

United Nations Development Programme  
Country: Bahrain  
Project Document

**Project Title:** Strengthening the Capacity of the Parliamentary Secretariat and Members of Parliament  
**Expected CP Outcome(s):** Enhanced transparency and accountability of public institutions; gender equity and empowerment  
**Expected Output(s):** Better trained and qualified Parliament support staff  
**Executing Entity:** NIM; The Secretariats of The Shura and The Council of Representatives (Nuwab)  
**Implementing Agencies:** To be identified

**Brief Description**

The aim of this Project is to build the capacity of the Parliamentary Secretariat and Members of Parliament in order to improve business processes of Parliament and provide better services to both the Shura Council and the Council of Representatives (Nuwab). There will be a focus on improving management skills, producing a comprehensive training programme for all Secretariat Staff, as well as an Induction Manual for new staff, all incorporating gender mainstreaming.

This initiative links with Outcomes 1 and 2 of the UNDP Country Programme Document (CPD) 2008-2011: Enhanced transparency and accountability of public institutions; Gender equity and empowerment.

The project is also aligned with the Economic Vision 2030 for Bahrain, in which one of the key aspirations is an efficient and effective Government focussed on developing high-quality policies and a more productive and accountable public sector.

Programme Period: 2008-2011

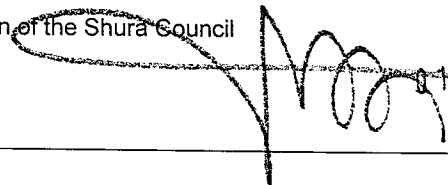
Key Result Area:  
Strengthening responsive Governing Institutions

Atlas Award ID: 00057437  
Start date: November 2009  
End Date: October 2011  
PAC meeting date: 13 September 2009

Total resources required: 300,000 USD  
Total allocated resources: 300,000 USD  
• Other:  
○ Shura: 100,000 USD  
○ Nuwab: 100,000 USD  
○ UNDP: 100,000 USD

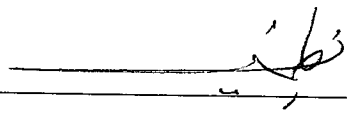
Inclusive of 3% GMS

Agreed by (Executing Agency): H.E. Ali Bin Saleh Al Saleh, Chairman of the Shura Council



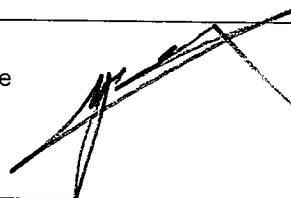
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Agreed by (Executing Agency): H.E. Khalifa Bin Ahmed Al Dahrani, Chairman of the Council of Representatives



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Agreed by (UNDP): Mr Sayed Aqa, UNDP Resident Representative



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## **I. SITUATION ANALYSIS**

In recent years the Kingdom of Bahrain has witnessed a number of significant and historic developments aimed at bringing further political, economic and social development to the country. In 2001, in a historic national referendum, the majority of the people of Bahrain endorsed the National Action Charter, the blueprint for the country's reform programme which also brought with it a breakthrough in the status of women and their potential role in the development of the nation and political participation. Thus, the political reforms that took place in 2002 accompanied by the municipal and parliamentary elections that took place in May 2002 were a major step towards developing legislative institutions and strengthening governance institutions to sustain the historical accomplishments, such as Council of Representatives (Nuwab), the Public Prosecution and the Ministry of Justice.

The Parliamentary support staff, especially those for the Council of Representatives (Nuwab) is still relatively new and is continuing to develop and requires further capacity building in order to improve its functions and performance as indicated by a survey carried out by a UNDP consultant at the culmination of the prior project. The objectives of this Project are to continue to build the capacity of the Parliamentary Support Staff in both the Shura and the Nuwab in order to improve and aid the business of Parliament and provide services to both the Shura Council and the Council of Representatives. There will be a focus on improving management skills with a specific emphasis on gender mainstreaming. There will also be provision of direct support to MPs through enhancing the capacity of the five permanent committees.

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## **II. STRATEGY**

This initiative clearly links with Outcomes 1 and 2 of the UNDP Country Programme Document (CPD) 2008-2011: Enhanced transparency and accountability of public institutions; Gender equity and empowerment. These outcomes are linked to the National Charter goals: "citizens, men and women alike, have the right to participate in public affairs and political rights including suffrage and the right to stand for office as prescribed by law" and "the state endeavours to support women's rights and the enactment of laws on protection of family and family members"

The project is also aligned with the Economic Vision 2030 for Bahrain, of which one of the key aspirations is "an efficient and effective Government", which is focussed on developing high-quality policies and in being a more productive and accountable public sector.

The strengthening of legislatures is an essential element of 'good governance' which the Arab Human Development Reports (AHDRs) have identified as a cornerstone for enhancing human development, reducing poverty and achieving the MDGs. The same democratic and good governance principles have become a priority for UNDP Bahrain which has consequently become a direct partner of the Parliament since its inception in 2002.

This Project builds on the achievements of the last two Projects between UNDP and the Parliament and based on the survey conducted at the end of the last project, which highlighted the ongoing needs; this project has been compiled in partnership with members of the Parliament Secretariat. This project focuses specifically on: strategic planning; focussed committee research; study exchange tours; human resources development; designing and planning training needs. UNDP continues to be a leader in Parliamentary Development and is the obvious partner to continue delivering the capacity development required.

Institutional development of parliament entails strengthening the internal organization by improving and modernizing its entities, systems and processes. This involves the professionalizing of the civil service of Parliament and the provision of technical assistance to the institution's staff. The more training can be focussed, the better for parliamentary strengthening. Provision of technical assistance has to address the institutional environment of committee work.

Strategic planning and research are both essential elements of good governance. The research capacity of Parliament is a crucial and fundamental capacity to enable parliament to perform its legislative and oversight functions. This often includes training of committee staff on research skills as well as enhancing the research infrastructure of parliamentary libraries. Another important dimension of research capacity building is knowledge capture and knowledge management inside Parliament

UNDP has considerable experience in the area of Democratic Governance and Parliamentary capacity building. UNDP Sub-Regional Resource Facility for the Arab States has also developed two programmes aimed at parliamentary strengthening activities namely: Programme on Governance in the Arab Region (POGAR); and the Global Programme for Parliamentary Strengthening (GPPS); Both programmes have launched the Parliamentary Development Initiative in the Arab Region (PDIAR), which has held numerous regional conferences and workshops on topics such as drafting legislation, anti-corruption and political party legislation.

An indicator for this Project will be the enhanced functioning of the Council of Representatives and the Shura Council, receiving timely and quality support from the Secretariat, especially the different Standing Committees, temporary and investigative committees. The activities for this Project are: workshops; on the job training courses; designing and planning training needs, desk instruction book (DIB) for all General Secretariat rules and procedures; study exchanges with other GCC and Arabic Parliamentary Secretariats.

The overall aim of this project is to enhance the organisational output of the Council of Representatives and the Shura Council, to enhance the knowledge and skills of the Support Staff and as a result improve the services provided by the Support Staff to MPs, as well as to build the career progression of Parliamentary staff. These objectives, the Project Outcomes, will be achieved within the framework of the following envisaged objectives:

**Output 1: Strengthening the capacities of the parliamentary support staff of the Shura and Council of Representatives, with especial emphasis on management and gender mainstreaming, to enhance their function and performance**

- a. Strategic Planning for Management level staff (Section Heads and Directors)
  - i. A training plan comprising of facilitated workshops and roundtables coupled with 'on the job training' to focus on specific departmental strategies, with the objective of producing the actual strategies and implementation work plans, as well as the over-arching Strategy for both Councils for 2009-2011 in line with Economic Vision 2030
  - ii. Management and leadership training skills for senior staff, taking into consideration Gender mainstreaming
- b. Capacity building for Researchers and Information services for Committees and Members of Parliament (for Committee Staff, Researchers)
  - i. Advanced facilitated workshops to focus on: the diverse research needs of MPs and how to meet those needs; specific issues and requirements for the different committees

**Output 2: Strengthening the capacities of the Human Resources within the Parliamentary Secretariat**

- c. Human Resources - Training
  - i. Training on how to conduct a Training Needs Analysis (TNA) for the Parliament Secretariat. The results of the TNA would feed into the long

- term planning of training, career progression requirements and the evaluation/appraisal of staff.
- ii. Based on the TNA, either organise specialists from GCC, Arab or other Parliaments to come to Bahrain to disseminate their knowledge and best practice in the particular area OR send members of the Parliamentary Secretariat on a detailed and well designed study exchange / networking programme to other Parliaments to learn from their experiences, activities, policies and procedures.
  - iii. Design a Staff Training Programme which would include:
    1. Training objectives
    2. Individual training plans, tailored to the different jobs, different levels and career paths within the Secretariat and linked to performance evaluation (see below)
    3. Training of Trainers (TOT) within the Parliamentary Secretariat. Training Managers to deliver training to the core body of staff in their particular speciality areas, with inbuilt performance assessment of the trainers
  - iv. Review the existing General Secretariat rules and procedures of the Secretariat and make recommendations to enhance productivity efficiency and flow of work. Based on these recommendations, design and deliver an Induction Programme and Manual (Desk Instruction Book DIB) for all Parliamentary Staff. This will include all General Secretariat rules and procedures, the different roles of staff and the career progression outlined in the Training Programme above
  - v. Assess and update the current staff evaluation / appraisal system in order to ensure it is linked to the Training Programme (including jobs, levels and career path)

### **Output 3: Strengthening the Capacities of the Members of Parliament (MPs)**

- d. Providing support to MPs through capacity development of the 5 Permanent Committees (Legislative and Legal Affairs; Foreign Affairs, Defence and National Security; Financial and Economic Affairs; Services (education, social, sports, cultural, health, media and labour); Public Utilities and Environment; Temporary Investigation Committees)
- e. Developing an Orientation package for be used regularly by the newly elected MPs in 2010 on the constitutional framework, organizational structures, committees system-its role function/mandate, strategic/financial planning, etc., followed by training sessions/workshops to implement the orientation package
- f. Gender sensitive package developed and series of workshops organized on gender related legislation/oversight and gender budgeting

All documents created will be in Arabic, hence the need for Arabic or bilingual speaking consultants on this project. The main documents and Executive summaries will be translated into English.

### **Budget**

The estimated project cost is US\$ 300,000 equally contributed by the Shura, the Nuwab and UNDP.



<p>Management &amp; Leadership Training</p> <p>(3) Increased number of researchers trained</p>	<p>diverse needs</p>	<p>3 To improve and build the Human Resources and Training of the Parliamentary staff to ensure better trained and managed staff</p> <ul style="list-style-type: none"> <li>▪ (a) Examine the existing HR procedures of the Secretariat and produce a report with recommendations</li> <li>▪ (b) To conduct research and create improvements to enhance productivity an integrated training Programme</li> <li>▪ (c) To create a comprehensive Induction programme and manual (Desk Instruction Book DIB) for all Parliamentary Staff</li> <li>▪ (e) To develop and update the Staff Appraisal system</li> <li>▪ (f) To enable members of the Parliamentary Secretariat and the Executive to learn from experiences in fellow Arab and other Parliamentary systems and to share and replicate their best practices within Bahrain</li> </ul>	<p>3.1 Conduct a review of the Parliamentary Secretariat processes and produce a report with recommendations</p> <p>3.2 Run a training programme on how to conduct a Training Needs Analysis (TNA)</p> <p>3.3 Utilising the results of the TNA, design and implement the Staff Training Programme, linking it to job roles and career progression</p> <p>3.4 Design a Training of Trainers programme (TOT) and implement it into the Training Programme</p> <p>3.5 Research, design and deliver an Induction Manual for all new Parliamentary staff</p> <p>3.6 Review and update of the Staff Appraisal System for all Parliamentary staff and link it to the Training Programme</p> <p>3.7 Based on the results of the TNA organise either specialists to come to Bahrain from other Parliaments or send members of the Parliamentary Secretariat to visit other Parliaments on a detailed mission</p>	<p>Shura and Nuwab Secretariats and UNDP</p>
<p>Output 2</p> <p>Strengthening the Capacities of the Human Resources with the Parliamentary Secretariat.</p> <p>Baseline:</p> <p>No comprehensive Training Needs Analysis (TNA) undertaken; no comprehensive Staff Training Programme with Training of Trainers; no Induction Manual for Parliamentary Staff.</p> <p>Indicators:</p> <p>(1) Signed MoU between Bahrain and other Arab Parliaments regarding programme exchange experiences and knowledge transfer</p> <p>(2) Enhanced effectiveness and efficiency of the HR department</p> <p>(4) Induction Manual (DIB) introduced into Staff training and induction programme</p> <p>(5) Implementation of the Training Programme for all staff linked to career progression</p> <p>(6) Implementation of the Staff Appraisal system linked to career progression</p>	<p>3 To improve and build the Human Resources and Training of the Parliamentary staff to ensure better trained and managed staff</p> <ul style="list-style-type: none"> <li>▪ (a) Examine the existing HR procedures of the Secretariat and produce a report with recommendations</li> <li>▪ (b) To conduct research and create improvements to enhance productivity an integrated training Programme</li> <li>▪ (c) To create a comprehensive Induction programme and manual (Desk Instruction Book DIB) for all Parliamentary Staff</li> <li>▪ (e) To develop and update the Staff Appraisal system</li> <li>▪ (f) To enable members of the Parliamentary Secretariat and the Executive to learn from experiences in fellow Arab and other Parliamentary systems and to share and replicate their best practices within Bahrain</li> </ul>	<p>3.1 Conduct a review of the Parliamentary Secretariat processes and produce a report with recommendations</p> <p>3.2 Run a training programme on how to conduct a Training Needs Analysis (TNA)</p> <p>3.3 Utilising the results of the TNA, design and implement the Staff Training Programme, linking it to job roles and career progression</p> <p>3.4 Design a Training of Trainers programme (TOT) and implement it into the Training Programme</p> <p>3.5 Research, design and deliver an Induction Manual for all new Parliamentary staff</p> <p>3.6 Review and update of the Staff Appraisal System for all Parliamentary staff and link it to the Training Programme</p> <p>3.7 Based on the results of the TNA organise either specialists to come to Bahrain from other Parliaments or send members of the Parliamentary Secretariat to visit other Parliaments on a detailed mission</p>	<p>3.1 Conduct a review of the Parliamentary Secretariat processes and produce a report with recommendations</p> <p>3.2 Run a training programme on how to conduct a Training Needs Analysis (TNA)</p> <p>3.3 Utilising the results of the TNA, design and implement the Staff Training Programme, linking it to job roles and career progression</p> <p>3.4 Design a Training of Trainers programme (TOT) and implement it into the Training Programme</p> <p>3.5 Research, design and deliver an Induction Manual for all new Parliamentary staff</p> <p>3.6 Review and update of the Staff Appraisal System for all Parliamentary staff and link it to the Training Programme</p> <p>3.7 Based on the results of the TNA organise either specialists to come to Bahrain from other Parliaments or send members of the Parliamentary Secretariat to visit other Parliaments on a detailed mission</p>	<p>Shura and Nuwab Secretariats and UNDP</p>
<p>Output 3</p> <p>Strengthening the Capacities of the Members of Parliament.</p> <p>Baseline:</p> <p>5 Permanent Committees which are not working to full capacity; new MPs in</p>	<p>4 Providing support to MPs through capacity development of the 5 Permanent Committees and the induction of the new MPs after elections in October 2010:</p> <ul style="list-style-type: none"> <li>▪ Capacity building of the support staff</li> </ul>	<p>4.1 Develop an Orientation package for all new MPs on the constitutional framework, organizational structures, committees system-its role function/mandate, strategic/financial planning, etc., followed by training sessions/workshops to implement the</p>	<p>4.1 Develop an Orientation package for all new MPs on the constitutional framework, organizational structures, committees system-its role function/mandate, strategic/financial planning, etc., followed by training sessions/workshops to implement the</p>	<p>Shura and Nuwab Secretariats and UNDP</p>
<p style="text-align: right;">Total: 182,748</p>				

<p>2010 who will require induction and training</p> <p><b>Indicators:</b></p> <p>(1) Enhanced effectiveness and efficiency of the 5 Permanent Committees</p> <p>(2) New MPs fully inducted into the operations of Parliament and the 5 Permanent Committees</p>	<p>and MPs of the 5 Permanent Committees</p> <ul style="list-style-type: none"> <li>▪ Orientation package rolled out for all new MPs to ensure they are inducted to the functioning of Parliament and are aware of parliamentary ethics and integrity</li> <li>▪ To increase the ability of the Bahraini Parliament to complement the King's commitment to gender equity and empowerment and to oversee the gender sensitivity of public policy</li> </ul>	<p>orientation package</p> <p>4.2 Develop a Gender sensitive package and organise a series of workshops on gender related legislation/oversight and gender budgeting</p> <p>4.3 Hold workshops with the support staff and MPs of the 5 Permanent Committees to assess and build their capacities where required</p>	<p>Total: 73,906</p>
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#### IV. PROJECT WORK PLAN

Year:

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 Oct 09 - Mar 10	Q2 Apr 10 - Sept 10	Q3 Oct 10 - Mar 11	Q4 Apr 11 - Sept 11		Funding Source	Budget Description	Amount
<b>Output 1</b> Strengthening the Capacities of the Parliamentary Staff of the Shura and Council of Representatives to ensure equal opportunities for all, to enhance their function and performance. <b>Baseline:</b> Parliament Secretariat is under-skilled in the areas of strategic planning, management and leadership and research. In addition there is no comprehensive Training, Induction or Appraisal strategy <b>Indicators:</b> (1) Increased numbers of staff and managers trained (2) Increased number of Management & Leadership Training (3) Increased number of researchers trained <b>Related CP outcome:</b> Enhanced Transparency and Accountability of Public Institutions	1.1 Conduct a two-day workshop on creating departmental and Secretariat strategies for management level staff please indicate number of trainees  1.2 Conduct a two-day workshop on management and leadership skills for Section Heads and Directors  2.1 Hold a two day workshop for Researchers and Information services focussed on specific issues and requirements for the different committees	x		x					
<b>Output 2</b> Strengthening the Capacities of the Human Resources with the Parliamentary Secretariat. <b>Baseline:</b> No comprehensive Training Needs Analysis	3.1 Conduct a review of the Parliamentary Secretariat processes and produce a report with recommendations  3.2 Run a training programme on how to conduct at Training Needs Analysis (TNA)	x							



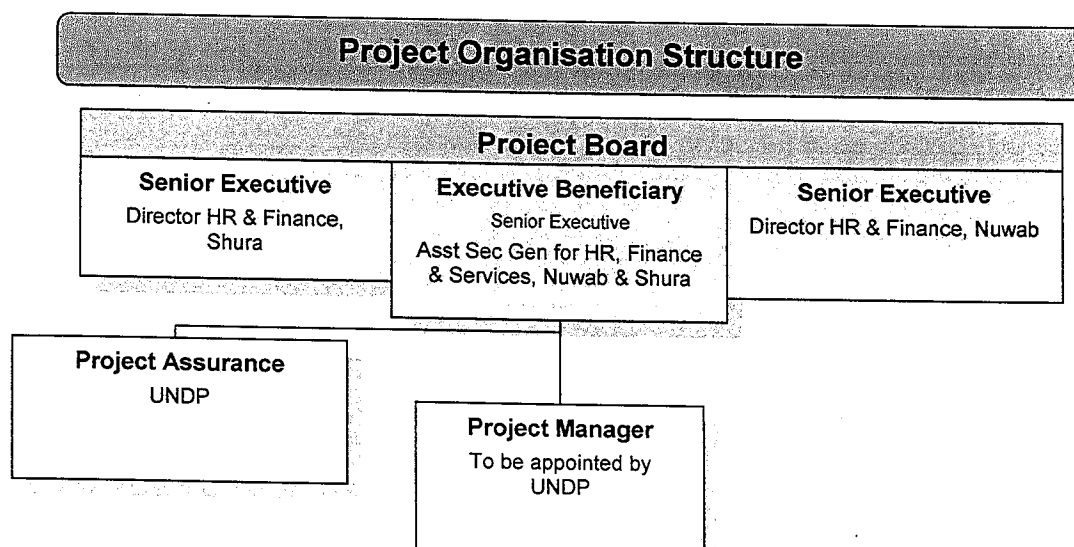
<p>(TNA) undertaken; no comprehensive Staff Training Programme with Training of Trainers; no Induction Manual for Parliamentary Staff.</p> <p><b>Indicators:</b></p> <p>(3) Signed MoU between Bahrain and other Arab Parliaments regarding programme exchange experiences and knowledge transfer</p> <p>(4) Enhanced effectiveness and efficiency of the HR department</p> <p>(7) Induction Manual (DIB) introduced into Staff training and induction programme</p> <p>(8) Implementation of the Training Programme for all staff linked to career progression</p> <p>Implementation of the Staff Appraisal system linked to career progression</p> <p><b>Related CP outcome:</b> Enhanced Transparency and Accountability of Public Institutions</p>	<p>3.3 Utilising the results of the TNA, design and implement the Staff Training Programme, linking it to job roles and career progression</p> <p>3.4 Design a Training of Trainers programme (TOT) and implement it into the Training Programme</p> <p>3.5 Research, design and deliver an Induction Manual for all new Parliamentary staff</p> <p>3.6 Review and update of the Staff Appraisal System for all Parliamentary staff and link it to the Training Programme</p> <p>3.7 Based on the results of the TNA organise either specialists to come to Bahrain from other Parliaments or send members of the Parliamentary Secretariat to visit other Parliaments on a detailed mission</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p><b>Output 3</b> Strengthening the Capacities of the Members of Parliament.</p> <p><b>Baseline:</b> 5 Permanent Committees which are not working to full capacity; new MPs in 2010 who will require induction and training</p> <p><b>Indicators:</b></p> <p>(1) Enhanced effectiveness and efficiency of the 5 Permanent Committees</p> <p>New MPs fully inducted into the operations of Parliament and the 5 Permanent Committees</p> <p><b>Related CP outcome:</b> Enhanced Transparency and Accountability of Public Institutions</p>	<p>4.1 Develop an Orientation package for all new MPs on the constitutional framework, organizational structures, committees system-its role function/mandate, strategic/financial planning, etc., followed by training sessions/workshops to implement the orientation package</p> <p>4.2 Develop a Gender sensitive package and organise a series of workshops on gender related legislation/oversight and gender budgeting</p> <p>4.3 Hold workshops with the support staff and MPs of the 5 Permanent Committees to assess and build their capacities where required</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p><b>TOTAL</b></p>
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## V. MANAGEMENT ARRANGEMENTS

The project will be nationally implemented by the Shura and Nuwab. The project will establish a Project board composed of members of the Shura and Nuwab and a representative of UNDP to oversee the implementation of the project. Different stakeholders may be invited to the Project board meetings as deemed necessary. The Project Board will oversee the implementation and monitor the progress of the output.

The Project will recruit a Part-time Project Manager (PM). The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board and is responsible for the day-to-day management and decision making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of cost and time. A detailed ToR for the Project Manager is available in Annex 4.

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



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

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

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

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## VI. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following:

### Within the annual cycle

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

### Annually

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

## Quality Management for Project Activity Results

OUTPUT 1: Strengthening the capacities of the Parliamentary Staff of the Shura and Council of Representatives to ensure equal opportunities for all and to enhance their function and performance		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Strategic Planning for Management level staff delivered</i>	Start Date: TBC End Date: TBC
<b>Purpose</b>	<i>To improve skills of management and ultimately the functioning of the Secretariats</i>	
<b>Description</b>	<i>Facilitated workshop focussing on building management capacity &amp; management and leadership training</i>	
Quality Criteria	Quality Method	Date of Assessment
Facilitated workshop on strategy development	Pre and post assessment + managerial reviews	
Management and Leadership Skills workshop	Pre and post assessment + external assessment of strategies produced	

OUTPUT 1: Strengthening the capacities of the Parliamentary Staff of the Shura and Council of Representatives to ensure equal opportunities for all and to enhance their function and performance		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Specific workshop for Researchers and Information services</i>	Start Date: TBC End Date: TBC
<b>Purpose</b>	<i>To improve the skills and the services provided by the Committees</i>	
<b>Description</b>	<i>Facilitated workshop focussing on ongoing research of each of the committees</i>	
Quality Criteria	Quality Method	Date of Assessment
Facilitated workshop for Researchers	Pre and post assessment + feedback from MPs	

OUTPUT 1: Strengthening the capacities of the Parliamentary Staff of the Shura and Council of Representatives to ensure equal opportunities for all and to enhance their function and performance		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Study Exchange Programme for Parliamentary Secretariat and members of Executive</i>	Start Date: TBC End Date: TBC
<b>Purpose</b>	<i>To add to the experience of staff by learning from the experiences of others and what can be adapted in Bahrain</i>	
<b>Description</b>	<i>Exchange programmes with GCC and Arab Parliaments to learn from their experiences and share best practice</i>	
Quality Criteria	Quality Method	Date of Assessment
Exchange programmes	Reports of programmes, highlighting what will be implemented in Bahrain	

OUTPUT 1: Strengthening the capacities of the Parliamentary Staff of the Shura and Council of Representatives to ensure equal opportunities for all and to enhance their function and performance		
<b>Activity Result 4 (Atlas Activity ID)</b>	<i>Staff Induction, Training and Appraisal Strategies and Workplans developed</i>	Start Date: TBC End Date: TBC

<b>Purpose</b>	<i>To introduce a comprehensive induction and training programme, linked to appraisals for all staff</i>	
<b>Description</b>	<i>Conduct a TNA, Design a Training Programme, conduct a Training of Trainers programme, review and amend HR procedures, asses and update Appraisal system</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
TNA and Training Programme established, linked to Induction and Appraisals	Conduct a staff survey to establish that all staff were consulted on the TNA, are aware of the new Training Programme, Induction and Appraisal system	
New HR procedures manual	Conduct staff survey to find out that all have a copy of the new procedures and have been made aware of the changes and how they are affected	

<b>OUTPUT 1: Strengthening the capacities of the Parliamentary Staff of the Shura and Council of Representatives to ensure equal opportunities for all and to enhance their function and performance</b>		
<b>Activity Result 5 (Atlas Activity ID)</b>	<i>Support to MPs through capacity development of the Committees as well as Induction for new MPs</i>	Start Date: TBC End Date: TBC
<b>Purpose</b>	<i>To develop the capacity of the committees and MPs to understand their roles</i>	
<b>Description</b>	<i>Round table discussions with specialists</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Round table discussions	Pre and post assessment and feedback	

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## VII. LEGAL CONTEXT

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

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

The executing agency shall:

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

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## **VIII. ANNEXES**

- 1. Risk Log**
- 2. Cost Sharing Agreement**
- 3. Standard Letter of Agreement**
- 4. Terms of Reference for Project Manager**