnover in Ministry and lack of core staff being designated for the Project	At time of project proposal development	Organizational	P = 1 I = 4	Ministry well-aware of the risk and committed to avoid.	MoFA	At the moment, the drafter of the Project Document	June 10, 2008.	Potentially non-existent and avoidable
3	Problems of inter-Ministerial coordination e.g. Interior and Justice.	At time of project proposal development	Political	P = 1 I = 4	Ministry well-aware of the risk and committed to avoid.	MoFA	At the moment, the drafter of the Project Document	June 10, 2008	Potentially non-existent and avoidable
4	Sustainability	At time of project proposal development	Strategic	P = 1 I = 4	Priority to national and local capacity-building	UNDP and MoFA	At the moment, the drafter of the Project Document	June 10, 2008	Potentially non-existent and avoidable

Project Budget

Outputs	Budget \$
Output 1: Bahrain's human rights data base and human rights information systems are strengthened.	<i>\$ 155,000</i>
Output 2: Bahrain's implementation of human rights improved.	<i>\$ 235,000</i>
Output 3: Application of a Human Rights-based Approach to all development activity in Bahrain conducted.	<i>\$ 210,000</i>
Output 4: National system for the protection and promotion of human rights established.	<i>\$ 180,000</i>
Output 5: A strengthened human rights normative framework in Bahrain established.	<i>\$ 390,000</i>
Sub-total	<i>\$ 1,170,000.00</i>
GMS (ex-COA) at 3%	<i>\$ 35,100.00</i>
TOTAL	\$ 1,205,100.00

Schedule of payment;

July 2008	\$ 450,000.00
Feb 2009	\$ 375,000.00
Nov 2009	\$ 380,100.00

	\$1,205,100.00