UNITED NATIONS DEVELOPMENT PROGRAMME

*Empowered lives.*
*Resilient nations.*

## PROJECT DOCUMENT
### *Bahrain*

**Project Title**: Bahrain Human Development Report 2018

**Project Number (award):** 00104018

**Implementing Partner: Direct** UNDP implementation

**Start Date:** June 1ˢᵗ, 2017,     **End Date:** December 31ˢᵗ, 2018,     **PAC date:** May 30ᵗʰ, 2017

| Brief Description |
|---|
| UNDP will work with Derasat and other key actors to develop the Third Bahrain Human Development Report (BHDR) on "Sustainable Economic Growth". While the Report will draw on the Government of Bahrain's "Economic Vision 2030", which focuses on sustainability, competitiveness and fairness, and its Government Programme of Action 2015-2018, the Sustainable Development Goals (SDGs) and the global Sustainable Development Agenda 2030 will provide the backdrop for the development prism to be adopted by the Report. <br><br> The BHDR will address the issue of sustainable economic growth, and will draw on existing data sources available from national statistical institutions, complementing work towards the SDG High-Level Political Forum (HLPF) Report for Bahrain. The Project will contribute to the achievement of the outcomes contained in the UNDP Bahrain Country Programme Document (CPD) 2017-2020, specifically as it will promote improved understanding of Bahrain's sustainable economic growth pathways, thus improving service delivery to its population while providing best practices to improve institutional effectiveness. The project will contribute to the achievement of UNDP CPD outcome 1, on economic diversification and efficient social services that are sustainable and leave no one behind. |

| Contributing Outcome UNDP CPD: OUTCOME 1: Economic diversification and efficient social services are sustainable and leave no one behind | Total resources required: | | 200,800 |
|---|---|---|---|
| | Total resources allocated: | Derasat | 170,000 |
| | Unfunded: | | 30,800 |

Agreed by:

| | |
|---|---|
| **Dr. Shaikh Abdullah bin Ahmed Al Khalifa** <br> Derasat Chairman of the Board | **Mr. Amin El Sharkawi** <br> UN Resident Coordinator <br> UNDP Resident Representative |
| Date: June 1ˢᵗ 2017 | Date: June 1ˢᵗ 2017 |

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# I.    DEVELOPMENT CHALLENGE

Human development is the process of enlarging people's freedoms and opportunities and improving their well-being. The process is about the real freedom ordinary people have to decide who to be, what to do, and how to live. It is an approach that aims at expanding the richness of human life, rather than simply the richness of the economy in which human beings live, and it is focused on people and their opportunities and choices. This concept was promoted by UNDP in 1990, developed by the economist Mahbub Ul Haq, and anchored in the Nobel laureate Amartya Sen's work on human capabilities.

To measure human development and compare it across countries, UNDP has promoted the Human Development Index (HDI), a composite index focusing on three basic dimensions of human development: health (to lead a long and healthy life, measured by life expectancy at birth); education (the ability to acquire knowledge, measured by mean years of schooling and expected years of schooling); income (the ability to achieve a decent standard of living, measured by gross national income per capita). The HDI ranges between 0 and 1, ranking countries or other geographical units, by their relative level of HDI.

In 2008, His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, launched "Economic Vision 2030", as part of the Kingdom's ambitious programme to ensure the enduring well-being and prosperity of all Bahrainis. The guiding principles of this strategy are sustainability, competitiveness and fairness. This was the setting stone for different development initiatives, institutional and economic reforms.

The Economic Vision 2030 emphasizes that "… a vision unites people and voices their consensus on the direction in which they wish to grow. A country's economic vision should be based on sound knowledge of factors that determine prosperity, be they in the area of economy, government or society." The same document continues "…economic growth must never come at the expense of the environment and the long-term wellbeing of our people…". Finally, the Vision points out that "… fairness means that all are treated equally under the law, in accordance to international human rights, and that everyone has equal access to services (education and healthcare) and that the in need are supported via training and safety nets."

In sum, the Economic Vision 2030 is promoting an agenda that is aligned with the main principles of human development and compatible with its approach to analyzing development progress in a holistic way.

Since 1990 UNDP has documented the pace and progress of human development through its Human Development Reports (HDRs). It produced 24 global reports, dozens of regional ones, and hundreds of national and even local HDRs. These reports have described, analyzed and measured development issues and proposed policy solutions, from the lens of the human development 'approach'. The production of the HDRs, particularly national ones, has contributed significantly to national capacities to gather and analyze data relevant to human development. Through excellence in research and editorial independence Human Development reporting transforms goals of human development into benchmarks, plans and approaches for national action.

The most recent global report "Human Development Report 2015: Work for Human Development" took a broad view of work, going beyond jobs and considering different activities of unpaid care work, voluntary work as well as creative work which contribute to the richness of human lives. The report provides a broad view of the status of human development around

the world, and measures the Human Development Index under which Bahrain ranked in the 45th place globally, placing it as a country with "very high" human development.

The latest Arab Human Development Report (AHDR) was published in 2016, entitled "Youth and the Prospects for Human Development in a Changing Reality". This report examined challenges and opportunities facing youth in the region, especially since the transformative changes that had swept across many Arab countries in 2011. The report provides an evidenced-based overview on youth in the region. It also seeks to stimulate a broad debate between key stakeholders and the youth themselves on the future of development in the Arab States region and best means of involving youth in shaping that future. The report argues that young people are not a problem or a burden on development; they are rather a key resource for resolving the problems of development in the region.

The AHDR concludes that Arab states can achieve a huge developmental leap and ensure durable stability if they put the empowerment of their youth at the top of their urgent priorities and harness their energy to advance development processes." The AHDR highlighted the status of youth in the Arab region, and data on Bahrain showcased different elements and their impact on Bahraini youth such as employment, importance of religion and politics on their lives, civic engagement, education, gender, health, exclusion and migration.

In the past the Kingdom of Bahrain published two national HDRs: one in 2000 (Achievements and Challenges of Human Development), and the second one in 2001 (Education & Labour Market Challenges of Human Development). Moreover, Bahrain has been included in the past six Arab HDR (AHDR) and mentioned in numerous global reports as well.

## II.   STRATEGY

In 2017 there is an opportunity for UNDP to work with the Government of Bahrain and other key actors to develop the Third Bahrain HDR (BHDR). While the Report will draw on the Government of Bahrain's "Economic Vision 2030" and its National Development Strategy 2015-2018, the Sustainable Development Goals (SDGs) and the global Agenda 2030 will provide the backdrop for the development prism to be adopted by the Report.

In the high-level Government Forum that was conducted in October 2016 under the patronage of Bahrain's Prime Minister, HRH Prince Salman bin Hamad Al Khalifa the Crown Prince and First Deputy Prime Minister highlighted that the end goal of the Economic Vision 2030 is to provide the Bahraini families with a higher income and a promising future. HRH focused on the importance of facing the challenge of the dropped oil prices through identifying alternatives sources of income for the nation. That can only be achieved through the implementation of the three main principles of Bahrain's 2030 vision: Sustainability, Competitiveness and Fairness. Following the work that started with the inception of the vision, and the ongoing efforts by the government to identify more goals and activities to help fulfil this vision, the NHDR will help map those national efforts with the current challenges.

In order to define the thematic areas that will be covered by the report, a consultative approach has been conducted with Derasat along with a research to identify the national development aspirations, taking into consideration HRH the Crown Prince's goals that were defined in the high-level Government Forum on redefining the role of public sector to partner with the private sector for the development of the economy, utilizing innovation and excellence for competitiveness, and investing in citizens to enhance the standards of living.

The national economic strategy was set in line with Economic Vision 2030, along with a Government Programme of Action (2015-2018) which highlights the different priorities and the strategies under them to achieve sustainable growth. This includes creating the suitable environment and ecosystem for economic growth, diverse resources, and the dependence on non-oil investments, along with encouraging the private sector to contribute to sustainable development though the implementation of innovative measures and achieving economic diversification. The Report will require an in-depth analysis to link Economic Vision 2030 with the issue of sustainable economic growth.

The research under this theme will be largely carried out by the Bahrain Centre for Strategic, International and Energy Studies (Derasat), and will focus on the following themes:

1. Oil, Gas and Renewable Energy
2. GCC Economic integration and Opportunities for Bahrain
3. Education and the Knowledge Economy
4. Economic diversification (tourism, logistics, ICT, infrastructure), competitiveness and innovation
5. Small and Medium Enterprises
6. Women contribution to economic growth
7. National Financing, including Islamic finance, crowdfunding and traditional finance in Bahrain

Additional complementary background papers may be needed, in line with the needs of the lead author in his/her work towards preparation of the chapters of the Report, such as the issue of fairness as one of the pillars of the Economic Vision 2030, and the links to relevant SDGs.

Institutional support to this process with regards to the collection of essential statistical data needed for the construction of the BHDR statistical annex will come from the Information and eGovernment Authority as well as Derasat.

Within the Kingdom of Bahrain, the Information and eGovernment Authority (IGA) serves as the national statistical office, and it is directly responsible for collecting many important data series, most notably the national accounts. For these data, the IGA strives to adhere to internationally agreed-upon criteria for the process of gathering the data, and it provides most of it online for free to any user in a prompt fashion. Moreover, it cooperates closely with researchers looking for data that falls under its purview that is not made available freely online.

However, some data series lie outside the control of the IGA, such as labour market or environmental statistics, and primary responsibility for collecting such data lies with the relevant government organization. In these cases, the IGA coordinates and supports the data-gathering efforts of other government entities, and offers its servers as a repository for users.

The result of these efforts is professional quality data in many core areas. However, some data that is of interest to researchers—especially those working on global development issues, such as those relating to NHDRs—is unavailable.

While government employees outside the IGA are cooperative and willing to assist researchers in seeking data that is not made available publicly, the current austerity measures

implemented by the government means that it is difficult for them to respond to such requests in a timely manner, as the key employees have many demands placed upon their time, almost all of which have a higher priority than data provision. In light of the above, and of the 31$^{st}$ of March 2018 as the tentative deadline for presenting the BHDR (the detail will be worked out in the BHDR workplan), team members are advised to take note of the following.

The National Information Committee has been established by cabinet decree no. 21 for 2015. Chaired by the Minister of Cabinet Affairs including representatives of all respective ministries in Bahrain. The main objectives for the committee are:

- To follow up on the post 2015 development agenda and link it to the Government Action Plan
- Establishment of a comprehensive national database at the IGA aiming to provide correct and updated high-quality official information and data that meet the requirement of sustainable development.
- Supporting IGA to enhance its role in organizing the statistical and information work and setting up the technical mechanisms for conducting and collecting statistics and data from ministries and agencies and include them in central and unified national database for SDG's indicators
- Approving official information and data and determining the parties responsible for releasing them, as well as the periodic publication time
- Developing appropriate procedures for the exchange of information among government bodies
- Evaluating the quality of data by commissioning competent public or private entities to conduct studies to improve the quality of official data.

The BHDR will require that all minimum necessary statistical data is available for the writing of the report, and those statistics will be displayed in the Statistical Appendix of the BHDR. The data will be provided by IGA where possible, and Derasat will analyze the information, including trend analysis, and will produce charts for the Report. Final data display for the Report, including infographics, will be prepared with Derasat. The BHDR will require data in line with: 1) At least the statistics used in previous Bahrain HDR Statistical Annexes; 2) Data from Arab and Global HDRs as they reference Bahrain; 3) Data produced by background papers; 4) Additionally required data from writing team.

First, after assessing what data are available, team members should take a very conservative view of what previously unavailable data are likely to become available during the project implementation phase. Second, they should let the available data drive the components of the general theme (sustainable economic growth) that the project focuses on, to ensure that a useful project is delivered according to schedule.

This latter point is made easier by the fact that there is so little rigorous development research relating to Bahrain, meaning that the NHDR team need not worry about the possibility of replicating previous efforts. Virtually every data series can be analyzed in a productive and novel way, ensuring that a data-driven NHDR will not suffer from a lack of quality.

An additional implication of the prevailing data limitations is that the NHDR team should look to make use of qualitative interviews with key stakeholders as a substitute for conventional, quantitative data. While the substitutability is by no means perfect, many key insights can be obtained from such face-to-face meetings, and they are comparatively easy to arrange in Bahrain.

## III. RESULTS AND PARTNERSHIPS

### Expected Results

This project proposes to support the Government of Bahrain to achieve the following output: "Production of the Bahrain Human Development Report, including outreach, launch and dissemination."

To achieve this, the project is consequently expected to deliver the following activities:

- **Activity 1.1:** Recruit a team of authorship, consultants, contributors, reviewers and form the advisory committee.
- **Activity 1.2:** Initiate outreach and start involving key partners including includes media entities, universities and other educational institute, private sector and other UN bodies.
- **Activity 1.**3: Conduct research process utilizing the right mechanisms to collect data, run consultation meetings and workshops, and write background papers.
- **Activity 1.**4: Start production process and conduct ongoing revisions.
- **Activity 1.5:** Develop communication strategy and implement launch and outreach plan.

### Resources Required to Achieve the Expected Results

This budget for the Report is prepared under the assumption that data sources will be made available by the relevant national counterparts. Moreover, costs related to final copy-editing, graphic design, formatting, translation, launch event and outreach will be covered separately by Derasat. The following are the required resources available to this project, to produce the BHDR:

| Item | Description | US$ |
|---|---|---|
| **COORDINATOR AND TEAM** | | 171,276 |
| **Author/coordinator** | Consultant and team lead | 138,500 |
| **Consultants drafters** | 2 consultants for chapters write up | 29,276 |
| **Project support** | Local project administration | 3,500 |
| **BACKGROUND PAPERS** | | 10,000 |
| **Contributors (background papers)** | Additional background papers | 10,000 |
| **CONSULTATIONS AND ADVISORY COMMITTEE** | | 2,500 |
| **Consultation meetings and workshops** | Meetings logistics and coordination | 2,500 |
| **PRODUCTION AND LAUNCH** | | 11,000 |
| **Peer Reviewers (International)** | 4 peer reviewers | 6,000 |
| **Translation and printing** | | 5,000 |
| *GMS (3%)* | | *6,024* |
| **TOTAL** | | **200,800** |

### Partnerships

The following is a list of all the relevant stakeholders that the report team can work with, or have members from: National entities:

- National Commission for Informatics
- Information and eGovernment Authority
- First Deputy Prime Minister's Office
- Economic Development Board
- Tamkeen
- Bahrain Chamber of Commerce & Industry
- Ministry of Youth and Sports Affairs
- Ministry of Labour and Social Development
- Ministry of Industry and Commerce
- Ministry of Education
- Bahrain Development Bank
- Sustainable Energy Unit
- NGOs and civil society:
- Bahrain Businesswomen's Society
- Bahrain Businessmen's Association
- Bahrain Small and Medium Enterprises Society
- Educational institutions and think-tanks:
- Bahrain Centre for Strategic, International and Energy Studies (Derasat)
- University of Bahrain
- Bahrain Polytechnic

UN Agencies and Programmes:

- UNESCO
- UNIDO
- UNICEF
- ESCWA
- UN Habitat
- Other UN Agencies with interest.

### Risks and Assumptions

The key risks identified at the design stage, are: potential delays from the partners during the data collection stage; weak coordination between the relevant entities; responsiveness level of the partners and the effectiveness of the developed background papers. Another risk is not finding a qualified authorship team to carry the project out.

### Stakeholder Engagement

Derasat, MoFA and IGA are the main stakeholders of the project and along with UNDP those entities will form the project committee and will meet regularly with the rest of the report teams. The management structure is explained in detailed in the following section.

### Knowledge

The project's main product is the BHDR, which will address the issue of sustainable economic growth, and will draw on existing data sources available from national statistical institutions, complementing work towards the SDG Report for Bahrain. The launch of the report will follow a communication strategy to ensure the visibility of the main findings to the public.

### *Sustainability and Scaling Up*

The Project's product will be the first of many subsequent reports that will cover different areas of human development in Bahrain. This opens an opportunity for the Government of Bahrain and the UNDP to explore areas in alignment with government's focus, and align the findings with other reports including Bahrain's SDGs readiness report. The report will also be representation of the national progress and status in relation to the 2030 economic vision. The shared experience, lessons learned and knowledge from this project will support Bahrain's national capacity in taking the lead to produce quality reports that are aligned with international standards.

## IV.   PROJECT MANAGEMENT

### *Cost Efficiency and Effectiveness*

Utilizing the planned resources will ensure providing the necessary expertise and knowledge to manage the process of producing a report that adheres to international standards. The needed expertise will also support the development of the local capacities that will be able to manage the process of any future HDRs that the Government is willing to support.

### *Project Management*

While the BHDR will broadly follow common practices in the structure of NHDRs in other countries, it will adapt to national existing context and capacities.  It should be noted that UNDP Bahrain carries the ultimate responsibility for ensuring the quality of the report per the standards in UNDP's Programme and Operations Policies and Procedures. The project team will include an authorship team, a steering committee that includes all the relevant partners, an advisory committee and other stakeholders that will handle the background papers and get involved in the consultation sessions. The project will be funded by Derasat with around USD 30,000 to be mobilized from other contributors/potential partners. The structure is explained in the management arrangements section.

# V. RESULTS FRAMEWORK[1]

**Intended Outcome as stated in the UNDAF Programme Results and Resource Framework:**
OUTCOME 2: Bahraini institutions and programmes are effective, responsive and accountable in line with international standards and practices

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** GoB national statistics information adapted to encompass SDGs (BL: not adapted; T: fully adapted)

**Applicable Output(s) from the UNDP Strategic Plan: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded**

**Project title and Atlas Project Number: Bahrain National Human Development Report 2018**

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | DATA COLLECTION METHODS & RISKS |
|---|---|---|---|---|---|---|---|---|
| | | | Value | Year | Year 1 | Year 2 | FINAL | |
| **Output 1**<br>*Production of the Bahrain Human Development Report, including outreach, launch and dissemination* | *1.1 Professional team is recruited and ready to produce the report.* | *BHDR Working Committee* | None | 2017 | | | | |
| | *1.2 Successful research conducted.* | *BHDR Working Committee* | None | 2017 | | | | |
| | *1.3 BHDR report is published and disseminated.* | *BHDR Working Committee* | None | 2017 | | | | |

# VI. MONITORING AND EVALUATION

## Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|---|---|---|---|---|---|
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. | | |
| **Monitor and Manage Risk** | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.and in line with Government of Bahrain Audit Standards. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | | |
| **Learn** | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. | | |
| **Annual Project Quality Assurance** | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | | |
| **Review and Make Course Corrections** | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | | |
| **Project Report** | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the project (final report) | | | |

| **Project Review (Project Board)** | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Specify frequency (i.e., at least annually) | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | | |

# VII. MULTI-YEAR WORK PLAN [23]

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| **Output 1**: Production of the Bahrain Human Development Report, including outreach, launch and dissemination | 1.1 Recruit a team of authorship, consultants, contributors, reviewers and form the advisory committee. | | | | | UNDP, Derasat, MoFA, IGA | | | 171,276 |
| | 1.2 Initiate outreach and start involving key partners including media entities, universities and other educational institute, private sector and other UN bodies. | | | | | UNDP, MoFA, IGA | | | |
| | 1.3 Conduct research process utilizing the right mechanisms to collect data, run consultation meetings and workshops, and write background papers. | | | | | UNDP, Derasat, MoFA, IGA | | | 17,500 |
| | 1.4 Start production process and conduct ongoing revisions. | | | | | Derasat | | | 6,000 |
| | 1.5 Develop communication strategy and implement launch and outreach plan. | | | | | UNDP, Derasat, MoFA | | | |
| | MONITORING | | | | | | | | |
| | **Sub-Total for Output 1** | | | | | | | | 194,776 |
| Evaluation *(as relevant)* | EVALUATION | | | | | | | | |
| General Management Support (3%) | | | | | | | | | 6,024 |
| **TOTAL** | | | | | | | | | 200,800 |

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[2] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[3] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

# VIII.  GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Below is the proposed structure with all functional actors that will participate in the BHDR:
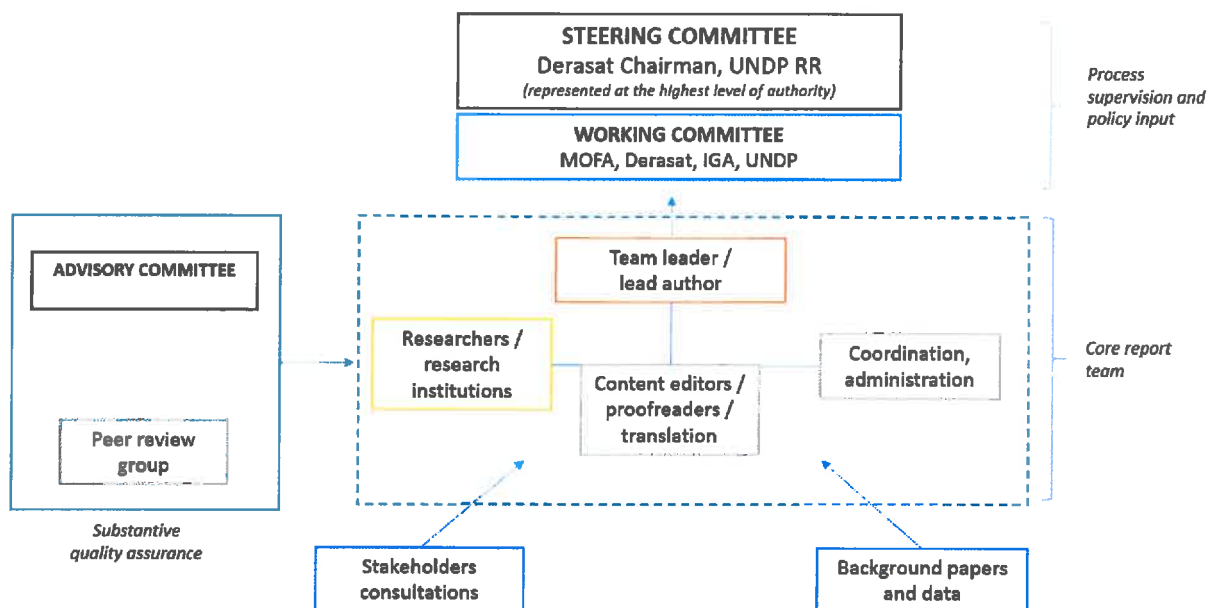


The **Steering Committee** is the highest decision-making body that coordinates the HDR process and has overarching responsibility for HDR production, launch, advocacy and follow-up. The Committee guides and supervises the process, providing policy input to the Report. The Committee should foster partnerships that can advocate for the integration of the report findings and recommendations into policies and contribute to capacities to debate and analyze substantial development issues. The BHDR Steering Committee will be composed of the Derasat Chairman and the UNDP Resident Representative.

The Committee regular meetings should be held every month, except for special circumstances (dispute resolution, unexpected process bottlenecks, issues with the appropriateness of the consultation process, etc.). Among its responsibilities are the approval or determination of the final selection of the HDR team, the final outline of the report, final review of Report drafts, approval of overall timeline and work plan and the consultation process, decisions on the distribution strategy and the advocacy strategy.

The **Working Committee** has the role of facilitating the work of the different parts, ensuring the flow of communications, data, information and that deadlines are adhered to.  It will meet every two weeks.  The Working Committee will be composed by a representative from Derasat, from MOFA, the UNDP DRR and a representative from IGA.

The **Core Writing Team** is responsible for drafting the report and in conducting several key tasks, and it usually consists of the following members:
- Team leader / lead author
- Chapter writers
- A gender specialist and a statistics expert

The Team leader will provide capacity building and training for the Derasat group.  The Team Leader and international experts will have their main office in Derasat and will have a sub-office in UNDP premises, to ensure editorial independence. The core team leader will be responsible for supervising the preparation of the report on a day-to-day basis.

The authors and other experts and consultants engaged in writing the report will retain intellectual independence and are expected to show objectivity in the arguments and conclusions of the report. UNDP does not exercise editorial control over the report, and the views expressed by the authors must not necessarily reflect official UNDP positions. The core group of researchers and analysts will need to include gender expertise, as well as statistical skills to be able to work with the Human Development Index and address other statistical issues.

**The Derasat team** will have specific responsibilities related to working on background papers and data analysis and trends to produce infographics working with graphic designers.

The **Advisory Committee**'s primary function will be quality assurance. It will provide thematic insights and assistance in framing the substantive content of the HDR. It also will supply technical input on the report methodology and on the approaches to be adopted in analysis, particularly in terms of national or regional interests and ongoing debates. The committee will include local academics and opinion leaders, as well as representatives of partner organizations with a clear interest and expertise in the theme of the report and related issues. For the BHDR the Advisory Committee will comprise the Steering Committee members, plus two high representatives from different Sectors. Final nomination of their composition will be made by the Working Committee, and final decision made by the Steering Committee.

**Participatory mechanisms** involving organized structures for dialogue will enhance research and analysis with information on the needs, views and experiences of stakeholders on the theme and related issues. These may include consultations, conferences, ad hoc meetings, workshops, brainstorming sessions, focus groups, interviews, and so on. Such participatory mechanisms and consultations promote local ownership of the HDR process. They also help generate public interest in the report, engage stakeholders in efforts to provide validation for the report's findings and represent a first step in mobilizing public action to implement the report's recommendations.

The BHDR will have **at least four peer reviewers**, 2 international and 2 from the GCC region. They will provide in-depth quality and content review of the drafts of the Report, to ensure objectivity, coherence, rigour and consistency.

Experts will be commissioned to produce **background research** and produce other background material as key inputs to the Report's contents. The papers may fully or partially (or not) be considered by the writing team as they draft the chapters of the Report. As specified in the Annex (ToRs for BHDR Background Papers), the papers will be published only after the publication of the BHDR. **Best practice consultations** will be crucial and can be achieved with the help of The Human Development Report Office and the Bureau for Development Policy of UNDP who can provide guidance and extensive practical support on the consultation process. This may include contacts with relevant experts. Background materials for consultations should be carefully prepared and distributed beforehand. Create a dedicated website and establish social media outlets. Using the website, email directories and social media, establish communities of practice and knowledge networks to share information and discuss findings. They will be inclusive and participatory involving many key stakeholders and involve brainstorming on the application of the human development approach to the HDR theme and related issues.

## IX.   LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bahrain and UNDP, signed on August 3rd, 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## X.   RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

   a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

      i. 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;

      ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h.  Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i.  Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j.  Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

# XI. ANNEXES

1. Terms of Reference for BHDR Team leader and lead author
2. Terms of Reference for BHDR Background Papers

## Annex 1. Terms of Reference for BHDR Team leader and lead author

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| **UNDP** | **UNITED NATIONS DEVELOPMENT PROGRAMME**<br>**JOB DESCRIPTION** |

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**I. POSITION INFORMATION**

Job Code Title: **Bahrain HDR Team Leader and lead author**
Department: **UNDP Bahrain**
Activity: **Bahrain Human Development Report 2018 on Sustainable Economic Growth**
Reports to: **UNDP Deputy Resident Representative**
Timeframe: **10 months**
Contract: **Individual Contract**

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**II. ORGANIZATIONAL CONTEXT**

*Under the overall guidance and direction by the Bahrain Human Development Report (BHDR) Steering Committee, and under the direct supervision by the UNDP Bahrain Deputy Resident Representative, the BHDR Team Leader provides guidance and technical services ensuring high quality, accuracy and consistency of work. The NHDR Lead Author works in close collaboration with UNDP Bahrain and Derasat, and she/he coordinates the NHDR Team.*

*"Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one's community."[4]*

*For more than 15 years national and regional Human Development Report (HDR) teams have been helping to advance the human development conceptual framework and apply it to the most pressing development challenges of the day. Now published in over 135 countries, these reports, grounded in thorough analytic research, have become dynamic advocacy tools. They are helping to generate lively debates around the policies and actions needed to accelerate human development and achieve the Millennium Development Goals.*

*In the past the Kingdom of Bahrain published two national HDRs: one in 2000 (Achievements and Challenges of Human Development), and the second one in 2001*

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[4] United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

*(Education & Labour Market Challenges of Human Development). Moreover, Bahrain has been included in the past six Arab HDR (AHDR) and mentioned in numerous global reports as well.*

*In 2017 there is an opportunity for UNDP to work with the Government of Bahrain and other key actors to develop the Third Bahrain HDR (BHDR). While the Report will draw on the Government of Bahrain's "Economic Vision 2030" and its National Development Strategy 2015-2018, the Sustainable Development Goals (SDGs) and the global Agenda 2030 will provide the backdrop for the development prism to be adopted by the Report.*

*Global Programme of Action was set in line with Economic Vision 2030, along with a National Development Strategy (2015-2018) which highlights the different priorities and the strategies under them to achieve sustainable growth. This includes creating the suitable environment and ecosystem for economic growth, diverse resources, and the dependence on non-oil investments, along with encouraging the private sector to contribute to sustainable development though the implementation of innovative measures and achieving economic diversification. For that reason, the theme of the upcoming BHDR, to be presented in 2018, will be "Sustainable Economic Growth: 10 years after Vision 2030".*

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### III. FUNCTIONS / KEY RESULTS EXPECTED

**Summary of key functions:**

The objectives of the NHDR Lead Author are as follows:
1. Coordinate the process of preparing the Bahrain NHDR 2018 on Sustainable Economic Growth.
2. Contribute substantively to the preparation of the report.
3. Promote a participatory approach to the preparation of the report, and participate in its promotion and dissemination.

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1. Coordinate the NHDR team ensuring that:
   - A smooth communication among all team members takes place in all phases of the process
   - An efficient and effective division of labour is allowing all team members to focus on their discipline, and the specific approach required by the various sectors, while facilitating cross fertilization through brainstorming, joint reviews and collaboration.
   - All team members respect standards and procedures as codified by the NHDR Concept Note and the NHDR Toolkit[5]

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2. Contribute to the preparation of the report in terms of:
   - Provides a clear time line, and ensures delivery upon the required standards.
   - Preparing the introductory chapter and the final chapter on conclusions and recommendations.
   - Provide on-going guidance, advice and substantive comments to the contributions at defined stages in the process, and ensures adequate reviews and consultations, particularly on sensitive topics and materials, Edit the various draft of the NHDR to ensure consistency throughout the report and to

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[5] The NHDR Toolkit is available on-line at http://hdr.undp.org/en/reports/publications/title,1281,en.html, nevertheless it would be practical to provide a printed copy of the toolkit to the NHDR Team Leader

|  | include comments and suggestions received during the consultation process to the possible extent.<br>• To use the background papers as a primary source for—and intellectual antecedent to—the report, and to ensure adherence to the appropriate scientific norms regarding citations and referencing, especially in the context of policy proposals that are made in the background papers that the lead author feels merit inclusion in the report |
| --- | --- |

3. Ensure a participatory approach and the promotion of the report by:
   - Ensuring that all members of the NHDR team consult relevant stakeholders during the preparation of their contributions
   - Actively participating in the consultation process organized throughout the preparation of the report.
   - In close collaboration with the UNDP office and Derasat, and the NHDR team brief counterparts on process and findings as they emerge.
   - Participating at the launch of the NHDR and other follow up events.

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### IV. COMPETENCIES

- ❑ Demonstrates leadership, team building and coordinating skills
- ❑ Demonstrates commitment to human development principles and values.
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Shares knowledge and experience
- ❑ Provides helpful feedback and advice
- ❑ Strong analytical skills
- ❑ Plans and produces quality results to meet established goals
- ❑ Generates innovative, practical solutions to challenging situations
- ❑ Conceptualizes and analyses problems to identify key issues, underlying problems, and how they relate
- ❑ Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- ❑ Demonstrates strong oral and written communication skills
- ❑ Demonstrates openness to change and ability to manage complexities
- ❑ Responds positively to critical feedback and differing points of view

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### V. RECRUITMENT QUALIFICATIONS

| Education: | Recognized degree (preferably PhD level) in social sciences. |
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| Experience: | At least 15 years of relevant experience in the Academia or research institutions, with a focus on socio-economic analysis, experience with gendered analysis and the development of composite indices, and social impact assessments. Experience with international organisations is an asset. |
| Language Requirements: | Excellent command of English, with Arabic desirable. |
| Nationality | Bahraini or non-Bahraini |

[Annex with TOR for BACKGROUND PAPERS in separate file]