



**United Nations Development Programme**  
**Country: Bahrain**  
**Programme Document**

**Project Title:** Support to the Implementation of the National Strategy for the Advancement of Bahraini Women

**UNDP Expected CP Outcome(s):**

- Gender equity and empowerment, particularly women and youth
- Enhanced environment for equitable, job creating and sustainable economic growth

**UNDP Expected Output(s):**

- Mainstreaming of gender programmes and indicators into key national programmes carried-out.
- Empowerment: Increased participation of women and youth in decision making in political and social sectors.
- Women Economic Empowerment:** Economic Empowerment of Women institutionalized with particular emphasis on poor women.

**Implementing Partner:** General Secretariat of the Supreme Council for Women

**Brief Description**

Within the framework of cooperation between the General Secretariat of the Supreme Council for Women and UNDP for the implementation of the national strategy for the advancement of Bahraini women, this document represents the areas of joint work between the two sides in some programmes and projects that are consistent with the priorities of the Supreme Council for Women.

The programme addresses the need to build and strengthen national capacity for advocating and mainstreaming women's needs, in line with the National Strategy for the Advancement of Bahraini Women, into various development processes in the Kingdom of Bahrain, thus contributing to the empowerment of Bahraini women. The programme shall achieve the following results: strengthened national capacity for development and delivery of services and to sustain processes for economic and political empowerment of women in the Kingdom of Bahrain; as well as enhanced promotion of inclusive growth, human rights and participatory governance in accordance with international norms.

UNDP will support the Supreme Council for Women to execute the programme and create an enabling environment in which the links between all components and outputs of the programme are maintained. The programme shall utilize the experience and expertise of the United Nations, civil society organizations, private sector and academia for the implementation for the project with a view to seek new and innovative solutions to development problems in accordance with the objectives of the programme.

**In the Project Document attached, any reference to the term "Gender" means women's needs and any reference to the term "Gender Mainstreaming" refers to integrating women's needs as per the National Strategy for the Advancement of Bahraini Women.**

Programme Period:	<u>2009 – 2012</u>	Total resources required	\$ 2,286,000
Key Result Area (Strategic Plan)	_____	Total allocated resources:	\$ 2,286,000
Atlas Award ID:	_____	GMS (3%)	\$ 68,580
Start date:	<u>May 2009</u>	• Regular	0
End Date	<u>May 2012</u>	• Government of Bahrain	\$ 1,177,290
PAC Meeting Date	<u>March 5, 2009</u>	• SCW	\$ 1,177,290
Management Arrangements	National Implementation	<b>Total Budget</b>	<b>\$ 2,354,580</b>

The total cost of the programme will be equally shared between the Supreme Council of Women and the Government of Bahrain; i.e. with an amount of \$1,177,290 each and as per the following schedule of payments:

<u>Date payment due</u>	<u>Amount (US \$)</u>
a. September 2009	528,940
b. March 2010	439,951
c. March 2011	208,398

Agreed by Supreme Council for Women:



Date: 17<sup>th</sup> May 2009

Agreed by UNDP:



Date: 17<sup>th</sup> May 2009

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## I. SITUATION ANALYSIS<sup>1</sup>

### Background

An absolute majority of 98.4% of the Bahraini people approved the National Action Charter (NAC) in a general referendum in 2000. The issuance of the NAC led to important political, constitutional and legal changes, the most salient being the amendment of the Constitution on 14 February 2002, the holding of the first free parliamentary elections for the Council of Representatives, and the promulgation of many laws to harmonize with the political, economic and constitutional developments and the start of a new era in Bahrain's history. Bahraini women have participated in the preparation of the National Action Charter (2001) and participated in the referendum process on the National Charter with a percentage of 49%.

Bahrain joined many treaties and agreements on human rights<sup>2</sup>. It has also acceded to a number of UN conventions directly or indirectly concerning women. Bahrain acceded to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 2002.

Within the national reform process, in October 2001, the Supreme Council for Women (SCW) was established as an advisory body and the national machinery responsible for all Bahraini women's issues and affairs. The SCW is responsible for a number of primary missions: i) recommending public policy to develop women's affairs to enable women to perform their role in public life; ii) formulating draft national plans to promote women and solve the problems they face in all fields; iii) reviewing laws and legislation on women to surmount difficulties facing them; and iv) recommending relevant laws.

In 2007, the SCW has developed the National Strategy for the Advancement of Bahraini Women. The implementation of is a key priority for the Supreme Council for Women.

### Political and Public Participation

As a result of the trend toward renewal and change, Bahraini women achieved many key gains regarding rights and freedoms, the most important being granted full political rights.

In 2002, 31 Bahraini women and 275 Bahraini men stood for municipal elections. Although no women made it to the second round, 51% and 55% of Bahraini women voted in the first and second rounds respectively. In addition, five women and 160 men stood for elections in 2006. No woman won.

Bahraini women participated in parliamentary elections as candidates and voters in 2002. Eight women and 169 men stood for elections. No woman won. However, two women candidates reached the second round. The percentage of women who voted is 47.7%. Bahraini women also

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<sup>1</sup> Sources:

1. Paper on Women in Decision Making Positions in Bahrain, Supreme Council for Women
2. Bahrain's Combined initial and second periodic reports to CEDAW, Kingdom of Bahrain
3. Report on "Women Entrepreneurs in the Middle East and North Africa: "Characteristics, Contributions and Challenges", IFC and CAWTAR
4. Bahrain's Response to the Questionnaire on Implementation of the Beijing Platform for Action (1995) and the Outcome of the Twenty-Third Special Session of the General Assembly (2000) UN Department of Advancement of Women, Women Watch Review Report on Bahrain
5. Arab Human Development Report 2005: Towards the Rise of Women in the Arab World, UNDP

<sup>2</sup> The International Covenant on Economic, Social and Cultural Rights; the International Covenant on Civil and Political Rights; the International Convention on the Elimination of All Forms of Racial Discrimination; the Convention on the Elimination of All Forms of Discrimination against Women; the Convention against Torture and Other Cruel, Inhumane or Degrading Treatment or Punishment and the Convention on the Rights of the Child

voted and ran in the 2006 parliamentary elections; 16 women and 190 men ran, and one woman won unopposed.

Rigorous efforts were exerted to increase women participation in public and political life. For example, in 2005, the SCW has implemented an "Action Plan for Political Empowerment of Women" in partnership with UNDP. The project was designed to raise society's awareness of the importance of women's political participation, encourage women to exercise their political rights and train potential women candidates on political activity mechanisms and on methods for succeeding in political activity through roundtables and workshops.

The SCW has also organized numerous workshops and training courses on the Constitution, election regulations, and laws regulating political rights in cooperation with the University of Bahrain .These activities started in the last quarter of 2004 and ran continuously until the start of parliamentary and municipal elections in late 2006. The SCW also concluded several cooperation protocols with ministries and state institutions. These protocols are key in supporting women's participation in the formulation and implementation of development plans.

For its part, the Council of Representatives passed the Law on Political Associations in July 2005. This law permits citizens to establish, join and organize the activity of political associations. Moreover, the Bahrain Institute for Political Development was established in 2005. The institute holds courses and organizes workshops on political participation and the importance thereof. It also raises political and legal awareness among various Bahraini groups and emphasizes the importance of women's participation in political life. A woman chairs the institute's Board of Trustees.

In the civil sector, there are 15 women's associations, 15 women's committees emanating from religious and professional associations, one women's charity association, and one women's professional association. The 2006 statistics prove Bahraini women's active participation in civil society organizations of different entities; however, Bahraini women participation in and occupation of decision making processes positions within these organizations is markedly lower than hoped.

Women now also have a presence in labour unions, among 34 labour unions there are 4 unions which are chaired by women and who formed 22.5% of the board members of these unions and 33% of the total number of members in 2002.

Despite all the above, the fact remain that women continue to be underrepresented in public and political life and in decision making positions, particularly in the Council of Representative and in Municipal Councils. Many impediments still block Bahraini women's participation in politics and public life, including: social legacies and prevailing beliefs that do not approve of women's participation in politics or public life and women's lack of awareness of their political rights and the necessity of their participation in political and public life.

## **Employment and Economic Condition of Women**

As for Bahraini women's economic activity; records show that the Bahraini women represent 34.3% of the total workforce recorded at the Civil Service Bureau. In 2006, the percentage of women working in the private sector workforce reached 26% while women occupied 43.3% of the workforce in the public sector.

Despite the scarcity of data on the number of women entrepreneurs, there are indications that their numbers are steadily on the rise. The number of women employers rose from 193 in 1991 to 815 in 2001 – a 322 per cent increase. Quite a number of these are family owned, as is generally the case with economic ventures in Arab countries.

Bahrain has endeavoured to eradicate the causes of female poverty by providing training aimed at turning needy families into productive families and by creating new markets for the sale of items produced by such families. It has also sought to activate decrees and civil legislation to raise the

standard of living. Decrees have been promulgated by the executive to increase salaries and adjust allowances for both women and men, whether in the public or private sector, as well as extend the loan scheme for micro-enterprises to both.

Despite progress made and continued efforts, detailed statistical data on the economic situation of women is still lacking.

Measures have been taken by different, mainly governmental, institutions for strengthening women's production and economic capabilities. However, obstacles to the achievement of that objective consist primarily of women's lack of full awareness of their entitlement to the family and economic benefits stipulated by legislation, limited access to financial credit and lack of knowledge of loan management and investment methods.

### **Mainstreaming the Needs of Women into National Plans**

A deliberate effort needs to be exerted in order for women's needs to be mainstreamed into the national plans. More awareness raising and advocacy campaigns are required for the public as well as for people in public decision making positions on the necessity and benefits of mainstreaming women's need for an equitable growth.

### **Summary**

Bahraini women have made achievements on the path to equality with men on different levels and in different sectors of society, including health, education, political participation, and work. Men and women are also equal before the law and judiciary.

Important measures and decisions have been taken to eliminate all forms of discrimination against women in Bahrain. However, actual implementation of such measures still requires greater effort.

The equality of men and women; especially the political and economic fields, still faces many obstacles; most salient being social legacies, customs, traditions, society's prevailing view of women, the occasional gap between legal provisions and de facto application, women's lack of full awareness of their constitutional and legal rights as well as the lack of general societal awareness on the issues and rights of women.

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## II. STRATEGY

UNDP's work in gender equality uses two complementary approaches: mainstreaming gender and promoting women's empowerment. UNDP's commitment to gender mainstreaming is in observance of international conventions and treaties in the global movement for gender equality: Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), Beijing Declaration and Platform for Action, and the Millennium Development Goals (MDGs). Gender equality is a development goal in its own right (MDG 3) and is critical as a means to achieve the other MDGs.

The programme approach will be the mechanism achieving the required outputs under this initiative. The reason for this is to ensure addressing all key areas in an integrated manner with mutually supportive linkages between different outputs of this partnership programme. The programme approach would therefore further enable both the General Secretariat of the Supreme Council for Women and UNDP to include a diverse range of strategic outputs under one umbrella and framework.

The programme will support the implementation of activities intended to: build the capacity of the Supreme Council, contribute towards political and economic empowerment of Bahraini women and mainstreaming gender issues into development planning, implementation and evaluation.

During the implementation stage, each of the listed outputs will be turned into a detailed project level work plan to ensure a smooth and result-based implementation with specific targets.

The programme strategy would support capacity development of the SCW and other partners and stakeholders to adopt approaches and practices for the empowerment of women and take account of the full range of their contributions to development. Support for institutional enhancement will be provided to enable SCW articulate, plan, implement and co-ordinate women issues and programmes.

The project will also emphasize creating effective partnerships with the private sector, academia, media, public institutions, NGOs and other stakeholders. The SCW is the Implementing Partner for this programme. UNDP will support SCW for implementation of the programme through a participatory process for the provision of national and international expertise. In addition, UNDP will mobilise its global resources and experience from the Bureau for Development Policy (BDP), Regional Support Centre (RSC) and other regional UNDP offices and programmes. Other UN specialised agencies may be involved in supporting the implementation of the programme based on consultation with the SCW and subject to the decision of the Steering Committee<sup>3</sup>.

This programme shall build on, benefit from and complement previous as well as ongoing initiatives; such as the project on Microfinance, project for supporting the implementation of Bahrain's Universal Periodic Report (UPR) Action Plan and other national initiatives in line with relevant national strategies; such as Bahrain's Economic Vision 2030. The National Strategy for the Advancement of Bahraini Women provides the main guidelines for the identification, design and implementation of this programme's results and activities.

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<sup>3</sup> More on Steering Committee in Section V: Management Arrangements

### III. RESULTS AND RESOURCES FRAMEWORK<sup>4</sup>

<p><b>UNDP Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <ol style="list-style-type: none"> <li>1. Gender equity and empowerment, particularly women and youth</li> <li>2. Enhanced environment for equitable, job creating and sustainable economic growth</li> </ol> <p><b>UNDP Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p><b>Indicators:</b> Implementation plans for women's empowerment strategy. Gender mainstreaming into sectoral plans.</p> <p><b>Baseline:</b> Women's advancement strategy in place but implementation mechanism not fully developed. Systematic gender mainstreaming has been planned and is being conducted by national institutions. Gender disaggregated data is being gathered.</p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Poverty reduction strategy, Democratic Governance</p> <p><b>Partnership Strategy:</b> Key partners and their roles are given below.</p> <ol style="list-style-type: none"> <li>1. The Supreme Council for Women (SCW): will be implementing the programme and is responsible for the activities and achieving outputs</li> <li>2. UNDP will be providing technical support; other UN specialised agencies and programmes may be called upon for the same</li> <li>3. NGOs may be called upon for implementing some of the activities; subject to Steering Committee approval.</li> </ol> <p><b>Programme title and ID:</b> Support to the Implementation of the National Strategy for the Advancement of Bahraini Women</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPON-SIBLE PARTIES	INPUTS
<p><b>Output 1:</b> Institutional Capacity of the General Secretariat of the Supreme Council for Women strengthened including enhancement of Knowledge Database</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>▪ The SCW has ambitious</li> </ul>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Organizational plan for the General Secretariat of the SCW and operational processes reviewed within context of current and future plans and programmes</li> <li>- Two capacity development training sessions/ workshops on results based management (conducted)</li> <li>- Four capacity development workshops in specialized subject (conducted)</li> </ul>	<ol style="list-style-type: none"> <li>1. Development of a framework to upgrade the performance of the general secretariat of SCW in the implementation, follow up and evaluation of programmes and projects               <ol style="list-style-type: none"> <li>1.1 Review of organizational plan and operational processes for the General Secretariat of SCW that will serve to support and fulfill requirements of the National Strategy for the Advancement of Bahraini women</li> <li>1.2 Strengthen managerial systems within the general secretariat of the SCW.</li> <li>1.3 Adopt result based tools into programme development</li> </ol> </li> </ol>	SCW/ UNDP	\$756,000

<sup>4</sup> 'Gender mainstreaming' in Intended Outputs, Output Targets and Indicative Activities columns are used to refer to mainstreaming women's needs as the National Strategy for the Advancement of Bahraini Women

From this point onward in the document, the SCW refers to the General Secretariat of the Supreme Council for Women

<p>programmes with insufficient capacity to plan, implement and evaluate</p> <ul style="list-style-type: none"> <li>▪ Inadequate data on women segregated by sector and occupation</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Improved planning and monitoring skills within the general secretariat of the SCW.</li> <li>▪ National sex-disaggregated data collected, organized and analyzed</li> </ul>	<ul style="list-style-type: none"> <li>- Data gaps of CEDAW reviewed and data collection (initiated)</li> <li>- Preparation of the CEDAW report for the next cycle (started)</li> <li>- Two capacity building workshops on communication (conducted)</li> <li>- Development of framework for communicating with different stakeholders including NGOs (started)</li> <li>- Relevant national data collection (started)</li> <li>- Four capacity building activities on mainstreaming women's need<sup>5</sup> (conducted)</li> <li>- A system for monitoring and evaluation of projects and programmes (developed)</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Framework for communicating with different stakeholders including NGOs developed</li> <li>- National sex-disaggregated data collection (continued)</li> <li>- Database enhancement (started)</li> <li>- CEDAW report for the next cycle (completed)</li> <li>- Three capacity building activities for monitoring and evaluation (conducted)</li> </ul> <p>Target (year 3)</p> <ul style="list-style-type: none"> <li>- Database enhancement (continued)</li> <li>- Database fully utilized for analysing</li> </ul>	<p>and implementation.</p> <p>1.4 Organized Capacity development workshops in specialized subjects; e.g. MDG3, design of indicators and other related subjects</p> <p>1.5 Establish a team within the general secretariat of SCW working with regard to commitment to CEDAW and strengthen its capacity to</p> <p>1.5.1 Monitor and assess implementation of CEDAW report including compilation of data gaps</p> <p>1.5.2 Prepare CEDAW report for the next cycle</p> <p>1.6 Support the general secretariat of SCW in developing communication channels; e.g. network and forums, for the exchange of experience and dialogue with NGOs and other local partners on diverse women issues</p> <p>2. Develop a system for monitoring and evaluation of projects and programmes</p>		
		<p>2.1 Conduct capacity building activities for the Monitoring and Evaluation Section with regards to monitoring and evaluation of SCW programmes and projects; including impact assessment</p> <p>2.2 Develop relevant procedures as well as monitoring tools to be implemented by the General Secretariat of the SCW.</p> <p>3. Enhance an existing database based on themes and issues related to women in Bahrain</p> <p>3.1 Collect and organize available national sex-disaggregated data.</p> <p>4. Capacity building related to gender mainstreaming enhanced through training activities on required skills , e.g.:</p> <p>4.1 Planning for mainstreaming women's needs into national</p>		

<sup>5</sup> As per the National Strategy for the Advancement of Bahraini Women



	<p>poverty, employment, social conditions, etc.</p>	<p>plans  4.2 Development or use of gender mainstreaming methodologies  4.3 Development of monitoring mechanisms and tools  4.4 Setting gender sensitive indicators  4.5 Analysing for and setting of gender sensitive budgeting  4.6 Advocacy for mainstreaming women's needs into national plans  5. Programme Coordinator recruited<sup>6</sup>  6. Programme evaluated towards the end of year 2  7. Scope and result of all activities communicated through media and awareness raising campaigns</p>	
<p><b>Output 2: Political empowerment of women enhanced</b>   <b>Baseline:</b> Only one woman was able to gain parliamentary seat in 2006 elections (by default)   <b>Indicators:</b> Increased number of women elected in the 2010 Parliamentary elections</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- 2006 election report (finalized)</li> <li>- Programme for 2010 elections (developed)</li> <li>- Activities of the programme for 2010 elections (started)</li> <li>- Training activities for women candidates conducted on democracy and election processes, communication and outreach skills, role of parliamentarians and municipal councilors and other issues based on needs assessment</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Activities of the programme for 2010 elections (continued)</li> <li>- Workshops targeting women candidates related to constitutional rights, campaign</li> </ul>	<p>1. Finalize a descriptive and analytical study detailing the performance of women candidates in the 2006 parliamentary and municipal elections in Bahrain, both as voters and as candidates.  1.1 Based on the report develop a programme with diverse range of activities to improve performance of women both as voters and candidates for 2010 election that will include for example the following areas:</p> <ul style="list-style-type: none"> <li>▪ Media programmes and campaigns</li> <li>▪ Training plans for women candidates and their teams/campaign managers</li> <li>▪ Awareness programmes on roles and responsibilities of women including legal and constitutional rights</li> <li>▪ Utilising best practices from the region as well as internationally on women political empowerment</li> </ul> <p>2. Analysis of 2010 elections performed  2.1 Collect quantitative and qualitative information</p>	<p>SCW/ UNDP</p> <p>\$756,000</p>

<sup>6</sup> Activities 5, 6 and 7 serve all outputs throughout the life of the project

<p><b>Output 3: Economic empowerment of women enhanced</b></p> <p><b>Baseline:</b> Bahraini women presence in most sectors of the economy is weak.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Increased number of businesswomen</li> <li>▪ Increased number of women getting access to lines of credit</li> </ul>	<p>management skills, development challenges, team management, etc. (conducted) (<i>Around 25 training activities in total.</i>)</p> <ul style="list-style-type: none"> <li>- Analysis of 2010 Election (started)</li> </ul> <p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Analysis of 2010 Election completed and report produced</li> </ul> <p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Women and Poverty Study designed and implementation (started)</li> <li>- Initiatives for supporting poor women (started)</li> <li>- Credit schemes with financial institutions for women projects negotiated and agreed</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Women and Poverty Study (finalized)</li> <li>- Four promotional and marketing workshops devised and (implemented)</li> <li>- Four training workshops for women entrepreneurs (conducted)</li> <li>- Three seminars for NGOs on role of women in economic development and national development priorities (organized)</li> </ul> <p>Targets (year 3)</p> <p>Repeat year 2 targets (except the first one)</p>	<p>2.2 Perform analysis</p> <p>2.3 Produce report with findings and recommendations</p>	<p>SCW/ UNDP</p>	<p>\$442,000</p>
<p><b>1</b></p> <p>Prepare a comprehensive report (set of reports) on the economic and social conditions of Bahraini women including statistical situational analysis, proposed poverty combating policy and an action plan towards economic empowerment of all segments of Bahraini women</p> <p>2.4 A survey on Women and Poverty conducted</p> <ul style="list-style-type: none"> <li>1.1.1 Form a survey team</li> <li>1.1.2 Design and implement the survey</li> </ul> <p>1.2 Perform analysis of household conditions in Bahrain and economic role of women</p> <p>1.3 Review the status of women in labour market including informal sector.</p> <p>1.4 Produce and disseminate study reports</p> <p><b>2.</b> Action oriented programmes and policies identified to support women, e.g.;</p> <ul style="list-style-type: none"> <li>▪ Microfinance credits and anti-poverty programmes</li> <li>▪ Training in entrepreneurship skills</li> <li>▪ Training on marketing</li> <li>▪ Networking and best practices</li> <li>▪ Special awards and recognition</li> </ul>				

Output 4: Gender <sup>7</sup> Mainstreaming enhanced	Targets (year 1)	Procedures on mainstreaming women's needs into national plans developed and implemented	SCW/ UNDP	\$332,000
<p><b>Baseline:</b> Women's needs are not mainstreamed in national developmental processes and plans</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>▪ National programmes containing gender focused activities and targets</li> <li>▪ Gender sensitive budgeting introduced</li> </ul>	<ul style="list-style-type: none"> <li>- Tools for monitoring and compliance (developed)</li> <li>- Focal points of public institutions selected as a pilot</li> <li>- Two workshops for Focal Points (conducted)</li> <li>- Three workshops on gender mainstreaming (conducted)</li> <li>- Four pilot institutions selected for gender sensitive (budgeting)</li> <li>- Meetings, workshops and focused group discussions to define policy priorities towards mainstreaming women's needs into national plans (conducted)</li> <li>- Two workshops for media and private sector (held)</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Organise a series of workshops targeting initially the public institutions to create awareness and appreciation of development goals of gender mainstreaming and its benefits to the socioeconomic plans</li> <li>1.2 Select focal points in each public institution for additional training to support and promote mainstreaming of women needs in their respective institutions</li> <li>1.3 Contribute to expanded capacity of both male and female government personnel to work in a gender-sensitive manner, which is both inclusive and participatory, to ensure that women's perspectives are deliberately drawn into national policy dialogue and action, and their equal access to assets and resources is guaranteed.</li> <li>1.4 Disseminate methodologies and mechanisms of monitoring and analysis of gender mainstreaming</li> <li>1.5 Conduct awareness raising campaigns and measures that highlight women's potential and ability as decision makers and political actors at all levels</li> <li>1.6 Encourage and support civil society to influence the traditional gender norms</li> </ol>		
	<ul style="list-style-type: none"> <li>- Four forums and campaigns on assessment and results of gender mainstreaming (conducted)</li> <li>- Three Meetings/ workshops and forums with the legislative and executive institutions on the mechanisms and methodology of planning, monitoring and evaluation from a gender perspective (conducted)</li> <li>- Three meetings or forums and focus group discussions on progress of Bahraini women in different sectors of public and private institutions (conducted)</li> </ul>	<ol style="list-style-type: none"> <li>2. Monitoring tools with regard to mainstreaming of women's needs into national plan and compliance by government and civil society developed</li> <li>3. Enhancing awareness and capabilities of Members of Parliament and municipal councillors on their roles for women empowerment               <ol style="list-style-type: none"> <li>3.1 Review current legislation and suggest updates for effective legislations for women empowerment</li> <li>3.2 Conduct fiscal reviews with gender sensitive parameters</li> </ol> </li> </ol>		

<sup>7</sup> Mainstreaming women's needs as per the National Strategy for the Advancement of Bahraini Women

	<p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Four forums and campaigns on gender equality (conducted)</li> <li>- Focal points for all public institutions selected and trained (3 workshops)</li> <li>- Three additional public institutions develop gender sensitive budgets</li> </ul>			
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#### IV. ANNUAL WORK PLAN<sup>8</sup>

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Baseline: Indicators: Targets: Related CP outcome:	1. Activity Result -Activity action -Activity action								
Output 2 Baseline: Indicators: Targets: Related CP outcome:	1. Activity Result -Activity action -Activity action  2. Activity Result -Activity action -Activity action								
<b>TOTAL</b>									

<sup>8</sup> To be further elaborated and finalised for each output separately by the Programme Coordinator in consultation with the Steering Committee

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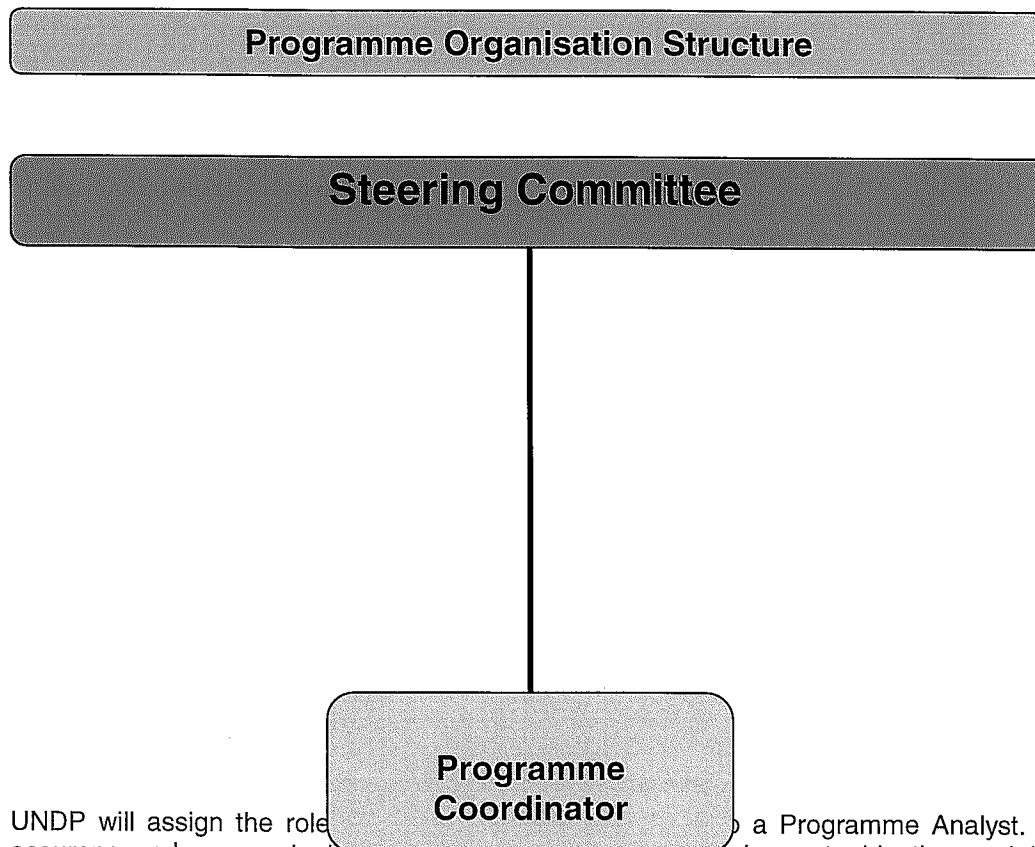
## V. MANAGEMENT ARRANGEMENTS

The programme approach will be used for achieving the required outputs. In line with the National Strategy for the Advancement of Bahraini Women, the Programme has four outcomes; which will be transformed into four projects: Strengthening of the Institutional Capacity of the General Secretariat of the SCW, Political Empowerment of Women, Economic Empowerment of Women and Gender Mainstreaming.

The programme will be nationally implemented by the General Secretariat of the Supreme Council for Women (SCW). The programme will establish a Steering Committee composed of members from the General Secretariat of the SCW and a representative of the UNDP to oversee the implementation of the programme. Different Stakeholders will be invited to the Steering Committee meetings; as deemed necessary. The Steering Committee will oversee the implementation and monitor the progress of all four outputs.

The Management of this programme will be carried out by the Supreme Council for women. This arrangement will be reviewed within 6 months of the beginning of the programme. The programme management role involves running the programme on a day-to-day basis on behalf of the Steering Committee within the constraints laid down by the Committee. The aim is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost

The organisation structure of the programme is presented in the following chart.



UNDP will assign the role of Programme Analyst. The project assurance role supports the Steering Committee by carrying out objective and independent

programme oversight and monitoring functions. The role also provides support in reporting on the contribution of the programme outputs to the relevant UNDP country office outcomes.

The Supreme Council will provide project support, including office space and other logistics support, to ensure efficient and effective management of the programme.

Some of the programme activities will be implemented with potential participation and/ or support of other relevant UN specialised agencies or regional entities.

A General Management Support fee at 3% of the total programme cost will be transferred to UNDP for the support in management of the programme.

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## MONITORING FRAMEWORK AND EVALUATION

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

### Within the annual cycle

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

### Annually

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

***An independent evaluation of the programme will be carried out towards the end of the 2<sup>nd</sup> year of the project life.***



### Quality Management for Project Activity Results<sup>9</sup>

<b>OUTPUT 1:</b> Institutional Capacity of the General Secretariat Supreme Council for Women strengthened including enhancement of Knowledge Database		
<b>Activity Result 1 (Atlas Activity ID)</b>	Development of a framework to upgrade the performance of the General Secretariat of SCW in the implementation, follow up and evaluation of programmes and projects	Start Date: Project Start End Date: Project End
<b>Purpose</b>	Building the capacity of the SCW to better manage their programmes and achieve results	
<b>Description</b>	A review of SCW organisational plan and processes. In addition, a series of capacity building activities	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
SCW processes better streamlined to achieve required results.	Assessment by relevant SCW supervisory staff	
Capacity of staff enhanced; their performance improved	Assessment by relevant SCW supervisory staff	

<sup>9</sup> To be further elaborated and finalized for each output separately by the Programme Coordinator in consultation with the Steering Committee

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## VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Kingdom of Bahrain and the United Nations Development Programme (UNDP), signed in September 1972.

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

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VII. ANNEXES

### A. Risk Log



## OFFLINE RISK LOG

**Project Title:** Support to the National Strategy for the Advancement of Bahraini Women      **Award ID:** \_\_\_\_\_      **Date:** \_\_\_\_\_

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted by	Last Update	Status
1	Patriarchal norms and social stereotypes on the roles of men and women (Social and Cultural)	Jan 2009 (before PAC)	Environmental	Resistance to change perceptions may hinder efforts on the political and even economic empowerment of women  P = 3 I = 4	Awareness raising campaigns have been launched in previous years – advocacy and sensitization activities have been designed in the programme for the public. Capacity building on advocacy and communication for NGOs is also planned	Programme Coordinator	Project developer	Before PAC	
2	Lack of buy-in and commitment from other government machineries for gender mainstreaming (Political will – government commitment)	Jan 2009 (before PAC)	Political	Different government institutions may assign different priority levels to gender mainstreaming due to resources or other constraints  P = 2 I = 3	Gender mainstreaming may have different priority level for different government institutions due to resource or other constraints	Programme Coordinator	Project developer	Before PAC	
3	Insufficient institutional/ execution capacity	Jan 2009 (before PAC)	Organizational	May affect timely implementation of the programme activities and achievement of targets  P = 2 I = 3	SCW agrees to providing Programme coordinator with programme support through existing staff in the SCW	Programme Coordinator	Project developer	Before PAC	
4	Insufficient Country Office capacity (specific elements limiting CO capacity)	Jan 2009 (before PAC)	Organizational	May affect timely implementation of the programme activities and achievement of targets  P = 1 I = 4	A dedicated Programme Analyst will perform the function of Project Assurance. She will be supported by Programme Support Professional(s)	Programme Coordinator	Project developer	Before PAC	

5	Untimely transfer of funds to UNDP from MoF	Jan 2009 (before PAC)	Financial	Will cause delay in carrying-out programme activities P = 1 I = 4	Once CPAP is signed, MoF will be a member of a Tripartite Committee discuss policy issues pertaining to ongoing projects	Programme Coordinator	Project developer	Before PAC	
6	Critical policies or legislation fails to pass or progress in the legislative process	Jan 2009 (before PAC)	Regulatory	Though may not directly affect programme activities; it may dampen the impact of efforts for the empowerment of women P = 2 I = 3	Have to focus on alternative plans to mitigate the effects	Programme Coordinator	Project developer	Before PAC	
7	Poor Project Management	Jan 2009 (before PAC)	Operational	Will hinder the progress of the project. P = 2 I = 4	Performance of the Programme Coordinator will be periodically evaluated Programme Assurance as well as monitoring mechanisms in place will also help detect issues relevant to Programme Management	Quality Assurance/ Steering committee	Project developer	Before PAC	
8	Human Error/ Incompetence of staff/ consultants	Jan 2009 (before PAC)	Operational	May delay/ prevent achievement of targets P = 2 I = 3	Clear and agreed upon Terms of Reference of both staff and consultants should help mitigate this risk. In addition to that, proper monitoring and implementation to UNDP rules and regulations with regard of hiring staff and consultants should also reduce the likelihood of this risk occurring	Quality Assurance/ Steering Committee/ Programme Coordinator	Project developer		
9	Unavailability of funds	May 2009	Financial	Will prevent carrying out activities of the project P = 2 I = 4	SCW will be committed to exert efforts to secure funds from different sources.	Steering Committee	Project developer		