

United Nations Development Programme

Country: Kingdom of Bahrain

UNDAF Outcome: Strengthening Governance and Participation

Expected Outcome: CSO Participation in National Development Strengthened

Expected Output(s)/Annual Targets: 2008

Executing Entity: Ministry of Social Development

Implementing agencies: National NGO Center, Bahrain Center for Studies and Research

Narrative

Given the current Government engagement in reforms and increasing participation, the project aims at strengthening CSO/NGO participation in the national democratic process. The project will build on activities started in 2007 and will focus on (a) developing the capacities of CSOs for advocacy and participation in national programmes and policy formulation, implementation and evaluation; (b) Supporting the creation of an enabling environment for civil society and organizational development for CSOs to improve internal governance; and (c) Conducting a census of CSOs to prepare a CSO strategy.

Programme Period: **2008**
Programme Component: _____
Project Title: **Strengthening Civil Society Organizations' Capacity to Participate in the National Reform Process in the Kingdom of Bahrain**
Project ID: _____
Project Duration: **2008**
Management Arrangement: **NEX**

Total Budget	<u>\$200,000</u>
Allocated resources:	_____
• Government	_____
• Regular	_____
• Other:	_____
○ DGTTF	<u>\$200,000</u>
○ Donor	_____
○ Donor	_____
• In kind contributions	_____
Unfunded budget:	_____

Agreed by (Government): _____

Date:

Agreed by (Executing entity): _____

Date:

Agreed by (UNDP): _____

Date:

1- SITUATION ANALYSIS

Since 2000, the Kingdom of Bahrain has been going through political reforms that are having profound impact on the country and the region. The reforms gave the citizens individual freedoms, institutionalized women's political rights to vote and stand for parliamentary elections, and created a more transparent decision-making process. It also eliminated the restrictions on the right to form political associations, and strengthened the freedom of speech and expression. In October 2002, parliamentary elections were held for the first time since 1975.

The 2000 reforms also created an enabling environment for establishment of new NGOs. Compared to the mid-1980s where the number of civil society associations was 28, in 2004 the number of registered associations became 386 and by 2006 it exceeded 400 organizations. This is sizable compared to the size of the population of 750,000.

Bahrain has the oldest and most effective civil society in the Gulf region, a couple of civil society associations were founded as far back as mid-1930s. Civil Society Organizations in Bahrain are among the strongest in the Gulf region. Following this reform process, NGOs are emerging as strong development players and have a vibrant and expanding voice in development priorities.

The Government facilitates and encourages the expansion of the sector within an overall framework of overall social development plans. Non-political NGOs fall under the jurisdiction of the Ministry of Social Development. This is a relatively young ministry founded in 2005, which provided NGOs with support in three main areas: (a) technical support through auditing services and the micro-start project, (b) financial grants through the "Social Non-Governmental Fund", and (c) in-kind support to NGOs. The ministry is currently finalizing a new NGO law.

The Ministry created an NGO Center that is directly involved in the assessment and evaluation of NGOs for approval of grants, as well as building an NGO database. The center also provides training for NGOs on governance issues (strategic planning, internal governance, reporting and funding, project management, etc); it is planning to broaden the scope of the training to cover a wider range of substantive issues, including on human development concepts, local development, tools for need assessment and participatory appraisal, gender, youth, statistical literacy for MDGs, PSIA, etc.

In addition, NGOs in Bahrain, as in other countries of the region, need to strengthen their internal capacity and organizational development to enable them to become fully engaged in a policy and consultative space, and improve the environment for civil society on key issues. NGOs face a number of internal difficulties that hinder their effectiveness and development impact, including weak technical capacities, weak internal governance and organizational structures, lack of overall vision and strategy, and limited accountability. Furthermore, there is no comprehensive mapping or assessments of civil society organizations (CSOs) which make a need to generate participatory assessment and commissioning substantive papers and reports, and creating rosters and databases of the CSOs.

2. STRATEGY

Linkages with Government Strategy, CPD and RBAS CSO Strategy

In the above context, the project comes at an opportune time in the democratic evolving of institutions in Bahrain. Strengthening CSOs and harnessing partnerships and projects among them will allow them to become fully engaged in the democratic development process in the country and will serve as an innovative model for the whole of the Gulf region. Given the Government's commitment to promote the role of the CSOs in socio-political and governance developmental, the project responds to national priorities and is in line with the reform agenda of the Government.

The project is very much in line with the Country Programme of Bahrain. A UNCT joint assessment of the country identified four underlying factors affecting the development agenda in Bahrain, and concluded that addressing these challenges will be crucial to success in maintaining development gains and preventing relapse. The current project is directly related to addressing these factors, including increasing transparency and participation, and strengthening institutions for increased women and youth empowerment. One of the main areas of focus of the CPD is participatory governance where UNDP intends to support the institutionalization of a democratic culture with enhanced civil society access to information and capacity-building.

In addition, the project responds to the CSO strategy of the UNDP Regional Bureau for Arab States that calls for strengthening UNDP platforms for engagement and generating knowledge on the civil society sector, including supporting participatory CSO assessments; developing civil society capacity for advocacy and participation; and supporting an enabling environment for CSOs and organizational development to improve internal governance.

Project Duration

The project duration is one year and falls under an overall strategy of the UNDP Country Office for strengthening CSO capacities that targets comprehensive support to the CSO sector in Bahrain, including assessment, capacity development, and strategy setting. The current project builds on activities started in 2007 with funding from DGTTF.

Project Strategic Result, Outputs, and Activities

The project will build the capacities of the CSOs to become active partners in the reform process for building a democratic society in Bahrain. It will provide specific capacity-building programmes for advocating and influencing the decision-making process through integrating concerns and development priorities of the country and mainstreaming these in the reform process.

UNDP is uniquely placed to play this role effectively, especially to use its convening power to improve interaction between public institutions and civil society actors and to foster South-South linkages for knowledge sharing and exchange within and outside the country.

Therefore, the overall **strategic goal** of the project is to strengthen civic engagement in the national development process, including participation in policy dialogue and policymaking processes as well as implementation of projects.

The Outputs of the project (2008) include the following:

1. Civil society capacity developed for advocacy and participation in MDGs, national programmes and policy formulation, implementation and evaluation. This includes a revision of the training programmes currently carried-out by the National NGO Center with a view to diversifying training substance based on national development priorities, and facilitating meetings with NGOs to increase their capacity for policy advocacy strengthening to participate in existing and emerging national programmes.
2. Supporting the creation of an enabling environment for civil society and organizational development for CSOs to improve internal governance, including a review of the draft CSO legal framework, and developing voluntary codes of conduct.
3. Conducting a census of CSOs and preparing a CSO strategy.

UNDP

UNDP will facilitate the implementation of the project and the creation of partnerships among stakeholders. UNDP will use its global and local knowledge networks to provide timely and most appropriate technical solutions and advice to the project and will be responsible for monitoring and evaluating of the implementation of the project activities in accordance with the policies and procedures established for this purpose by UNDP.

3. Results Framework

<p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: Increasing transparency and participation</p> <p>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.</p> <p>Applicable MYFF Service Line: Democratic Governance- SL 2.6: Decentralization, Local Governance and Rural/Urban Development</p> <p>Partnership Strategy:</p> <p>The project will be closely implemented with the Ministry of Social Development and the National NGO Center. Some activities will be sub-contracted to research centers in the country.</p> <p>Project title and ID (ATLAS Award ID):</p>					
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs	
<p>1. Civil society capacity developed for advocacy and participation in MDGs, national programmes and policy formulation, implementation and evaluation</p>	<p>1.1 Four training programmes for NGOs in MDG-based national development strategies, Statistical Literacy conducted</p>	<ul style="list-style-type: none"> - Mission to review training programmes and provide recommendations - Consultant identified and contracted - Paper prepared and presented - Agreement with NGO Center on training content - Subcontracting training to NGO Center - Training conducted 	<p>UNDP MoSD NGO Center Research Center</p>	<p>National consultant (1.5 m/m- \$7,000) Subcontract for training (\$80,000)</p>	
	<p>1.2 continue capacity building program for NGO's support including ToT. South-South cooperation will be utilized.</p>	<ul style="list-style-type: none"> - Individual meetings with NGO's representative prepare and distribute an application. 			
<p>2. The creation of an enabling environment for CSOs to improve internal governance supported</p>	<p>2.1 Consultants Programmed for internal management of NGO's.</p>	<ul style="list-style-type: none"> - Agreement with NGO center - Implement identifies opinions. 		<p>International consultant (4.5 m/m- \$44,000) with ICNL</p>	
	<p>2.2 Facilitate NGO's new law materials for registration and reporting, training the trainers to create a cadre of local activities and lawyers knowledgeable about the law and able to train NGO's in apply it.</p>	<ul style="list-style-type: none"> - Consultant contracted - Training conducted - Agreement with NGO center on training content - Subcontracting training to NGO Center 			

<p>3. CSO survey/census drafted, reviewed and finalized.</p> <p>Project Support</p>	<p>2.3 Advocacy workshops for NGOs to introduce the law and its requirements.</p> <p>3.1 CSO survey/ census drafted, reviewed and finalized.</p>	<ul style="list-style-type: none"> - Agreement with NGO center - Meeting organized - Training conducted - Agreement with Research Institute - Liaising with CIVICUS - Support to the CSO database in the National NGO Center. 		<p>Subcontract for Census (\$46,000)</p>	<p>SURF missions (5- \$10,000) Project Support (2 m/m-\$3,000) Equipment (\$4,000)</p>
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Annual Work Plan Budget Sheet

Year 2007

EXPECTED OUTPUTS <i>and indicators including annual targets</i>	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. Civil society capacity developed for advocacy and participation in MDGs, national programmes and policy formulation, implementation and evaluation	1.1 Four training programmes for NGOs in MDG-based national development strategies, Statistical Literacy conducted					UNDP/ MoSD	UNDP	National consultant (1.5 m/m)	\$7,000
						UNDP/ NGO Center	UNDP	Subcontract for training	\$80,000
	1.2 continue capacity building program for NGO support including ToT.					UNDP/ NGO Center	UNDP	Miscellaneous expenses	\$4,000
2. The creation of an enabling environment for CSOs to improve internal governance supported	2.1 Consultations programmed for internal management of NGO's.					UNDP/ MoSD/ICNL	UNDP	International consultant (4 m/m)	\$44,000
	2.2 Facilitate NGO's new law materials for registration and reporting, Training the trainers to create a cadre of local activities and lawyers knowledgeable about the law and able to train NGO's in apply it.					UNDP/ NGO Center	UNDP	Miscellaneous expenses	\$2,000

4. Management Arrangements

The project will be nationally executed by the Ministry of Social Development. The project will establish a Steering Committee (SC) composed of the Ministry of Social Development, NGO Center, and UNDP to oversee the implementation of the project. Select NGOs and research centers will be invited to the SC meetings as needed.

The project will appoint a National Project Director who will manage the daily activities of the project and coordinate its activities. The National Project Director will report to the SC the project workplan for the approval process. The national Project Director will be in charge of establishing success indicators and utilize project and independent experts for regular and in-depth evaluation of project activities both at the output and outcome levels.

5. Monitoring and Evaluation

The project will be subject to an annual review by the SC at the end of 2007.

The National Project Director will prepare progress reports and submits to each Steering Committee meeting using the UNDP Project Progress Report format. All financial reports required under National Executed Projects (NEX) procedures will be prepared by the National Project Director.

6. Legal Context

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

Annex 1- Workplan

Output	Activities	1 st Q	2 nd Q	3 rd Q	4 th Q
1.1. Review Report prepared and recommendations verified	Finalize TORs	■			
	Recruit Consultant	■			
	Finalize Paper		■	■	
	Review draft			■	
	Issue payment				■
1.2 training programmes for NGOs conducted	Finalize Agreement with NGO Center	■			
	Sign contract	■			
	Approve selection of NGOs and curricula		■		
	Conduct training		■	■	
	Prepare final report			■	
	Issue final payment				■
1.3 Three meetings with NGOs organized	Finalize Agreement with NGO Center	■			
	Organize Meeting		■		
	Issue payment			■	
2.1 Two meetings with NGOs organized	Finalize Agreement with NGO Center		■		
	Organize Meeting			■	
	Issue payment			■	
3.1 CSO survey/ census drafted, reviewed and finalized.	Finalize TORs	■			
	Finalize agreement with Research Center	■			
	Sign Agreement and issue payment		■		
	Design questionnaire and select surveyors		■		
	Train surveyors			■	
	Conduct survey				■
	Data coding and entry				
	Data analysis				
	Report writing				
	Report launch				
Project support	Finalize TORs for PA	■			
	Recruit Consultant	■			
	Issue payment	■			
	Purchase equipment		■		
	SURF missions	■		■	

Annex 2- Terms of Reference

- 1. Project Assistant**
- 2. International Consultant/ Advisor for Training**
- 3. International Consultant / Legal Advisor**
- 4. National Consultant/ Strategy Setting**
- 5. Institutional Services- CSO Census**

1. TORs- Project Assistant

Under the overall supervision of the Project Steering Committee, formed of UNDP and Ministry of Social Development, the PA is responsible for following up the day-to-day implementation of the project as stipulated in the project document, and as assigned to him/her by the ARR/MoSD representative.

More specifically, he/she is:

1. Advise the Steering Committee on project implementation
2. Follow up on all issues related to project implementation
3. Advise implementing partners on issues related to training and implementation of the census
4. Provide technical support to SC and implementing partners on all issues related to project implementation.
5. Actively liaise with NGOs on project activities.
6. Prepare all logistics arrangements related to project activities.
7. Monitor the implementation of project activities.
8. Provide regular reporting on project activities.
9. Carry out other tasks as deemed necessary by the SC.

Duty Station: Manama with travel to other areas in Bahrain

Qualifications: University degree in social studies or related fields. At least two years operational experience. Previous experience in working with institutions of the civil society. Experience with UN system is an asset. Arabic and English mandatory. Computer literacy is a prerequisite.

2. TORs- International Consultant

I. General Information	
Title of the contractor: Advisor on training Duty Station: Bahrain Section/Unit: UNDP Reports to: ARR Reports:	Project reference: Pay Level: Source of Funding: Duration of Employment: November- December 2007

II. Objective & Scope of Work
The main objective of this assignment is to provide technical support and advice on the training to be provided by the NGO Center and others for strengthening CSOs in Bahrain.

III. Tasks & Expected Output
The National consultant is expected to complete the following tasks: <ul style="list-style-type: none"> ✓ Review the different types of training provided to CSOs by NGO Center and other entities (as these exist) ✓ Meet with different stakeholders (UNDP, MoSD, NGO Center, Selected CSOs) to asses training needs and gaps ✓ Undertake capacity needs assessment for select representative sample of NGOs ✓ Review the training curriculum currently offered ✓ Identify gaps in training and capacity development ✓ Identify areas of priorities for support in training and capacity development by Government and UNDP ✓ Present recommendations for UNDP and MoSD ✓ Act as resource person in meeting with stakeholders to get views on identified priorities and areas of support ✓ Finalize report based on comments received

IV. Purchases & Inputs
NA

V. Competencies
Excellent knowledge and understanding of legal issues related to CSOs <ul style="list-style-type: none"> ✓ Excellent inter-personal skills ✓ Excellent analytical and research skills

VI. Recruitment Qualifications	
Education:	Post Graduate degree in social sciences or related fields
Experience:	6-8 years of experience in capacity assessments and training
Language Requirements:	Proficiency of English and Arabic languages

3. TORs- National Consultant

I. General Information	
Title of the contractor: Advisor for Strategy Duty Station: Bahrain Section/Unit: UNDP Reports to: ARR Reports:	Project reference: Pay Level: Source of Funding: Duration of Employment: November-December 2007

II. Objective & Scope of Work
The main objective of this assignment is to come up with the elements of a strategy for strengthening CSOs in Bahrain. The strategy will examine the role of UNDP and the Ministry of Social Development in Bahrain vis-à-vis CSOs, providing recommendations on strengthening their relationship with CSOs.

III. Tasks & Expected Output
The international consultant is expected to complete the following tasks: <ul style="list-style-type: none"> ✓ Review the work of UNDP on CSOs ✓ Review the work of MoSD and NGO Center with CSOs ✓ Meet with different stakeholders (UNDP, MoSD, NGO Center, Selected CSOs) to assess needs, challenges and opportunities ✓ Identify areas of priorities for support by Government and UNDP ✓ Provide the elements of a strategy to guide the work of UNDP on CSOs in the medium term (3 years) ✓ Present recommendations for UNDP ✓ Act as resource person in meeting with stakeholders to get views on identified priorities and areas of support ✓ Finalize report based on comments received

IV. Purchases & Inputs
NA

V. Competencies
Excellent knowledge and understanding of legal issues related to CSOs <ul style="list-style-type: none"> ✓ Excellent analytical skills ✓ Excellent analytical and research skills

VI. Recruitment Qualifications	
Education:	Post Graduate degree in social development or related fields
Experience:	6-8 years of experience in related fields, including on strategy formulation and setting
Language Requirements:	Proficiency of English language

4. TORs- International Consultant

I. General Information	
Title of the contractor: Legal Advisor Duty Station: Home Section/Unit: UNDP Reports to: ARR Reports:	Project reference: Pay Level: Source of Funding: Duration of Employment: November- December 2007

II. Objective & Scope of Work
The main objective of this assignment is to revise the draft law for civil society organizations prepared by the Ministry of Social Development in Bahrain and providing recommendations in line with international guidelines.

III. Tasks & Expected Output
The international consultant is expected to complete the following tasks: <ul style="list-style-type: none">✓ Review the draft law✓ Assess the draft law in line with international standards, ensuring freedom of association and expression✓ Provide comparative experiences on similar initiatives✓ Provide detailed analysis of the draft law in line with the above✓ Provide detailed recommendations on the needed revisions for the law✓ Present report to UNDP and Ministry of Social Development✓ Finalize report based on comments received

IV. Purchases & Inputs
NA

V. Competencies
Excellent knowledge and understanding of legal issues related to CSOs <ul style="list-style-type: none">✓ Published written works of his/her own and participation in international conferences and workshops✓ Excellent analytical and research skills

VI. Recruitment Qualifications	
Education:	Post Graduate degree in law or related fields
Experience:	6-8 years of experience in related fields
Language Requirements:	Proficiency of English language

5. TORs- Census/ Mapping of Civil Society Organizations in Bahrain

I. Project Background

The project **Strengthening Civil Society Organizations' Capacity to Participate in the National Reform Process in the Kingdom of Bahrain**, a joint project between the Ministry of Social Development and the United Nations Development Programme, aims at strengthening the role and capacities of CSOs in Bahrain to play an effective role in the reform process of the Kingdom. One of the outputs of the project is to carry out a full census and mapping of the civil society organizations in the country.

II. Objective of Assignment

The objective of the assignment is to carry out a full census/ mapping of CSOs in Bahrain, including their characteristics. The census will be set in a database that will be updated by the NGO Center of the MoSD.

III. Activities

1. Preparatory phase
 - a. Designing Census tools
 - i. Quantitative tools
 - ii. Qualitative tools
 - iii. Manual for questionnaires
 - b. Sampling
 - c. Selection and training of surveyors
 - d. Pilot testing survey
2. Implementation of Field work
 - a. Questionnaire filling
 - b. Random control checking
 - c. Focus Group meetings
3. Data Processing
 - a. Data coding and data entry
 - b. Data cleaning
4. Obtaining statistical results
5. Data analysis
6. Report writing
7. Creating an updated Data base

IV. Duration of Assignment

The overall assignment should be completed in 6 calendar months

V. Basis for waiving competitive procurement of service

It is recommended that the study is contracted to the "Bahrain Center for Studies and Research" based on the following justification:

- The center has the needed expertise to carry out the required works
- An earlier SURF-AS mission recommended the Centre for carrying out the census as per as an assessment of their capacities
- The need to subcontract the census ASAP given the fact that the funding needs to be disbursed before the end of 2008
- The existence of an MOU between the Center and MoSD
- The willingness of the center to accept TA by CO and SURF-As

- "Information gathered outside the scope of this project by the Ministry of Social Development and provided to the project at no cost, will not be published or used for other purposes without prior agreement of the Ministry of Social Development

Census Technical Details

Objective:

This objective of the survey is to have a full mapping/census for all CSOs in Bahrain. It aims at providing data on indicators related to characteristics of CSOs, services and activities, in addition to information on their funding, internal governance and other information.

Tools:

The census will be of a quantitative nature, including some open ended questions that can be coded after data gathering. The survey will be supported with some qualitative methods such as in-depth interviews and focus groups to ensure obtaining a comprehensive overview of the CSOs in Bahrain.

Steps/ Workplan:

The following would constitute the workplan for the survey:

- Decision on indicators
- Finalization of questionnaire and survey manual
- Training of field surveyors
- Pilot testing
- Implementation of field survey
- Random control of survey
- Elaboration of database
- Data coding and data entry
- Data cleaning
- Publishing database
- Analysis of the results
- Publishing of results

Contents of the questionnaire:

1. General Profile of NGO / Society
 - a. Name and address
 - o Name of NGO in Arabic
 - o Name of NGO in English
 - o Acronym of NGO
 - o Detailed address
 - o Phone numbers
 - o Fax numbers
 - o Email address
 - o Website address
 - b. General Information
 - o Year of establishment
 - o Number or reference of official document
 - o Name of current president

- Name of ministry it belongs to
- Type of NGO/ Society
- Nationality of the NGO /society
- Aims of NGO / Society

c. Characteristics of location and facilities

- Area of location in M²
- Availability of offices
- Availability of rooms for conferences and activities
- Facilities for people with disabilities

2. Internal Governance

- having a mission statement
- Selecting the president
 - Method
 - duration
- Selecting members of the board
 - Method
 - duration
- Availability of an annual plan
 - Who decides the plan
 - Method of deciding on plan
 - Feasibility of achieving the annual plan
 - Hindrances of achieving the annual plan
- Annual reports
 - Availability
 - Periodicity
- Rules and regulations
 - Availability
 - Types of rules and regulations

3. Provision of activities and services

- Activities
 - Availability of a needs' assessment
 - Number of activities in the last year
 - Type of activities
 - Specific beneficiaries
 - who delivers services (internal or external staff)
- Services
 - Availability of an annual plan
 - Feasibility of achieving plan
 - Availability of a needs' assessment
 - Number of services in the last year
 - Types of services
 - Specific beneficiaries
 - who delivers services (internal or external staff)
- Conducting evaluation
 - internal
 - feedback of beneficiaries

4. Beneficiaries
 - Type of beneficiaries
5. Funding and budgeting
 - Funding
 - i. Sources of funding
 - ii. Adequacy of funding
 - iii. Do you search for additional funding
 - Budget
 - i. What's the capital of the NGO – society for classifications (in dinars)
 - ii. Have a budget plan
 - iii. Do you follow the budget plan
 - Do you keep financial records
6. Human Resources
 - Board
 - i. Total number of board members
 - ii. Method of selecting board members
 - iii. Distribution by gender
 - iv. Distribution by age
 - Members
 - i. Total number of members
 - ii. Distribution by gender
 - iii. Distribution by age
 - iv. Increase of number of members over the past five years
 - Staff
 - i. Total number of staff
 - ii. Types of staff (technical, administrative)
 - iii. Training of staff
 1. types of training
 - iv. Need for external staff
 - Volunteers
 - i. Total number of volunteers
 - ii. Distribution of volunteers by gender