### **Kingdom of Bahrain**

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: **2012-2016**

### **I. EXECUTIVE SUMMARY**

Based on the recent evaluation conducted on the CPD, it was concluded that the project outputs contributed reasonably to the CPD Outcomes. It concluded that the CPD is grounded in national priorities and goals and aligned with the country’s international commitments. It was also largely owned by the national counterparts who took advantage of the NIM. Furthermore, UNDP’s programme contributed to the development of institutional capacity of its partners in key areas such as formulating relevant national policies and strategies, establishing necessary institutional infrastructure, building skills and knowledge of partners, and strengthening national coordination in the relevant sectors. As such, the following summarizes the assessment of the progress:

* ***Strengthened governance institutions and functions, including empowerment of women, youth and other vulnerable groups.*** UNDP supported the Parliament in strengthening the capacity of its Secretariat & MPs. The CP supported the various committees including the Women &Child Committee in the Nuwab. The Bahrain Institute of Political Development (BIPD) was supported in its role to support of political reform process, the newly-established Special Investigation Unit of the Public Prosecution Office which investigates sensitive cases of torture was supported to enhance its capacities and functions in accordance with international best practices, the Ministry of Foreign Affairs was supported in the implementation and reporting capacities to implement UPR recommendations of the Human Rights Council, the Supreme Council for Women was supported in its main strategy to empower Bahraini women specially during the elections period, and a range of activities related to Bahrain’s engagement with the MDGs and SDGs processes that was consistently supported by UNDP. The Bahrain Institute of Public Administration was progressively assisted in its role to support of public administration training, research and advisory services, in addition to establishing the capacity development facility, and launching and operationalising MENAPAR, a regional public administration initiative that spearheads collaboration and networking in public administration-related research.
* ***Strengthened capacity of national institutions to formulate plans and policies more efficiently, fairly and transparently and deliver services more effectively.*** UNDP projects contributed and supported the Ministry of Social Development in the formulation and implementation of the national strategies on persons with disabilities, elderly and childhood (in collaboration with UNICEF). UNDP supported the Supreme Council for Women efforts to institutionalise Equal Opportunity Units in ministries, and with the University of Bahrain developed 12 modules on gender and economic empowerment to be used nationally and regionally. Furthermore, UNDP played a key role in establishing and guiding the work of the Sustainable Energy Unit, which is driving national efforts to diversify Bahrain’s energy mix, enhance energy efficiency and increase the use of renewable energy.
* ***Strengthened national capacity in supporting economic diversification and development.*** UNDP activities supported the Ministry of Industry and Commerce capacities in taking advantage of Bahrain’s participation in WTO processes to negotiate best positions for its market and, together with UNCTAD, UNDP played an instrumental role in supporting the adoption of both Bahrain’s Free Trade Agreements.

### **II: Country Programme Performance Summary**

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| **Country information** | |  | | |
| **Country name: Bahrain** | | | | |
| **Current country programme period: 2012-2016** | | | | |
| **Outcomes** | | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **1. Improved Governance: *Strengthened capacity of national institutions to formulate plans and policies more efficiently, fairly and transparently and deliver services more effectively*** | | $ 2.23 million | 1. *Improve public sector productivity & accountability*, and monitoring of development indexes for public sector accountability*.* 2. *Enhance quality of legislation through support to parliamentary administration, and*  cooperative relationships between executive and legislative branches. 3. Extent of routine use of performance-based and gender-responsive budgeting by ministries. | 1. *The Capacity Development Facility was established and the UNDP capacity assessment approach institutionalized and used with public sector institutions. BIPA training modules (3) were developed and implemented by BIPA for public administration staff.* 2. *MENAPAR established as a network of Public Administration institutions in the Arab region and operationalized to develop and publish research on public sector reform.* 3. *Capacity development workshops (3) were organized for the sector of rule of law on Instable Protocols to prevent torture.* 4. *Parliamentary Administration strategies (2) were developed to increase quality of support to MPs. Capacity-building events (3) to MPS on gender-budgeting, outreach and media skills to MPs, 5 training workshops to staff of parliament secretariat on parliamentary research, strategic planning, training needs assessment, SOPs were held.* 5. *Senior members (10) of Parliament’s administration went on a specialized study tour to the French Parliament which brought new ideas in areas of session recording and financial controls.* |
| **UNDP Contribution:**  UNDP supported the Parliament in strengthening the capacity of its Secretariat & MPs, the Bahrain Institute of Political Development (BIPD) was supported in its role to support of political reform process, the newly-established Special Investigation Unit (SIU) of the Public Prosecution Office which investigates sensitive cases of torture was supported to enhance its capacities and functions in accordance with international best practices, and internal structures adapted to reinforce independence of duties and case management registry and categorisation. The Ministry of Foreign Affairs was supported in the implementation and reporting capacities to implement UPR recommendations of the Human Rights Council, and a range of activities related to Bahrain’s engagement with the MDGs and SDGs processes that was consistently supported by UNDP. In addition, the Bahrain Institute of Public Administration (BIPA) was progressively assisted by UNDP in its role to support public administration training modules and initiating reforms in the public sector training assessment methodology. With BIPA, the Capacity Development Facility (CDF) was established using the UNDP capacity assessment/development methodology. In addition, MENAPAR was launched in April 2014 as the first regional network on public administration research and development. South-south cooperation on public administration was also a first with Palestine which resulted in signing of an MOU on exchanging experiences.  CP Outputs:  *The UNDP CP identified four major outputs to support the Government in achieving this outcome: (a) capacity building of the parliament Secretariat to support the work of MPS in drafting better legislations. (b) enhance the processes and capacities of institutions related o rule of law and Human Rights and (c) increase public sector productivity through improved designs of training to better serve the community(d) analytical capabilities to prepare MDG reports.*  Progress and Achievements:  *At the end of the cycle a UPR data-base was developed to monitor the implementation of recommendations by the Human Rights Council, 3 training modules were developed for the public sector training with new methodologies to assess training needs, an interactive website was developed to provide information and knowledge products to citizens and community on different subjects related to political and constitutional frameworks, Istanbul Protocols being amongst main International Frameworks for dealing with torture cases was mainstreamed in the work of the newly established Special Investigation Unit (SIU) and separate strategists were developed for the Parliamentary Administration to measure the quality and quantity of support being provided to MPS. All these have resulted in supporting and strengthening the progress of the democratic and human rights process as well as the advancing the public administration skills to escalate the quality of services to the community. Two MDGs report were produced and linkages were made to SDGs with engagement of high-level decision-makers.* | | | | |
| **2. Inclusive Sustainable Development: More women empowered, youth unemployment reduced and national environment protection actively pursued.** | $1.94 million | | 1. *Increased share of women and youth in decision-making in public and private sectors and in civil society.* 2. *Energy conservation measures submitted to the Cabinet.* 3. *Number of key recommendations of National Environment Strategy implemented.* | 1. *Sustainable Energy Unit established and staffing taking place* 2. *National targets for energy efficiency and renewable energy being agreed* 3. *Energy Gap Analysis produced* 4. *National Energy Efficiency Action Plan and Renewable Energy Action Plan being agreed* 5. *Gender and economic policy courses developed (12).* 6. *Equal Opportunity Units instituted in ministries (21).* 7. *Local NGOs (6) received extensive training on micro-finance over seven months – on all aspects of MF practices.* 8. *Seed capital grant of USD 25,000 to each NGO (6)* 9. *Commissioning and production of detailed Micro-finance Market Research* 10. *NGOs (2) supported in operational and planning skills* 11. *More than 6,000 clients reached, of which 50% were women and 50% youth under 45 years of age* 12. *micro-finance support provided by the Family Bank and six (6) local NGOs* 13. *capacity of NGOs, HIV/AIDS, BIPA, MOSD improved* 14. *ToT workshop attended by the Central Bank of Bahrain, Family Bank, Ibdaa bank, and Ministry of Social Development* 15. *2 social strategies developed (childhood and persons with disabilities)* 16. *Capacity development on HIV/AIDS for 70 religious/ community leaders (Males and Females), 30 Security guards (males and females), 160 male prisoners and 20 Females, 40 community leaders and embassy staff, were the target group of the HIV/AIDS awareness workshops* 17. *an educational documentary Film was produced in Arabic (Subtitled in English).  Some PLWHIV had participated in the film to pass their experiences.  The main goal of the film will be to raise awareness among different clusters of the society, including expatriate labours* |
| **UNDP Contribution:**  *On the issue of gender, UNDP supported efforts of the Supreme Council for Women to institutionalize Equal Opportunity Units is government. In addition, with the University of Bahrain, twelve modules were developed for policy makers on gender and economic empowerment. The twelve modules were carefully and strategically identified taking into account the specific policy and socio-economic needs and performance in the Arab region. These modules focused on public finance and gender responsive budgeting, unpaid workers, employment and labour market, inclusive growth and other related topics. UNDP also supported the development of the national strategies on childhood and persons with disabilities, as well as their implementation. Over the CP period, there was a revitalization of micro-finance support especially in capacity development (NGOs, Government and the Family Bank ). Similarly micro-finance financial regulations were supported to further institutionalize efforts; the MF chapter was introduced in the Central Bank of Bahrain (CBB) financial manual. The project with Ministry of Social Development on MF targeted youth and women through local NGOs. In addition, resources were mobilized to train police officers, prisoners and People Living with HIV/AIDS and injected drug users (IDUs), female and male, on preventive measures. Furthermore, embassy staff were trained on HIV/AIDS related issues. Produced an awareness film.*  CP Outputs:  *The UNDP CP identified the following major outputs to support the Government in achieving this outcome: (a) establishing the Sustainable Energy Unit, (b) gender economic policy management courses developed, (c) Supreme Council for Women and the National Strategy for the Advancement of Bahraini Women supported, (d) support to the formulation and implementation of national social strategies (childhood, youth, elderly, and persons with disabilities), (e) support to the expansion of micro-finance services to the needy citizens, and (f) support to community responses to HIV/AIDS.*  Progress and Achievements:  *At the end of the cycle the gender and economic modules were ready and the project must now first launch them nationally with policy makers from Bahrain. This will provide the needed capacity and knowledge for decision makers in public sector and the Equal Opportunity Units ( EPUs), as well as support the agenda of these EOUs. The change in the regulation of the CBB on micro-finance enhanced the access and operalisation of micro-finance financial services. Finally the social strategies institutionalized national efforts on childhood and disabilities. These strategies were essential to set the baselines, agree targets and measure national progress of all partners. The office secured resources to continue the awareness activities pertaining to HIV/AIDS on a national level, including reaching sensitive target groups, such as IDU prisoners, not previously accessed. Moreover, the establishment of the Sustainable Energy Unit is an important achievement that will support national efforts to raise awareness and pursue targets on energy efficiency and renewable energy; through the development of the National Energy Efficiency Action Plan (NEEAP) and National Renewable Energy Action Plan (NREAP).* | | | | |

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| **3. Economic development: Knowledge-based and private sector growth for sustainable pro-poor and pro-women development.** | $ 1.4 million | 1. *Number of Bahraini companies successfully linked with global knowledge networks.* 2. *Enhanced negotiations, application and implementation of WTO Doha Development Agenda.* | 1. capacity development on trade facilitation. 2. Studies and policy options on US-FTA. 3. Studies and policy options on export promotion. 4. Established Processes for patent examination. 5. Capacity development of IP staff. 6. Drafting of Plants Variety and Patent laws. 7. Restructuring Pricing of Patents and Trademarks in line with international and regional prices. 8. Develop and operationalize a web notification system. 9. Developed a Trade Policy Support System. |
| **UNDP Contribution:**  UNDP supported the Ministry of Industry and Commerce different Directorates on a wide range of different issues related to trade, intellectual property and standards and metrology. UNDP contributed technical advice, capacity development and support to implementation.  CP Outputs  Three outputs contribute to this outcome; 1) enhanced negotiation, application and implementation of World Trade Organization (WTO) Doha Development Agenda (DDA) and Trade Policy Review outcomes, 2) Institutionalizing of procedures under World Intellectual Property Organization (WIPO) agreements for Intellectual Property systems of registration are consistent with national objectives and international requirements and 3) Strengthened capacity of Bahrain in the implementation of the World Trade Organization (WTO) Technical Barriers to Trade (TBT) Agreement.  Progress and Achievements  By the end of the cycle, national capacities were strengthened on specific important trade issues such as trade facilitation. Policy options were provided to the government with regard to Bahrain-US FTA (based on studies on implementation and actualization of the FTA) and export promotion. Processes for patent examination were re-engineered and capacity of IP staff was strengthened through on-the-job training. Legal advice and support were also provided to IP and Plants Variety and Patent laws were drafted. Pricing of Patents and Trademarks was also restructured in line with international and regional prices. A web notification system was developed and was operational for the ministry and other relevant users. A Trade Policy Support System was also developed and went live before the end of the cycle to provide analytical reports to better inform policymakers. | | | |
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| Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)  *Based on the evaluation s and/or assessments undertaken please provide a brief summary of the overall findings on the CP for the 4 year period in terms of performance effectiveness and efficiency and key achievements and lessons learned. Maximum 500 words.*  *The UNDP programme was implemented on the basis of the National Implementation Modality (NIM). Moreover, with Bahrain being a Net Contributing Country, the UNDP programme was fully funded by, and therefore entirely dependent on, the Government of Bahrain. The programme made a considerable contribution to the building of capacity within the Kingdom of Bahrain, despite a number of exogenous factors (including the global drop in oil prices in 2014 and global economic recession) that negatively affected UNDP’s operating environment. Another important factor that is worth noting is the fact that the Country Programme Action Plan (CPAP) was not signed after the endorsement of the CPD.. A lot of effort and energy was expended on reaching bilateral agreements with national partners and securing funding for projects. All these factors combined presented serious challenges to the implementation and financing of UNDP programmes and initiatives, but which were nevertheless overcome by the country office and its partners. However, not all activities were implemented, as set out in the CPD’s results and resources framework (RRF), because of the lack of a signed CPAP and or available funding.*  *UNDP’s programme contributed to the development of institutional capacity of its partners in key areas such as formulating relevant national policies and strategies, establishing necessary institutional infrastructure, building skills and knowledge of partners, and strengthening national coordination in the relevant sectors. Moreover, the approaches adopted in programme activities have effectively integrated crosscutting issues such as gender,. Similarly, real efforts were made in terms of promoting human development and the Millennium Development Goals (MDGs), with systematic identification of these objectives across all proposed activities.*  *In the context of Bahrain, the issue of ownership does not seem to be an issue, given that all activities were agreed and implemented by national institutions under the NIM modality and were fully financed by the government. The programme was largely coherent, with certain activities continuing from previous projects. However, there remains a broad spread of areas of activity and there appears to be a need for a strengthened strategic approach to programming.*  *In terms of effectiveness, interviews with stakeholders show that UNDP activities provided national institutions with access to international approaches and with new experiences and ideas. However, the effectiveness of some projects was moderate, as their expected results were not achieved in full and they did not generate significant or sustainable impact.*  The level of efficiency with which programme activities were managed can be overall qualified as satisfactory. However, one common problem from which most projects suffered was schedule overruns ranging from one to three years as no new projects were signed . The predetermined programme funding Sustainability from the government represented a serious limitation on UNDP’s ability to develop a coherent and strategic programme. This was exacerbated by the inadequate approval process of new projects and/or initiatives.  Key Achievements:  During the 2012-2016 cycle, UNDP supported a number of government and other partners initiatives. For example, UNDP working with MOLSD supported the formulation and the first phase of the implementation of the social strategies on the persons with disabilities and children (aged 0-18 years) in close collaboration with UNICEF. Furthermore, UNDP supported the Minister of energy office in establishing and guiding the work of the Sustainable Energy Unit which is driving national efforts to diversify Bahrain’s energy mix by enhancing energy efficiency and increasing the use of renewable energy. Additionally, supporting the ministry of trade and commerce together with UNCTAD, UNDP played an instrumental role in supporting the adoption and implementation of Bahrain’s Free Trade Agreements. Moreover, the Bahrain Institute for Public Administration (BIPA), which was the result of a UNDP project, was further supported in its role as a provider of training, research, and advice to all of Bahrain’s public administration. UNDP and BIPA drove the launch and operationalization of the Middle-East and North Africa Public Administration Research (MENAPAR) network, a successful regional public administration initiative that spearheads collaboration and networking in public administration-related issues and research in the Arab region. Other areas of support included capacity building for the Parliament and the Special Investigation Unit (SIU) of the Public Prosecutor’s Office, technical support for the Bahrain’s Institute of Political Development and the E-Governance Authority,  Major Lessons Learnt:  Key lessons learned from the evaluation:  a) *Strategic approach to programming and positioning*  Certain activities were too thinly spread across a number of areas and this resulted in limited impact and sustainability. For UNDP to stay relevant in a high-income environment such as Bahrain where high-quality support and cutting-edge advice is essential, more depth and specialization will be necessary. The UNDP should be cognizant of both its own strengths and limitations, and thus be explicit about what it can and cannot deliver. The Bahraini government has outlined the country’s development goals and UNDP should identify those areas in which it can make meaningful contributions. UNDP should take a more purposeful and strategic approach to addressing the country’s development challenges and priorities.  b) *Sustained and predictable funding*  The continuation of regular funding presented a serious challenge for UNDP’s effectiveness in its current programme cycle. This constrained its ability to develop a more strategic, structured and cohesive programme. As already described in this document, country office concerns about mobilizing funding for its sustainability detract attention from longer-term engagements which are more strategic and sustainable for UNDP. UNDP needs to find a sustainable solution if it is to develop a long-term relationship in the country and contribute to national development in the areas where support is needed and requested.  c) *Transparency and visibility*  Although UNDP has overall succeeded in creating a good public image of its contribution and gaining the full trust of a number of government and non-government counterparts as a long-term development partner, communication problems with some of its partners hampered certain aspects of its programme. UNDP should communicate more about its mandate, its programmes and above all the results of its work and should pay particular attention to improvements of transparency and communications with partners and the public by strengthening the country office’s media and communications capacities. | | | |

III. Country Programme Resources

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| **Focus Area** | **Programme Expenditure ($)** | | | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Poverty and MDGs |  | 1.47 million | 1.47 million | 26.06% |
| Democratic Governance |  | 2.23 million | 2.23 million | 39.54% |
| Crisis Prevention and Recovery |  |  |  |  |
| Environment and Sustainable Development |  | 1.94 million | 1.94 million | 34.40% |
| Total |  |  |  |  |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)** |
| * **UNDP Bahrain Final Independent Evaluation of the Country Programme, May 2016** * **Final Technical Report (written for UNAIDS Programme Accelerating Fund – PAF) , November 2012** * **Assessment Report on Project Achievements, Gaps and Constraints (of Micro-finance project), April 2013** |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)