



THE PUBLIC SECTOR  
**BEST PRACTICES**  
KINGDOM OF BAHRAIN  
2015 REPORT

*Kingdom of Bahrain*



FIRST EDITION





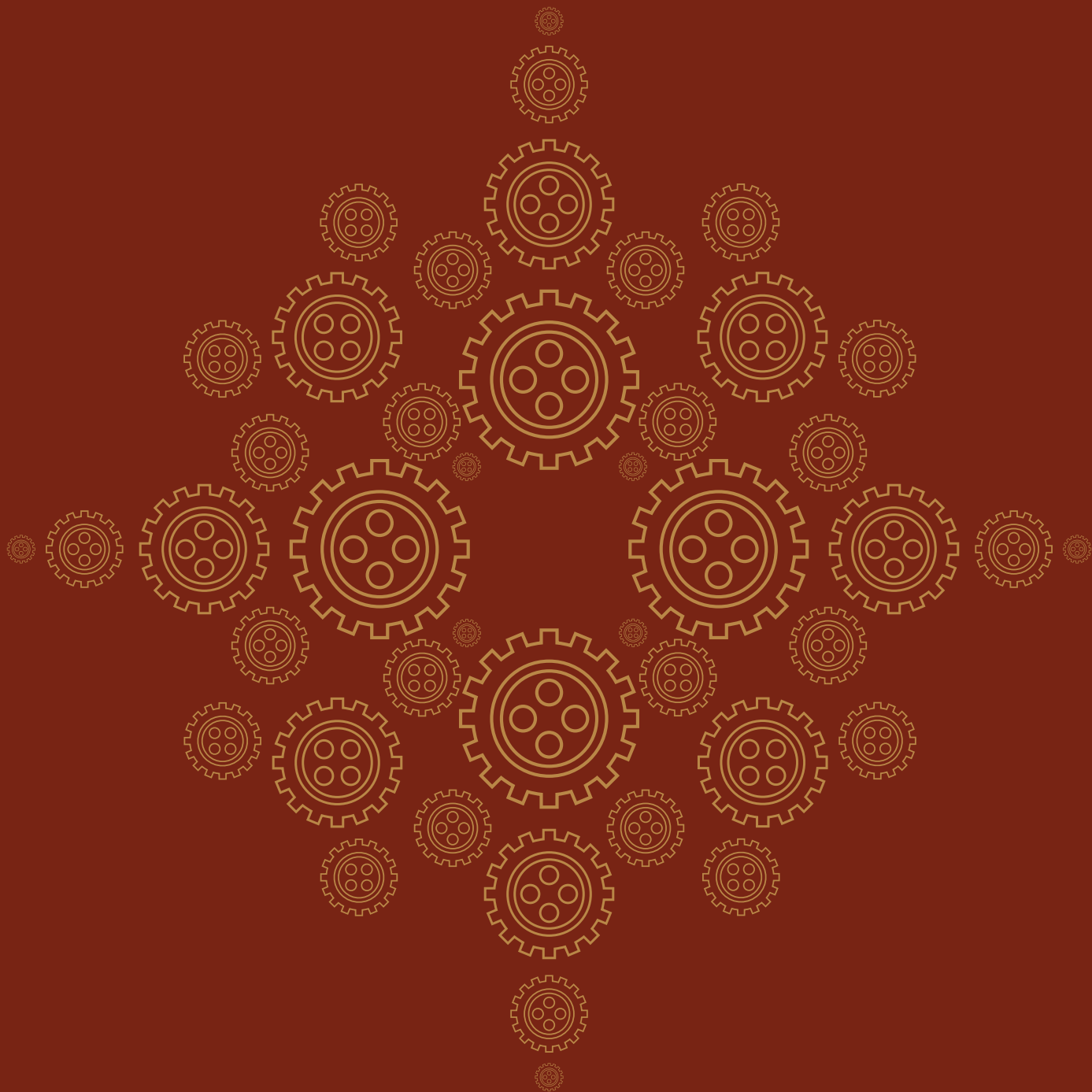
His Royal Highness  
**Prince Khalifa bin Salman Al Khalifa**  
The Prime Minister of the  
Kingdom of Bahrain



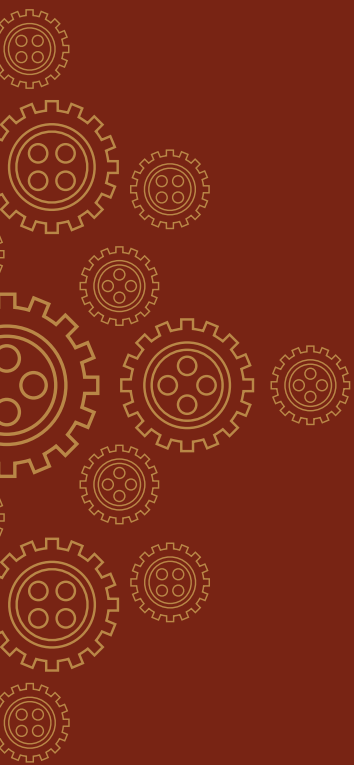
His Majesty  
**King Hamad bin Isa Al Khalifa**  
The King of the  
Kingdom of Bahrain



His Royal Highness  
**Prince Salman bin Hamad Al Khalifa**  
The Crown Prince and  
Deputy Supreme Commander  
of the Kingdom of Bahrain







We have the honor to introduce the first book of the best government practices in the Kingdom of Bahrain, which was compiled in order to be a reference to the achievements of the Government of the Kingdom of Bahrain.

This book is made from the best practices submitted to the Government from various governments' sectors, and to document the outstanding achievements of the government's institutions.

We have been monitoring practices through the Bahrain Centre of Excellence under the umbrella of H.R.H The Prime Minister's Court in cooperation with the eGovernment Authority through comprehensive field surveys to assess outstanding government practices, scientific and academic manner.

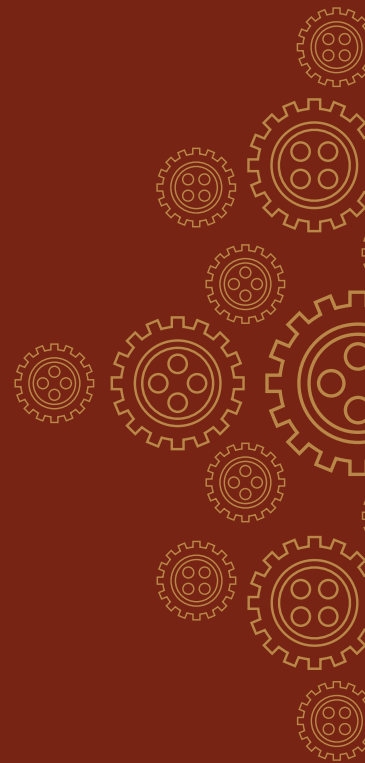
We have prepared this book to document the positives and national achievements through a story line manner, in order to be the first nucleus for the establishment of Bahraini case studies, scientific and academic that will be addressed in practical and scientific treatises.

The aim of this book is to strengthen the national capacity of government institutions through the deployment of successful practices.

We look forward to achieve excellence in the teams that continue to both monitor and document the outstanding practices of our government as future reference by the sons of the nation to the new and ongoing issues.

**H.E Mohammad Bin Ebrahim Al Mutawa**  
Minister of Implementation

**Shaikh Hussam Bin Essa Bin Khalifa Al Khalifa**  
President of H.R.H The Prime Minister Court









# CONTENTS

## CATEGORY ONE

Improving the delivery of services

1

---

Ministry Of Works	14
Ministry Of Health	18
Central Informatics Organization (CIO)	28
National Oil and Gas Authority	29
Ministry of Municipalities	31
Ministry of Education	34
Ministry of Foreign Affairs	38
National Authority for Qualifications and Quality Assurance of Education and Training (QQA)	40
Ministry of Social Development	42
National Authentication Framework (eKey )	46

## CATEGORY TWO

Fostering participation in policy-making decisions through innovative mechanisms

2

---

Central Bank of Bahrain	50
Ministry of Labor	52
Ministry of Education	56
University of Bahrain	58
Government eMeeting Platform	60





## CATEGORY THREE

Promoting whole-of-Government Approaches in the Information Age

---

3

Ministry of Social Development	64
Central Informatics Organization (CIO)	67
Survey and Land Registration Bureau	68
Bahrain Information Communication Technology Governance	70
National Payment Aggregator (NPA)	71
National Gateway Infrastructure	72
The National Suggestions & Complaints System (Tawasul):	73

## CATEGORY FOUR

Promoting gender-responsive delivery of public services

---

4

Ministry of Works	76
Tamkeen	78
Ministry of Education	79
Royal Charity	81



# CATEGORY ONE

# 1



Improving the  
delivery of  
services



# Ministry of works

---

## 1- MOW eServices portals and Mobile Applications

The Ministry of Works provides the citizens of Bahrain, internal and international businesses, and other government entities, various its customers who are services related to the diverse functions which MOW performs. The customers (which could be international suppliers or contractors) had to make visits to the service counter to submit documents, check status of applications, submit missing documents, and receive the final service document.

The solution addressed these problems by automating the internal workflow and electronically storing the documents facilitating fast document access, secure and safe document storage, and fast service delivery. Now, in certain cases, the customers are serviced instantly whereas earlier it used to take at least five days to service applications.

The initiative was proposed, designed, and implemented completely by Information Technology Directorate of the Ministry of Works, Bahrain. In-house resources were used for the design and implementation. The solutions are in line with the Bahrain 2030 vision and the e-government initiative of the Government of Bahrain.

Customers can avail the services and get information from the comfort of their home, office and even while on the move using the mobile e-services portal or Mobile applications. The customer can check the status of their request anytime and are informed by email and SMS whenever there is a change in the status of their request.

The solutions have increased the efficiency of the service delivery process by automating the workflow and electronically storing the documents facilitating fast document access, secure document storage, electronic notifications when applications move from one stage to next, and fast service delivery. The result is increase in customer satisfaction as well as increase in the efficiency of MOW employee's performance.

## 2- Development of Sewage Treatment Plant (STP) and Sewer Conveyance System Muharraq - Privatisation of Sanitary Services (Muharraq STP PPP)

Prior to the construction of a new Sewage Treatment Plant (STP) at Muharraq, Bahrain had one main STP at Tubli (called Tubli Water Pollution Control Centre); this existing plant was built over 30 years ago when the population of the island was much smaller, but for many years has been heavily overloaded and discharged only partially treated sewage into Tubli Bay causing pollution, odor, general nuisance to the local residents and other environmental problems. In 1997 Tubli Bay was listed as a Ramsar wetlands of international importance; the bay was known as a major breeding ground for shrimp and fishes and a stopover for several migratory bird species. Today, in part due to environmental pollution from Tubli STP there has been a significant reduction in fish and bird life and the mangrove forests around its borders have been reduced to just a few small patches and have virtually disappeared.

Although most of the environmental problems were focused at Tubli Bay the disperse nature of the pollution affected the whole of the population in the northern areas of Bahrain, and limited the availability of the marine environment for leisure and commercial use, created public health issues, and affected fishermen's livelihoods as fish had migrated elsewhere. Complaints and protests from residents and passers-by were common.

Given the continued development and population growth of Muharraq Island and further increasing pressure on the Tubli STP (which can no longer cope with the wastewater discharge levels of the area) there was an urgent need for a dedicated STP in Muharraq. The do-nothing alternative was not an option for the Government.

The Government of Bahrain through the Ministry of Works (MoW), Ministry of Finance (MoF) and the Economic Development Board (EDB) launched the Muharraq STP project to significantly improve the sanitary services on the island the Muharraq. The main objectives of the project were to:

1. Increase Bahrain's sewage treatment capacity by the construction of a new Sewage Treatment Plant:
  - a. Treat all sewage generated in Muharraq and alleviate pollution from Tubli STP
  - b. Provide high quality treated Sewage Effluent (TSE) for irrigation or for industrial reuse
2. Construct a new Deep Gravity Sewer (DGS) system to replace the existing, unreliable and under-capacity sewage drainage network.

The initiative was broadly supported by the public in Bahrain, however, there were a number concerns to address with certain ministries and authorities in Bahrain on environmental and general constructability grounds to make sure the end solution was right and that it could be built with minimal impact on other services. The new STP was designed with a capacity of 100,000 cubic meters per day ( $m^3/d$ ) to serve a population of approximately 300,000 people and but also to be expandable to treat an additional 60,000  $m^3/d$  of sewage as population increases. The STP has been designed and built on a newly reclaimed area of land as far as possible from any residential communities.

A deep gravity sewer (DGS) concept was introduced for the network solution as this was considered to be the most reliable in operation which would eliminate the need for large numbers of sewage pumping stations. Building the DGS deep underground (approximately 15m deep) also meant that it could be built with minimal impact on the old and densely populated parts of Muharraq Town through which it passes and similarly with minimal impact on the Pearl Trailing Route Arad Fort and other services such as electric, water and telecommunication pipes and cables.

A DGS required a construction method that never been used in Bahrain – Micro-tunneling. Under this method a Tunnel Boring Machine (TBM) is driven between shafts on average approximately 300m apart to avoid the need for excavating long lengths of open trenches and all the associated public and traffic impacts.

In order to implement this project in the fastest possible time it was carried out as a Build Operate Own (BOO) project. As this was the first such project carried out by the Ministry of Works Sanitary Engineering a new division within the existing organization had to be created (Sanitary Engineering Privatization Office). Through the type of project it was possible to fast-track financing and implementation of the project. In just a little over 3 years it was possible to complete the STP and DGS. The 24 connections to the existing network were scheduled to be completed within 12 months after the completion of the DGS, but they could be completed in just 6 months further expediting the project completion.

### **3. House Connection to Sanitary Services**

According to the future 2030 Vision of the Kingdom of Bahrain, the government is working hard to reach the optimum level of services offered to the citizens. One of the most important and critical services that all citizens are concerned about is the Sanitary Engineering. The Government of Bahrain achieved a target of covering 95% of the Kingdom area. This was achieved by the best utilizing of the available Sanitary Network Assets, around 1254 km main line serving the Kingdom, around 18741 km lateral lines connected to the Main Line, around 569 Sewage Pumping Stations to collect the inflow, around 70 Storm Water Pumping Stations.

Problems: In the absence of the Sewerage network, pollution will spread in the environment affecting the Human Health by the cause of flooding or the use of septic tanks. Septic tanks are costly, need regular cleaning and could cause damages to the house infrastructure. Consequently human accommodation will be unsuitable for living. Since. The Government started providing the system for the public, it must be delivered on time. Since the construction of new sewerage networks has to disrupt the ground surface therefore it will have effect on the public accessing the working area. Now, connecting the residential building to the network takes a long time which delays the resident from moving into the accommodation. Our project focuses on reducing this time.

New sewer connection requests pass through 3 stages in the sector. First the applicant applies for house connect request at the House Connection Unit in the Technical Service group. If there is an existing sewerage system in the area that can cope with the additional flow then the application will be sent to the Design Section. In the design section there will be a site investigation and prepare the design drawings. After that the Construction Section will connect the house to the system.

We measured the time taken in each section and found that the section that consumes most time is in the design section.

New applications with normal time execution are taking 56 days at an average. New applications with abnormal time execution are taking 222 days on an average.

The National Master Plan for Sanitary Services in the Kingdom of Bahrain is commissioned by Ministry of Works and was elaborated during 2008 to 2010 to ensure the Sanitary Engineering Services meet the current and projected loads till the year 2030. This Master Plan is concerned with the Sewerage System, the Wastewater Treatment Systems, the Surface Water Drainage system and the Treated Sewage Effluent and Sludge Reuse System.

The strategy adopted four measures: Immediate Measures, Short-term Measures, Mid-term Measures and Long-term Measures, in order to achieve goals.

Sanitary Engineering Affairs, Ministry of Works implemented projects as follows: Refurbishment, Rehabilitation and Upgrading of pump stations and Rehabilitation of foul sewers.

Our main objective is to cover Bahrain's developed areas with Sanitary Services. To achieve this objective, initiative is implemented to provide sewerage schemes and house connection services.

#### **4. Sustainable Building Construction: MOW-C03 Implement Green Buildings Principals to Ensure Sustainability. (On Government Buildings to Improve their Efficiency & Enhance Quality of life**

The Construction Projects and Maintenance Sector (CP&M) at the Ministry of Works (MOW) of the Kingdom of Bahrain Government is responsible for the design, supervision, maintenance and management of all government and public building projects, with the exception for the Housing, Electricity and Water Authority and Heritage Projects. The estimated annual cost of all projects at different phases that are handled by CP&M exceeds \$ 250 Million. Statistics on these projects indicated that clients and users satisfaction reached about 80%.

The challenge is not only achieving the clients satisfaction, but to maximize the efficiency of these building projects with regard to different recognized international and local criteria and standards, particularly with those standards concerning the creation of environment friendly buildings. Moreover the efficiency of these building projects need to be regularly checked, evaluated and monitored to ensure their compliance with the recognized standards that qualify and sustain them continuously as environment friendly projects when they are in use and operation.

The results of primarily evaluation for a number of government buildings that were completed by CP&M. indicated that their efficiency level is below targets when measured against the Sustainable Green Buildings Principals and Standards, particularly the Energy Consumption, despite the implementation of Green Building Concepts to them, which makes the issue and the problem more critical and complex.

This reflects that there is a considerable waste to our natural resources in their different forms that should be avoided, particularly when we have limited and less recourses. For example the country has no natural resources for water, which necessitates the desalination of the sea water resulting in more energy consumption for the desalination operations. Also the climate is very hot in summer where the temperature could reach 50 Celsius degrees, which necessitates the use of air-conditioning systems and ultimately the demand for higher energy consumption. The Government usually shoulders the big financial burden of subsidizing

services and consumables to the public that includes energy in a large scale. Statistics on the annual amount of electricity and water consumption per capita, and the amount of Government subsidies reflect the extent of the problem and the challenges we are facing. (Annual Electricity Consumption Per Capita in 2011 was 9405 KWH, and Water Consumption Per Capita in 2011 was 113 Cubic Meters), (The Government subsidy for the Electricity and Water Sector in the year 2012 was about 23% of the total financial subsidy), (the growth of the Government total subsidy has increased by 67% between the year 2007 and 2013).

CP&M being responsible for all government building projects as stated above, has a clear role in creating environment friendly projects, saving and conserving our natural resources, and minimizing government financial subsidies on consumable materials that could be transferred to useful productive sectors to boost the national economy. As a result of this initiative the implementation of integrated green building principles and sustainability were adopted in all our 13 active projects, also in 13 of existing buildings by modification and alteration.

In 2010, the Ministry of Works under the leadership of the Minister of Works launched its 2011 -2015 Strategy. This strategy is in continuation to previous five year strategy plans which aimed to provide high quality public services to enhance the quality of life and to align all MOW strategic objectives to the ‘society,’ aspirations outlined in the Economic Vision 2030 for Bahrain, where the “Bahraini nationals and residents enjoy a sustainable and attractive living environment,” aspiration. Depending on each objective of this strategy the concerned Directorate/Sector of MOW adopted a suitable approach from vision to implementation in order to achieve targets that are challenging but achievable.

The main 2011 -2015 strategy of the CP&M is to adhere to well established sustainability principles (environmental, durability, social and economic) and, where applicable, Green Building best practices. Project deliverables include optimal energy usage and operating and maintenance costs as well as forging a healthy environment, enhancing occupants’ productivity and improving the overall quality of life for end users. CP&M build its 2-6 years' capacity planning to cater for such requirement.



## Ministry of Health

---

### 1. A comprehensive multidisciplinary geriatric plan for patients in the secondary care

The elderly population is around 10-15% of the whole country residents. The majority of them are dependents on others for general care such relatives or private caregivers. Nonetheless, a portion of them are neglected from different aspects which would later on reflect on their health. It was obvious that the rate of admission of this age sub-group was high with long hospital stay which reflected in higher rate of budget consumption, bed occupancy and hospital acquired infection.

The life expectancy in Bahrain in the period from 2005-2010 increased from 70.5 to 75.8 years and it is projected to reach 81.4 years for the period 2045-2050. This is based on the United Nations economic and social commission for western Asia.

We were faced with a long list in the main hospital with a long hospital stay , as the health care workers are underestimating the needs of the geriatrics population and the family members are not educated or trained to take the patients earlier home, where the elderly usually prefer to be.

Faced by this problem, Ministry of Health (MOH) presented by a group of physicians has noticed this problem. Therefore, the goal of improving their health status was set. The initiative's goal is to search for the problem core and to be managed systematically and comprehensively from all its aspects. The main aim of this project was to create a multidisciplinary team with all the involved parties to provide the best care for this group of patients. As a result of this plan, there was a significant improvement in the health services provided with a great impact on their social and health outcome.

In 2010, the Ministry of health with the support of the undersecretary and associated undersecretary for the hospital affairs started the initiative with the aim to improve the health care provided to geriatricians or the elderly population of the country. The project was supported by the higher authority in the ministry and a team was created and consisted of multiple components which are nursing care, physicians, physiotherapy, administration, nutrition and social workers. The end goal was not just concerned with their health but multi-factorial to boost their living standards. This program was part of the MOH 2030 vision of improving health services in the island.

The team was mainly working in Salmaniya medical complex, the main secondary care hospital and in Muharraq geriatric hospital (which is a geriatric hospital with a bed capacity of 104 beds and it is basically a long term facility).

The strategy consisted of multiple components:

Surveying the key health problems of the elderly

To evaluate the current preventive strategy for the elderly

The current health services provided and how it can be improved

The major obstacles encountered in their daily care

The health personnel involved in their care and how their contribution to the plan can be adjusted to meet the elderly needs

Our main target group are the geriatric services in secondary care in Bahrain which never been addressed before.

Through this project we were able to establish a highly motivated team , which was involved in the evaluation of all the cases which were referred. We created a database with a full geriatric assessment for all the patients. We were able to decrease the length of stay for these patients. We were able to put recommendations for a full plan for prevention and management of geriatrics health problems. We were able to cooperate with all the stakeholders in the country in order to improve the holistic approach to the geriatric care.

## 2. A novel way of conducting an antibiotic management / stewardship program

Salmaniya medical complex is the main hospital in Bahrain serving approximately 1.3 million people, the hospital capacity reaching 1000 beds including 34 ICU beds. The recent statistics about the rate of multidrug resistant organisms and the rate of hospital acquired infection internationally, regionally and locally is on the rise. This has been associated with increase rate mortality and morbidity and increasing costs of health care services.

It is obvious that antibiotics had saved many lives since they were first introduced to medical practice. However, when antibiotics are used the emergence of drug resistant microorganisms is inevitable.

The emergence of resistant microorganisms becomes faster when antibiotic use is inappropriate. As well as emergence of resistant microorganisms, increased mortality and morbidity, adverse drug reactions and excessive strain on already limited healthcare budgets are the results of inappropriate antibiotic consumption.

Already nowadays Antimicrobial resistant claims thousands of lives worldwide: around 80,000 Chinese, 30,000 Thai, 25,000 Europeans and 23,000 Americans die every year from antibiotic-resistant infections.

The annual cost to the US healthcare-associated antibiotic-resistant infections is estimated at between \$21 billion to \$34 billion and by 1.5 billion euros in the EU.

These findings provide compelling evidence of the need for more rational use of antimicrobial agents in all over the world. In order to slowdown the development and dissemination of resistant bacteria, restrictions on antibiotic prescribing are becoming more widespread

Antimicrobial stewardship is a recent concept that embodies the practical, judicious use of antimicrobials to decrease adverse outcomes from antimicrobials while optimizing the treatment of bacterial infections to reduce the emergence of resistant pathogens. Antimicrobial stewardship is defined as a collection of interventions geared toward optimizing the prescribing of antimicrobials, and includes the appropriate selection, dosing, route and duration of antimicrobial therapy with the goal of optimizing patient outcomes and decreasing adverse events related to antimicrobial therapy.

Few drugs aside from antimicrobials can lay claim to providing cures for diseases. The dramatic and lifesaving impacts of antimicrobial therapy in the treatment of major illnesses, such as bacterial pneumonia, typhoid fever, urinary tract infections (UTIs), sepsis and endocarditis, are still observed every day, but may be in peril in the future.

Our initiative began as urgent need to control the use of antibiotics in order to decrease the rate of multidrug resistant organisms, as we are in the infectious disease services are faced with increase mortality due to these organisms among our patients. The update mortality report for the last two years in the medical department is that 90% are due to sepsis and pneumonia.

As the main mission of the health strategy in the kingdom for 2012 is that all population have access to quality health care throughout life time. That can be accomplished about elevation of the quality of health services through providing the best medical practice.

We started this innovative program with a small multidisciplinary team to assess the current situation and provide recommendations. The team conducted several meetings and worked on an action plan which included daily follow up of antibiotic consumptions and daily rounds and audit to ensure appropriate antibiotic use with recommendations to the treating physicians and we followed the degree of compliance of health care workers with the recommendations and we followed the rate of consumptions of antibiotics.

Overall, we were able by this innovative project to decrease the consumption of the antibiotics in the hospital, increase the compliance of physicians with the international guidelines, create a collaborative work with other subspecialties and other departments in order to provide the best quality of care. We were able to decrease the consumption of a lot of antibiotics over two years by 94 % for ceftriaxone, by 80% for meropenem , 70% for vancomycin , 80% floroquinolnes and by 50% for tazocin in the medical ICU only.

The evolving public health threat of antimicrobial resistance (AMR) is driven both by the appropriate and inappropriate use of anti-infective medicines for human and animal health and food production.

Recognizing this public health crisis, several nations, international agencies, and many other organizations worldwide have taken action to counteract it through strategies applied in the relevant sectors

Several World Health Assembly resolutions have called for action on specific health aspects related to AMR, and the World Health Organization (WHO) published its global strategy for containment of antimicrobial resistance in 2001, and on World Health Day (WHD) 2011 called on countries in a six-point policy package

In 2012 , the ministry of health in Bahrain adopted the world health organization initiative for antibiotics stewardship in order to decrease the rate of multi drug resistant organisms and the initiative was taken by the medical department by medical department under leadership of an infectious diseases consultant. The rate of antibiotic is a global threat to the health system and the kingdom if Bahrain is of no exception.

The strategy to stop antibiotic misuse adopted to approach the target of decrease the rate of misuse of antibiotics and preventing emergence of new resistant strains.

The plan was to start to divide the work in two parts: the first is one is to collect the data about the consumption of antibiotics on daily basis and we chose the medical intensive care unit as a piloting. The second part which goes parallel with that one creating a form which as approved by the administration to follow all the cultures , the results and the antibiotic used and their doses and then followed by the infectious disease consultant recommendations .

Most of the current available programs in the region and internationally concentrate on the first part with limited data on the second part and how we can really make a big change. And most of them have a dedicated team to do this.

Our strategy was a central representation to the health strategy in the kingdom e government plan 201-2016 for providing the best quality of care with the concentration on disease prevention and health promotion.

Our strategy in overcoming the antibiotics misuse in the hospital begin in 2012 with establishing a committee to monitor the use of antibiotics, and to follow up the culture results and then change the antibiotics to most appropriate choice.

Based on the available resources and after revising the data obtained from the pharmacy and microbiology laboratory, we set our goals to target the area with highest antibiotic use and resistant organisms isolated.

We collaborated with the main antibiotic committee, with all other subspecialties, pharmacy, infection control, information technology specialists and nurses.

### **3. Consumer Protection from Foodborn illnesses in the Kingdom of Bahrain**

The mission of Food Safety in the Ministry of Health in Bahrain is to protect the health of the consumers from any health hazard through ensuring that food is safe and fit for human consumption whether imported from outside, prepared, or manufactured locally. In addition to maintaining a clean environment for the people in Bahrain as well as ensuring economic interests in food trade, this mission could be achieved through the vision to work jointly hand in hand with all segments of the society and involve them actively as far as possible in order to develop a food safety program that is the best in the region and a model that others follow in order to secure the highest levels of food safety.

Food contamination can take place at any stage of food storage, processing and production. Biological, chemicals and physical contaminations are the major threat to food.

Domestic Food Control Group monitors the safety of food available in local market via frequent routine visits for inspection based on daily scheduled duties as well as complaints from the public related to food.

Main activities are conducted to elevate the safety level of displayed and presented food, and ensure that it is free from all types of contaminants, these activities include:

1. Routine inspection visits,
2. Withdrawing samples from public and private food establishments and including educational establishments, tourism, health centers, hospitals, and other establishments for laboratory examination to safeguard suitability for human consumption.
3. Educating and training food handlers and/or consumers via conducting symposiums, workshops, or preparing printable educational materials.

Based on the Public Health Law No. 3 of 1975, authority was given the title of inspector commissioner to carry out inspections and issue notifications and warnings, fines, with closure notices for offenders with litigation before forwarded to the courts.

In spite of the efforts done to improve food control and to ensure the fitness of food available in Bahrain; yet, all these efforts and practices are not sufficient to achieve the required results for a country free from prospects of food poisoning. For example, number of inspections was not enough and not directed to areas most susceptible to cause foodborne illness.

In addition, there is no sound analysis and sufficient capacity to deal with food related complaints and restaurants administrative closure.

Overall, there are challenges in the capacity to protect consumer from food borne illness, especially that Bahrain's population is showing tremendous growth (from 650,604 as per 2001 census, to 1,228,543 in 2010) (Source: MOH Website, Health Statistics) which reflects the increase in the need and consumption of food.

Food entities reached 17,000 with only 33 domestic inspectors responsible for censorship, bearing in mind the fact that most of these entities employ expatriate food handlers who have little if any knowledge about food safety and most of them cannot communicate in either Arabic or English.

The “Consumer Protection from Foodborne Illnesses” started as a simple idea in 2011, shaped in 2012 and ripened in 2013. The idea was proposed by the Public Health Directorate Working Group, which was formed in the Competitiveness workshop as part of Bahrain Excellence Center training. The group analyzed the problem from the customer perspective, and focused on the importance of minimizing food borne illnesses and maximizing the safety of food available in local markets and restaurants. The initiative was about focusing on those restaurants most likely to cause food borne illnesses, visited by a larger number of people due to location (local popular areas), type of food served (fast or ready to eat food), and prices of food suitable for the majority of the population (medium to low prices). If we can make these restaurants serve safer food we would be protecting a bigger percentage of the targeted population.

Therefore, Capital governorate was chosen for the pilot study and trial of the initiative as it recorded the highest numbers of food poisoning incidences, food related complaints, and newly licensed food entities.

The strategy focused on increasing the availability and enriching the inspection procedure as it contained changing the “Penalizing Inspection” to “Intelligent Inspection”, we started training few health inspectors to do more of quality inspections (educating, training, inspection, guidance and sampling). The main objective was to raise awareness and knowledge of food safety and reduce wrong practices among food handlers. The project considers food handlers as partners in consumer protection, as they are the link between authority & community. It works on strengthening their food safety knowledge and awareness to increase safety level of sold food, reduce violations & complaints, minimize food poisoning risk, and promote tourism & national economy. The initiative managed to reduce food poisoning incidences in the targeted areas, as per the statistical reports.

#### 4. Physical activity campaign “Be With Us”:

In a small country like Bahrain with a total population of 1.2 million, chronic non-communicable diseases (NCDs), such as hypertension, cardiovascular diseases and diabetes, pose a major burden and threat to the Bahraini community. Together, these diseases account for nearly half of the deaths registered annually, i.e. more than one thousand deaths a year, and many more are living with the agony of one or more of their complications and disabilities. One every 4 Bahrainis have high cholesterol and/or blood pressure. Obesity and overweight are highly prevalent among children and adults of both genders. Every ten adults, 7 are either overweight or obese. Modifiable risk factors like smoking; unhealthy diet and physical inactivity are the main contributing factors to this escalating epidemic, the result of rapid urbanization with widespread westernized diet and sedentary lifestyle.

To fulfill the main duties and responsibilities Health Promotion Directorates HPD of promoting physical activity and healthy lifestyles to improve general health and reduce the risk of developing NCDs, a national physical activity campaign was started on 2010. Its slogan “Be-With-Us” calls for participation by everyone and included a large number of multifaceted initiatives. The emphasis was to endorse policies and establish supportive environment that facilitate physical activity among all population subgroups.

Creating a community culture that adopts healthier lifestyles by improving the skills and capabilities of individuals and organizations was recognized as an essential need. The new phase also enhances partnership with many essential stakeholders in MOH, NGOs, academia and private sector to improve efficiency, ensure sustainability and overcome financial limitations. As a result of this program more people, institutions and the communities had realized the importance of physical activity and take their role in promoting and advocating for it. More people had become physically active when malls, schools and health centers were utilized as safe indoor environment. The innovative use of mobile unit and educational games also helped change behavior especially among the youth.

Kingdom of Bahrain under the leadership of MOH launched the Bahrain’s Healthcare Agenda and Health Improvement Strategy 2011-2014 which has recognized the importance of sustaining the population’s health through promotion and prevention. Health Promotion Strategy 2007 emphasize the importance of adopting physical activity and healthy lifestyle to reduce mortality from NCDs which is an integral part of Bahrain’s Economic Vision 2030 and has high level

**Gulf Cooperation Council** GCC Leader commitment. The aim is to not only provide curative services but also to promote and enhance the population’s health through a greater focus on health prevention programs to encourage healthy lifestyles. The main objective was to increase the number of physically active people by 10% in 10 years from 2010 (1 % annually). This objective is incorporated also in Bahrain National Action Plans for Control of NCDs and Cancer 2011-2020 as well. The initiatives aims to offer high-quality integrated services in the areas of health promotion and prevention. Investing in prevention is proved to be cost-effective to reduce long-term costs of secondary and tertiary care, which is more expensive. The key actions of this initiative are:

1. Increase knowledge (awareness) and change attitude towards physical activity through mass media, social media, printed and promotional materials.

2. Expand the service to reach wider scope of population like the educational games, that was mainly developed for school children and expanded later on to involve kindergartens and universities and use of mobile unit to reach remote villages.

3. Increase personal capabilities and skills through workshops and training of trainers, individual coaching and small group discussions.

4. Providing supportive environment for safe and comfortable practice like malls and schools. And develop e-map for the available walk paths.

Help change worksite policy to encourage PA at work in some health centers and in schools.

In implementing this strategy, the HPD was able to reduce the percentage of physically inactive people by 35 % in 4 years period as a result of multifaceted approach, extensive partnership with NGOs and private sector and community mobilization and networking.

The HPD ambitious goal to increase physical activity among Bahraini population was achieved through a number of key innovations such as:

1. Use of new and challenging educational tools to change health behaviors related to PA like the PA bus, shopping malls for recreation, and educational games that was not previously utilized and is relatively new in the Bahraini community.

2. Applying the Ottawa Charter principles of health promotion in the action plan of the initiative helped to address the problem in more holistic approach. That is policy, supportive environment, strengthening community action, building personal capacity and redirecting health services to the preventive ones.

3. Using the state of art and utilizing the evidence form WHO best buy study regarding promoting physical activity to reduce NCDs burden. The WHO has identified the use of mass media as a best cost-effective measure to promote physical activity and this was a central activity in the initiative.

4. Enhancing private sector partnership to overcome the financial limitations.

Establishing collaboration and integration with competing parties inside the MOH like public health as win-win situation for example through MOUs to increase efficiency and reduce cost.

## **5. Promotion of Physical activity (PPA)**

In a small country like Bahrain with a total population of 1.2 million, chronic non-communicable diseases (NCDs), such as hypertension, cardiovascular diseases and diabetes, pose a major burden and threat to the Bahraini community. Together, these diseases account for nearly half of the deaths registered annually, i.e. more than one thousand deaths a year, and many more are living with the agony of one or more of their complications and disabilities.

One every 4 Bahrainis have high cholesterol and/or blood pressure. Obesity and overweight are highly prevalent among children and adults of both genders. Out of each ten Bahraini adults, 7 are either overweight or obese. Modifiable risk factors like smoking; unhealthy diet and physical inactivity are the main contributing factors to this escalating epidemic, the result of rapid urbanization with widespread westernized diet and sedentary lifestyle.

And because of the key role physical activity plays in improving physical and mental health, in reducing NCDs and providing many social and economic benefits, numerous health education activities were held by the scarcely resourced health education section to promote it from early nineties(1992). Despite this and few distributed walk paths in the country, the impact of these efforts was not as hoped for.

Many of these activities were short-term, interrupted and didn't establish mechanisms of coordination with other parties. It was hugely under resourced with poor monitoring and evaluation. In 2010, after two decades of continuous work, only 42.9% of the populations were considered to be physically active. At this time extensive revision of our previous experience was done in order to increase efficiency of the physical activity campaign and to address obstacles, through innovative long term programs that ensure sustainability, wider accessibility of the service and target groups' satisfaction.

To fulfill the main duties and responsibilities Health Promotion Directorates (HPD) are promoting physical activity and healthy lifestyles to improve general health and reduce the risk of developing NCDs. A national physical activity campaign was started on 2010. Its slogan "Be-With-Us" calls for participation by everyone and included a large number of multifaceted initiatives. The emphasis was to endorse policies and establish supportive environment that facilitates physical activity among all population subgroups.

Creating a community culture that adopts healthier lifestyles by improving the skills and capabilities of individuals and organizations was recognized as an essential need. The new phase also enhances partnership with many essential stakeholders in MOH, NGOs, academia and private sector to improve efficiency, ensure sustainability and overcome financial limitations. As a result of this program more people, institutions and the communities had realized the importance of physical activity and take their role in promoting and advocating for it. More people had become physically active when malls, schools and health centers were utilized as safe indoor environment. The innovative use of mobile unit and educational games also helped change behavior especially among the youth. Kingdom of Bahrain under the leadership of MOH launched the Bahrain's Healthcare Agenda and Health Improvement Strategy 2011-2014 which has recognised the importance of sustaining the population's health through promotion and prevention. Health Promotion Strategy 2007 emphasizes the importance of adopting physical activity and healthy lifestyle to reduce mortality from NCDs which is an integral part of Bahrain's Economic Vision 2030 and has high level Gulf Cooperation Council GCC Leader commitment. The aim is to not only provide curative services but also to promote and enhance the population's health through a greater focus on health prevention programs to encourage healthy lifestyles.

The main objective was to increase the number of physically active people by 10% in 10 years from 2010 (1% annually). This objective is incorporated also in Bahrain National Action Plans for Control of NCDs and Cancer 2011-2020 as well. The initiative aims to offer high-quality integrated services in the areas of health promotion and prevention. Investing in prevention is proved to be cost-effective to reduce long-term costs of secondary and tertiary care, which is more expensive. The key actions of this initiative are:

1. Increase knowledge (awareness) and change attitude towards physical activity through mass media, social media, printed and promotional materials.

2. Expand the service to reach wider scope of population like the educational games, that were mainly developed for school children and expanded later on to involve kindergartens and universities and use of mobile units to reach remote villages.

3. Increase personal capabilities and skills through workshops and training of trainers, individual coaching and small group discussions.

4. Providing supportive environment for safe and comfortable practice like malls and schools and develop e-map for the available walk paths.

Help change worksite policy to encourage PA at work in some health centers and in schools.

In implementing this strategy, the HPD was able to reduce the percentage of physically inactive people by 35% in 4 years period as a result of multifaceted approach, extensive partnership with NGOs and private sector and community mobilization and networking.

The HPD's ambitious goal is to increase physical activity among Bahraini population was achieved through a number of key innovations such as:

1. Use of new and challenging educational tools to change health behaviors related to PA like the PA bus, shopping malls for recreation, and educational games that were not previously utilized and is relatively new in the Bahraini community.

2. Applying the Ottawa Charter principles of health promotion in the action plan of the initiative helped to address the problem in a more holistic approach. That policy, supportive environment, strengthening community action, building personal capacity and redirecting health services to the preventive ones.

3. Using the state of art and utilizing the evidence from WHO best buy study regarding promoting physical activity to reduce NCDs burden. The WHO has identified the use of mass media as a best cost-effective measure to promote physical activity and this was a central activity in the initiative.

4. Enhancing private sector partnership to overcome the financial limitations.

Establishing collaboration and integration with competing parties inside the MOH like public health as win-win situation; for example through MOUs to increase efficiency and reduce cost.



# Central Informatics Organization (CIO)

---

## 1. Bahrain Data Portal (Bahrain's Open Data Initiative):

The Government of Bahrain envisions, through its Vision 2030, a focus on forward-looking policies in areas of healthcare, education, security social justice, economy and finance. In support of the vision, Bahrain, a country of 1.381 million people, requires reliable and up to date data for its planning of the economy and Bahrain's important social needs. The same data will also be required by investors. Bahrain is currently ranked at 46 in Doing Business 2014 Rank for the Middle East & North Africa (Doing Business is part of Global Indicators Group, World Bank). Bahrain seeks to improve this standing.

The challenge for the Central Informatics Organization (CIO), as the entity entrusted with this responsibility is the collection of reliable data from the diverse data sources, on a timely basis and its proper dissemination for use by decision-makers, economic planners, and investors.

The first challenge is data collection. Current methods of data collection are mostly manual and time consuming. Secondly, the data dissemination (after analysis and quality check) is usually manual and static. Data users will be expected to draw their conclusion using hardcopies and published static data. This is a hindrance to make the current data readily available to the economic planners, decision-makers, investors and interested parties at large.

Faced with the need to provide reliable, quality and timely data, the CIO embarks on a project, the Bahrain Data Portal and Bahrain Open Data Project (collectively the Bahrain Data Portal), implementing (and to be implemented) approaches that are holistic (end-to-end processes, policies, etc.) that include good practices in its data collection methods, making the data readily available using available technology in CIO and presenting the available information to cater for different user segments, and open to it approach to data availability. As a result of Data Portal project we can see the continual improvement in the quality and timeliness of available data for economic planner, decision makers and investors. We can also see the involvement of the public through feedbacks we received.

The central element of the Data Portal is to make available quality, reliable and timely data to Bahrain's policymakers and other stakeholders. To achieve this goal the Statistics Directorate of the Central Informatics Organisation was entrusted with these goals: improve the data collection processes and its timeliness (data collection), disseminate the data (data dissemination and presentation) in a timely fashion and making it available to stakeholders.

The strategy we put in place to achieve the set objectives of improved data collection and data dissemination and presentation are holistic in its approach and are focused on achieving the objectives.



# National Oil and Gas Authority

---

## 1. Low Sulfur Diesel Production Project (LSDP)

A vast majority of the crude oil produced in the Gulf region is “sour” in that it contains significant quantities of Sulfur in the form of dissolved Hydrogen Sulfide as well as organic compounds of Sulfur. The Bahrain Refinery predominantly processes a crude oil known as Arabian Light which might contain Sulfur up to 2% by weight. When refined products such as Diesel and Fuel Oil are combusted in the transport or power generation industries, Sulfur contained in the fuels gets released to the atmosphere as Sulfur Dioxide (SO<sub>2</sub>) which is a recognized major air pollutant. In addition to being a health hazard, SO<sub>2</sub> can lead to “acid rain” which can attack and corrode structures and buildings.

Diesel is one of the products that Bahrain sells in the local (at subsidized price) and international markets. The Kingdom used to produce diesel with 5000 ppm (parts per million) sulfur content. The sulfur content in the diesel product specification in the international market has significantly changed due to stringent environmental specifications to reduce the impact of Sulfur Dioxide pollutants. Hence it was necessary for Bahrain to introduce new products (with low sulfur content) to sustain its business at the international level and to improve the local environment by focusing on the customer needs.

Within the European Union, the “Euro IV” emission standard came in place in 2005 and this specified 50 ppm as the maximum sulfur in diesel fuel for most highway vehicles. European regulations also specified that ultra-low sulfur diesel with a maximum of 10 ppm of sulfur must “be available” from 2005 and is actually widely available. A final target of 2009 for the final reduction of sulfur to 10 ppm has also come into force as the Euro V fuel standard. By 2009, diesel fuel for most non-highway applications was also expected to conform to the Euro V standard for fuel.

India was one of Bahrain’s major clients for diesel, and the demand and regulations here were also changing. India had increased its domestic production capacity with new refineries built in the public as well as the private sector and which considerably reduced the export of diesel to India. The sulfur specification in diesel for major cities in India was also changed to Euro IV. As a product exporter, Bahrain Refinery needed the flexibility to be able to meet the quality demanded by the global and local markets. The regulatory trends indicated that Bahrain will need to produce its entire diesel pool at 50 ppm sulfur and ultimately lower (10 ppm sulfur) to meet the local, Asia-Pacific region and Western Europe market demands.

The Low Sulfur Diesel Production (LSDP) project is an example of Government and market driven change. The Kingdom is now able to produce ultra- low sulfur diesel using Hydrocracking technology. With the LSDP complex now on stream, Bahrain is able to meet product specification demands of customers across the globe. The plant is able to produce diesel with a sulfur content as low as 7 ppm (parts per million) which is below the “Euro V” requirement of 10 ppm sulfur in diesel (the lower sulfur content, the better environmentally).

The Oil industry is the Kingdom's single largest revenue earner and the initiative was mandated by the Government aiming to improve the local environment and ensure the continued competitiveness and profitability of the sector so that it may continue to contribute to the prosperity of the kingdom and its citizens.

As directed by the Government of Bahrain, a multipronged strategy involving the shareholders, project stakeholders and management, international consultants and market considerations ensured that the right decisions were taken in the selection of technologies and project specifications. The project did not hesitate to question, re-analyze and reverse decisions if required so as to ensure that the objectives were being met.

The objective of this initiative could have been achieved through installation of a Diesel Hydro desulfurization (DHDS) process. However the project due diligence process generated an innovative idea of introducing hydrocracking technology for higher scale projects like No. 1 Hydrocracking Unit (1HCU) to meet the changing diesel specifications in the world market and the Government objective of making Bahrain a pleasant place to live for its citizens. Hydrocracking is a proven technology in the world of refining.

Initially the Kingdom studied the option of installing a new Hydrotreater and upgrade of the existing Hydrotreater (2HDU) to meet the sulfur in diesel specification. At the end of the FEED (Front End Engineering and Design) study the cost estimated was higher than originally estimated despite all efforts of cost reduction and "right sizing" of the units. A market study was conducted and it revealed that market conditions and product specifications had changed from the original assumptions and under the new product price scenario, the project economic justification was poor. This would have made it unattractive for the banks to grant a loan.

The Government requested Bahrain Refinery to carry out a feasibility study. The objective of the study was to investigate the options for meeting the potential future diesel specifications. Under the revised product price scenario there was significant benefit for an enhanced objective of producing 50 ppm and lower sulfur diesel product whilst meeting overall sulfur in diesel pool of 500 ppm. But there has been steady trend in tightening the sulfur content in the diesel specification during the project development period and there was a general agreement that the sulfur specification will be 50 ppm and lower by 2005, and this could decrease to 10 to 15 ppm ("ultra-low sulfur"). A specification of 350 ppm was regarded as virtually a current standard that will almost certainly move towards redundancy by 2005, when the LSDPP is expected to be on-stream. It is important to note that the requirement for ultra-low sulfur diesel is an environmental issue driven by engine technology requirements. Bahrain studied some alternative cases and agreed that a Hydrocracker would produce significantly more revenue under-current product price projections than a combination of a Hydrotreater and No.2 HDU MAK revamp.

The worldwide trend towards more stringent diesel specifications accelerated rapidly. European and U.S government regulations require very low levels of sulfur in diesel. This forced The Kingdom to conduct further marketing studies to identify, which specifications should be adopted and configure the resultant revamp work to No.2 HDU to meet such specifications. The studies confirmed that by the time the LSDP project is completed, the 350 ppm sulfur specification will be phased out in the devel-

oped world and will be replaced by 10-50 ppm sulfur range specifications. The Government carried out a feasibility study which confirmed that, with a reasonable investment, No.2 HDU could be modified to produce a diesel product with 10 ppm sulphur. The study also concluded that in order to meet other more stringent diesel properties such as Cetane number and Polynuclear Aromatics (PNAs), the low pressure No.1 HDU could not be utilized and the design was therefore concentrated on revamping the higher pressure No.2 HDU unit.

World growth will continue to be led by China, India and USA. Future world economic growth will be in the range of 3.0 to 3.5 percent per annum. Alternative energy sources have so far failed to significantly alter the energy balance. Hence it is expected that refinery product demand will continue to be dominated by gasoline and middle distillates. Diesel supply will be short, mostly in Europe, and has a demand growth forecast to be much higher than gasoline. Bahrain Refinery will be well positioned to meet all future expected diesel specifications in future after this initiative.



## Ministry of Municipalities

---

### 1. Advertisement Online Services

Kingdom of Bahrain is located in the heart of the Arabian Gulf, that demarcates this country among the others in the region. Many popular companies decided to run their business in the Kingdom benefiting from the Kingdom's strategic location. After a while these companies started promoting their business by establishing advertisements campaigns. To permit those campaigns, Ministry of Municipalities Affairs and Urban Planning, MOMAUP have to be involved since it is the entity responsible for issuing advertisement permits. MOMAUP consists of four different municipalities (Manama, Muharraq, North and South), each municipality is processing advertisement requests for locations within its boundaries only.

Companies (that can be advertisement companies, or any company or an individual running a business and wants to advertise for his/her work) started the journey with the Municipalities to get the proper advertisement permissions, these companies faced the following issues:

- 1-Heavy traffic since the municipality premises are located in a very active/busy locations.
- 2- Difficulty in finding parking places for their vehicles.
- 3-Unavailability of a list of all prerequisites required to get an advertisement permit, which led to visiting the municipality multiple times to satisfy the prerequisites.
- 4-Time wasting waiting in long queues to meet the municipalities officials.
- 5-The request submission has to be within the municipality's office hours, which might not be appropriate for the companies.
- 6-The need to revisit the municipality to query the request status, and pay the corresponding fees.
- 7-The need to visit all concerned municipalities and repeat the same procedure if the advertisement is to be located in the boundaries of more than one municipality.

Online advertisement services were introduced to address customers pain points. One of the big challenges for the municipality's infrastructure was the huge size of the advertisement artwork. The artwork submitted to the municipality was in a very high resolution, in other words in a very high size. MOMAUP held a meeting with the municipalities to discuss this issue, where they agreed on minimizing the artwork resolution since the municipalities are concerned with the content of the artwork not the quality or clarity of the artwork. Finally a meeting was held with the advertisements' companies to clarify this issue and give them some suggestions about how to decrease the artwork size that is submitted to the municipalities.

The Economic Vision 2030, which was launched in October 2008 by His Majesty King Hamad bin Isa Al Khalifa, is a comprehensive economic vision for Bahrain, providing a clear direction for the continued development of the Kingdom's economy and it is based around three guiding principles; sustainability, fairness and competitiveness. In adherence to the Kingdom's 2030 strategy, The E-Government Agency (EGA) started putting guidelines and targets for all the ministries in order to achieve the main goals in the 2030 plan. (EGA) focused on delivering high quality, professional, innovative online services for the public. Ministry of Municipalities and Urban Planning adopted its strategy to achieve the announced goal.

One of the 2030 strategy aims is to keep on creating innovative projects that will ensure the sustainability of the ministries in the information era. With the mentioned target in mind, MOMAUP started working on the delivery of online services. One of these services was advertisement.

The Ministry set some goals to be achieved in the development of this initiative as follows:

- 1-Save the customer time and effort by applying the same advertisement request to several municipalities within few minutes from the comfort of their offices or from anywhere in the world.
- 2-Enable the customer to use self explained electronic forms to ensure easy interaction with customers.
- 3- Provide the customer the opportunity to query the permit cost before submitting a request.
- 4-Enable online collaboration between MOMAUP and the advertisement companies, where an online communication can be established for any issue. Municipality should be able to request for data modification or submitting missing documents, where a notification should be sent to the customer through email and SMS.
- 5-Giving the customer the opportunity to submit the request any time he/she wishes 24/7.
- 6-Decrease the duration of issuing the permit, in other words issuing the permit in the same day of submitting the request. Since proper validations should take place to assure that the major requirements are satisfied at the time of the request submission.

MOMAUP's strategy is focusing on high quality advertisement process, fast permit delivery and customer satisfaction.

After implementing the online advertisement services, companies were able to complete the process of getting the advertisement permit in the same day easily, the system validates the regulations and the essential documents during submission, which minimized the time wasted on manual checking. In addition, Stakeholders were very comfortable to follow up on the progress of the request online instead of waiting in the counter's long queues for that purpose. Moreover, customers were able to submit the request within their convenient time, they were not forced to organize their schedule according to the municipality's working hours.

## 2. Household Waste

Bahrain faces a problem of increasing the domestic waste, where output of household waste reached 2.7 kg per capita. That considered a great ratio for Bahrain, the causes of that are the population density and the high economic situation, which led to increase the amount of purchases and hence the waste. Another reason is the lack of environmental awareness among community members and the lack of strict laws to manage domestic waste for individuals and institutions.

The domestic waste being disposed by backfilling in the sole landfill of the Kingdom of Bahrain, the increasing in waste volumes led to the shorten of the landfill life span to the next four years. Because of Bahrain limited space and the lack of adequate garbage landfill in addition to the risk of waste for people and environment, the officials in the Ministry of Municipalities take responsibility for solving this problem and reducing the waste by taking advantage of waste recycling to prolong the landfill life span. A plan and unified policies were developed for all the municipalities of Bahrain and the program began actually in March 2013, where the role of community partnership between government and private institutions and citizens was activated. Everyone is responsible to solve this problem. The first step was to involve private enterprise in the waste collection and recycling in cooperation with municipalities, were municipality teams start spreading environmental awareness and instill environmentally friendly behaviors by giving lectures, establishing workshops in the schools, visiting families at homes, selecting a residential area as a model for the program and applying waste sorting inside homes by distributing color containers for each type of waste (plastic, paper and metals) so all members of the family can participate in the sorting process.

Program has contributed to reduce the amount of waste according to the results of the data where the amount of sorted waste from March 2013 to August 2014 (44283 tons), which gives us a good indication of changing the behavior of those who participated in the program and increase the environmental awareness. As a result of that a lot of individuals and institutions have expressed their desire to participate. The recycling plant was benefited by providing materials for industry and export, thereby reducing the cost of extracting or purchasing materials.

The program officially was launched in March 2013 where the model area was identified for the project starting and the sorting containers were distributed to every house to facilitate the practical application so that all family members will participate in the sorting. The Cleaning Company will collect the sorted household waste twice a week to achieve the partnership between residents and private companies and government ministries and extend the life span of the Askar landfill the sole in Bahrain.

The first stage is the development of plan for the recycling program to develop strategy of application and information that by forming team of all the municipalities of Bahrain and the distribute tasks among them. In the second phase was agreed with one of the recycling companies which had provided and distribute sorting containers to the houses, commercial complexes, public places, schools, residential complexes, government agencies, private health centers and some restaurants. After that the Company collects the sorted material to be recycled in its Recycling Factory.

The third stage, the model area for physically implementing the program has been chosen, because it located on organized itinerary and its streets facilitate the smooth access for the cleaning company. Visit selected homes and introduce them to the project and educate them from an environmental perspective that the sole landfill in Bahrain has too short life span, and to encourage them and take their approval to participate in the project in order to contribute to prolonging the life span of the landfill as much as possible and instill environmental responsibility in them. The fourth stage, after the containers distribution to the participating areas, the team shall follow the progress of the project and coordination between the company and participating areas in the project.

The distinction between this program and other similar programs is the sorting is done inside houses and condominiums so all family members will be involved in the process. The Recycling plant will pass by the houses at specific time to collect the sorted waste for recycling at the plant and converting to raw materials fit for exporting or manufacturing. Thus, the desired goals of the program have been achieved, which are as follows:

- 1- Reduce the household waste amount to prolong the lifespan of the landfill.
- 2- Spread environmental culture and behaviors among members of the Bahrain society.
- 3- Reduce environmental pollution.
- 4- Obtain raw materials required for industry and saving the cost of importing and extracting.



## Ministry of Education

---

### 1. Center of Excellence for Technical and Vocational Education

Bahrain is one of the most diversified economies in the Arabian Gulf with ethnic groups consisting of 46% Bahraini, and 54% expatriates. Highly developed communication and transport facilities make Bahrain home to numerous multinational firms with business in the Gulf. Being one of the region's pioneering nations; the country embraced the Economic Vision 2030 that focuses on shaping the vision of the government, society and the economy, based around three guiding principles; sustainability, fairness and competitiveness.

Reform in Education system is a part of the Economic Vision. This aims to support the nation's vision of being truly great with one of the most vibrant economies in the world and where its businesses, citizens and society can thrive. However, the country is facing a shortage in quality employment and appropriate skills. There appears to be a gap between the existing skills requirements in both the Bahrain TVE system and the labour market. Bahrain needs to ensure that its citizens can perform roles across all occupational levels, industry sectors and to develop strong technical skills as well as ability to work within today's knowledge economy.

Since 1936, it has been an endeavour of the Technical and vocational education in Bahrain, to graduate technically and vocationally skilled workforce to enter the Bahraini labor market.

However, the graduates have not been able to join the labor market as was anticipated due to following reasons:

- In spite of the shortage for the skilled workforce in the technical and vocational fields, The labor market have not been satisfied with the skills and knowledge level of local graduates, and are preferring skilled work force from overseas to fill the skill gap in the labor market. Consequently, skilled expatriates became the majority workforce in many sectors of the labor market, allowing fewer employment opportunities for the local Bahraini citizen creating considerable segments of unemployed youths unable to enter the labor market.

- Ministry of Education provides many training and development opportunities to all teachers through several centers and institutes under the directorate of Training and Professional Development. However, these training programs are not very successful in improving the capacity of the TVE teachers because all such programs are only educationally oriented, while the training lacked delivery of specialization skills as needed by the TVE teachers. As a result, the TVE teachers were not able to impart the necessary skills to the vocational students.

- Another major problem with many local employees was that in spite of having considerable work experience since they lack formal qualification there were limitations in professional growth or promotions. They had limited options to achieve professional qualifications. One of the options being taking up HNC/HND in foreign countries. This was expensive and at the same time not really practical as they were employed.

The Centre of Excellence for Technical & Vocational Education was thus established to provide solution for all the above community services. It has been operational since 2004 catering to the needs a wide section of the society and diversifying as well.

To deal with problems, surveys were conducted to study the labour market and the Technical and vocational education system, and then the analysis results were raised to the top management in the Ministry of Education, which consulted the UNESCO experts about it. Bahrain and UNESCO entered into a Project agreement for the Support of Technical & Vocational Education Centre of Excellence in Bahrain. The Center is considered one of the pioneer projects implemented by MOE for the purposes of establishing, organizing training programmes and enhancing the performance of Technical & Vocational Education administration.

The problems were summarized in three points:

1. Teachers
2. Skill gap in the technical fields in the labor market
3. The curriculum

Each point was studied, and means of solving each individually suggested and a holistic solution was proposed to deal with all the problems in this fields. The Center of Excellence for Technical and Vocational Education was setup by the Ministry of Education in collaboration with UNESCO in 2004. An Initiative of establishing a center was proposed in 2003, to serve as a part of the Technical and Vocational Education Directorate.

The main objective of establishing the Center was to offer the much needed community services such as :

- Catering to the needs of the labour market by producing skilled workforce.
- Preparing Skilled and knowledgeable teachers who could in turn prepare skilled graduates.
- Offering local HNC/HND courses for the employed people who could pursue their education part time.
- Conduct vocational training programmes for School leavers.
- Short term community service oriented training courses.
- Specialized training programs, workshops and seminars, for Teachers and reinforcing them with the up-to-date required skills and knowledge for the labor market to enable them to develop new generation of skilled graduates.
- Conduct post secondary level programs such as Higher National Certificate (HNC) and Higher National Diploma (HND) to develop both the fresh secondary graduates, existing job seekers and employed people.
- Provide the opportunity for continuous development of the Technical and Vocational Education in Bahrain through national and international consultations, workshops and seminars.

The Center of Excellence for Technical and Vocational Education was able to provide a wide range of community services catering to various cross sections of people starting from School leavers, Students, Teachers, Employed youth as well as House wives. The various issues were addressed as follows:

- The issue of Teachers lacking appropriate skills in delivering specialization subjects is being tackled by the center through Teachers training programmes conducted regularly. The Teachers are more motivated as the number of Training hours is accredited for their future promotions.
- Need based training programmes are conducted at the center to support the staff of the Directorate of technical & Vocational Education.
- The Technical and vocational education secondary level graduates are able to enter the labor market by acquiring the HNC/ HND certifications.
- The employed people who are desirous of pursuing their studies in order to attain higher professional qualifications (HNC/ HND) are able to achieve them through the Center, reinforcing them with professional certificates and higher level of skills and knowledge, which will raise their opportunities not only to compete in the labor market but also to be employed with higher wages to enhance both their economical and social level in the Bahraini communities.
- Vocational training programmes are conducted in specializations such as Tinkering, Painting where the trainees are assured suitable jobs by employers.
- Certain need based training programmes such as Home Appliances were conducted which received good response from the community.

## 2. Inclusion of students with mild intellectual disability and down syndrome in public schools:

Kingdom of Bahrain is considered to be one of the first countries in the Arabic region that started to integrate students with different disabilities in schools and society such students with physical disabilities, students with visual disabilities ... etc.

However, children with mild intellectual disability and down syndrome (7 – 15 years old) were registered in regular classes without being appropriately diagnosed as intellectually disabled, accordingly they were not getting the supports and services they need to learn and develop themselves. Furthermore, they were labeled as “failures”.

Fundamental problems:

-Based on the urgency and the constant demand of a number of parents to integrate children with disabilities mild intellectual disability and down syndrome with students in public schools and because of the lack of schools that offer special services to students with mild intellectual disability and down syndrome who has the ability to learn and socialize in the society.

-Expecting regular education teachers to teach students who have mild intellectual disabilities without the support they need, as they are not qualified to teach students with disabilities. Teachers lack of experience and were not trained to implement educational strategies with students with mild intellectual disabilities. Also putting unreasonable demands on teachers in regular classes.

-Serving students with disabilities in age-inappropriate settings by placing older students in primary settings or younger students in secondary and intermediate settings.

-Placing students with intellectual disability in regular classes without modifying the environment and considering safety precautions, which expose them to hazards of risk.

According to that, the program of integrating students with mild intellectual disability and down syndrome was established in 2001 and they were included partially in special classes in public schools.

Constitution of the Kingdom of Bahrain acknowledges providing educational services for all groups, and the Education Law provides in Article V, the first paragraph « to provide educational opportunities for the development of each individual aptitudes and abilities and skills to self-actualize and contribute to the development of life and society».

So the project was implemented to integrate students with intellectual disabilities and Down syndrome after the Ministerial Decision 180 / T b / 2001 in the academic year 2001/2002 in eight primary schools spread over various regions in the Kingdom, and with the beginning of the academic year 2008/2009 the ministry started implementing the program in intermediate schools, and continued to expand in its application in primary and intermediate schools, bringing the total percentage of schools from both elementary and intermediate school levels in 2014/2015 to 27% of total public schools in Bahrain.

Accordingly, students who were identified and diagnosed with mild intellectual disability were integrated in public schools in special classes with the provision of supports and services needed for successful and meaningful participation rather than dumping them in regular classes and limiting their opportunities in learning.

Objectives of the program:

- Providing appropriate educational opportunities to learn where different classroom activities are working to increase the real learning opportunities for students who are benefiting from the program.
- Teach students who are benefiting from the program principles of reading, writing and calculus in the range of their mental capabilities.
- Create a realistic environment in which students are exposed to a variety of different experiences and influences that will enable them to configure the correct realistic concepts and about the world in which they live.
- Develop students' speech and language and increase their vocabulary as well as helping them to express themselves and communicate with others in everyday situations.
- Teach the students acceptable social behavior in the personal care and self-reliance in the care and protection of themselves and take some simple social responsibilities, such as transfer, entertainment and use of the local currency and others.

Encouraging friendships and social relationships between students with disabilities and regular students in schools by establishing "friends of disabled students committee" in most of the schools that are implementing the program.



## Ministry of Foreign Affairs

---

### 1. Diplomatic eServices

MOFA is always keen to serve the community to the best of its capability. Executing these complex diplomatic privileges in an effective manner, however involved large team effort, multi-dimensional co-ordination, collaboration etc. MOFA was finding this exercise challenging, despite deploying large dedicated team of protocol officials. Transportation of paper based documents across the workflow, poor correspondences between various entities, ensuring correctness of the documents attached to service request, lack of transparency on the whole process etc. were a few among many issues faced by the earlier manual process. The success of each application was then tightly depending on the efficiency of the staff who attended the request, with no uniform and consistent performance being guaranteed. MOFA protocol management took painstaking efforts and much time to track current status of an application at any given point.

By the introduction of this unique software system, MOFA was able to sort out each and every issue they faced till date. The fully electronic software system drastically reduced the human resource efforts involved in the whole process. MOFA was able to cut down its dedicated manual processing team from a total of 20 persons to just 4. The innovative design of the system effectively manages the work load of the assigned staffs with high degree of accountability and transparency.

In 2007, the Kingdom of Bahrain launched its first eGovernment Strategy. This giant leap on electronic initiative along with the support of Kingdom's eGovernment Authority initiated many projects to implement and promote eGovernment in Bahrain. A central element of Kingdom strategy was to improve online service delivery making the life of both beneficiary and executives, better.

This national level eGovernment movement made the Protocol Directorate of MOFA think of such an innovative and pioneering initiative to solve its long term issue and save thousands of man hours. Such an online service will also provide 24x7 access to a large population of more than 7500 diplomatic community in Bahrain and outside. As an initial phase, MOFA identified 11 government entities and its annexures and introduced 14 different eServices through a high quality, secured internet platform, where the diplomatic community can avail government liaison services, faster and effectively.

Effectiveness of such a solution was never a doubt; still MOFA was very careful and deliberate in defining strategies for the new unique initiative. The partnering entities (government institutions like Traffic, Customs, Municipalities, Airport and Immigration etc.) and the type of services offered were analyzed and processes were defined to increase efficiencies and to increase its capacity.

Strategies were laid to ensure 100% participation of all stake holders.

- Multiple rounds of meetings were held with various cross sections of stake holders to understand and analyze their expectation and requirements.
- Meetings were also held with various ministries to discuss the possibility of integrating the new software to the downstream software applications running at their end and make the new initiative, fully automated.
- Arabic being the official language of Bahrain as well as many other nations in Middle East, the new portal was designed to serve both in Arabic and English.
- Since the proposed online service will have to communicate and interact with various entities, a deliberate strategy was also put in place to make the new web portal fully compatible to the W3C standards and compatible to multiple platforms and environment.



# National Authority for Qualifications and Quality Assurance of Education and Training (QQA)

---

## 1. VPIS

Increasing demand for a skilled workforce has caused a rapid growth in private vocational education and training providers, leaving parents, individual learners and employers to negotiate unfamiliar educational and training terrain with complex certifications, varying quality standards and uncertain outcomes. Many certificates are of uncertain value. Other than internationally accredited qualifications there has been no national mechanism to quality assure providers and offer impartial assessment.

Another concern is that funding was not directly linked to quality. Training is funded through the levy fund from Ministry of Labour (MoL) and High Council for Vocational Training (HCVT) or Labour Fund (Tamkeen). Many employers enrolled employees on courses were lacking quality or solid outcomes. Their core interest is to recover the training levy they have paid, while training providers maximise profits by providing courses irrespective of real worth. Levy reimbursements are based on enrolment numbers, not on skill acquisition and achievements. Thus, the national economy is deprived of solid returns on human capital development. The sustainability of economic reforms is compromised despite the huge outlays from the training levy system and from whom want meaningful training and education. There was no clear public policy to ensure transparency in the vocational training market. No single organisation was accountable for the quality of training provision.

The National Authority for Qualifications and Quality Assurance of Education and Training (QQA) was founded in 2008. Part of its role is to quality review all education and training institutions in the kingdom and publish review reports, making its work transparent to all stakeholders.

Consequently a multi-party government consultation strategy, Vocational Provider Improvement Strategy (VPIS), was established to improve the VET sector and maximise the utilisation of levy and other training funds by directing contracts to the better providers, supporting weaker providers to improve, and sanctioning those who fail to improve. This links licensing and funding to performance.

Prior to VPIS, the MoL inspected licensed providers mainly focussing on the adequacy of premises and staffing. Tamkeen had its own criteria to monitor its contracted providers. QQA has been reviewing institutes since September 2008, awarding grades and judging the quality of the VET provision. In addition, HCVT approves courses and payment requirements for employers. There was no coordination among these three parties, and limited inter-agency work to develop the vocational sector. Private providers are accountable to the MoL without whose approval they cannot operate, and are significantly influenced by levy and Tamkeen funding. Nevertheless, there was no comprehensive policy framework in the vocational sector to drive improvement, nor formal mechanisms to bring these stakeholders together in an overall strategy to increase impact. The VPIS initiative brings these key stakeholders together to better manage the national funds and serve the public and economy at large.

The education reform programme, shaped by the Education Reform Board (ERB) under the chairmanship of the Deputy Prime Minister has been under way since 2005. It crosses all three tiers of education, implementing the Secondary Vocational Education Project (SVEP) and establishing several important institutions and agencies including Bahrain Polytechnic, Bahrain Teacher Training College, and the QQA. The importance of a strong education and training system in preparing Bahraini nationals for the challenges ahead cannot be over-emphasized.

Clearly recognised in Vision 2030 are commitments to improve the status of the teaching and training profession and the quality of teaching and training, to provide high quality skills training for Bahrainis, and to promote improvement and accountability throughout the education system. The National Economy strategy (NES) sets out a number of initiatives aimed at education, notably to improve policy, regulatory and funding arrangements and to improve the quality of learning outcomes across all three sectors of education. Implementing a vocational improvement strategy is a key milestone in raising the quality of Bahrain's vocational sector. This includes making explicit connections between recommendations of the Directorate of Vocational Reviews (DVR) of the QQA stated in the review reports, the licensing decisions by the MoL, and funding decisions by HCVT and Tamkeen. All parties affirmed their commitment to the improvement of vocational education and training, in line with vision set out in the NES Initiative. In 2008 the DVR began reviewing providers licensed by the MoL and Ministry of Education (MoE). Each provider's strengths and areas it needs to develop were diagnosed. However, review is not an end in itself, what happens afterwards is of major importance. If no action is taken in terms of directing training contracts to the better performing providers, supporting weaker providers to improve, and taking sanctions against those who fail to do so, the impact of the review is seriously compromised.

To this end, the QQA, MoL and Tamkeen were charged with developing and implementing a comprehensive vocational improvement strategy. An MOU was signed between the parties (QQA, MoL, HCVT and Tamkeen) affirming their commitment to this project. The strategy neither guarantees the provision of, nor obliges providers to seek, financial or other type of support; the improvement lies entirely with the providers themselves. The strategy creates an environment whereby providers who exhibit capacity to improve may find the opportunity to do so through sources of financial and other support made available by Tamkeen. The main focus is on promoting improvement rather than punishing failure. As commented on above, it explicitly connects the activities of the QQA, MoL and Tamkeen.

In implementing VPIS, all parties established effective networking between governmental entities. The outcome has been significant. QQA has completed two cycles of reviews so far, and improvement has been noticed among training providers and their quality review ratings have improved over time, as noted on the QQA annual reports for the past five years. Additionally, in order to strengthen providers' performance, Tamkeen funded two Training and Education Performance Support programmes (TEPS 1 and 2), and linked all bidding to the QQA reviews outcomes. The MoL has also started taking actions of limiting levy payments for those institutes deemed to be inadequate in QQA reviews. Moreover, the MoL formed a committee in January 2012 to revise the current law governing the licensing of the 'Private Educational and Training Institutions' (Law 25) in the Kingdom of Bahrain.



# Ministry of Social Development

---

## 1. Improving the Financial Support Program

For many years Bahrain has had a well-targeted social assistance program that provides important support to very poor households. Beneficiaries include single, elderly, individuals, and female-headed households with no income or family support and persons with disabilities, among others. Households that are receiving this targeted social welfare benefit that varies by individual needs, but which is small enough to discourage middle- and high-income groups from claiming this assistance.

During 2008-09 Bahrain experienced a sharp increase in prices, hurting many low- and middle-income households. To combat potential hardship on households, and following a Parliamentary decision, the Government initiated a large-scale cash transfer program in 2008 targeted to lower-middle income families as well as poor families who are already recipients of the social welfare benefits. This program is called the Financial Support program. An amount of BD50 per month per household was provided.

### **Eligibility criteria included the following:**

- Head of household is a citizen of Bahrain;
- Total income of head of household does not exceed BHD700 per month, where no allowance was made for household size, only income of head of household is taken into account;
- Head of household does not own more than 2 properties for which he/she is paying electricity bills;
- Head of household does not have a commercial registration (i.e. he/she does not own or rent a commercial operation such as a shop or similar income-earning operation); and
- Widowed or divorced women with children younger than 25.

### **To summarize the Challenges posed for MOSD service delivery:**

1. The kingdom of Bahrain has implemented a financial support program in order to support lower-middle citizens it face the financial struggle associated with the increase of consumer goods. The financial support program has been managed in a manual manner in which the analysis of citizens' information was processed manually and the involvement of several entities had caused some delays and inaccuracy in the information exchanged.
2. Enforcement of eligibility criteria was difficult and time-consuming. The Director of MOSD often has to spend hours on a daily basis talking to people who are coming with complaints; sometimes the Director needs to go on field visits to personally check on the veracity of complaints. When incomes are "self-declared", it is difficult to assess accurately, because unlike in USA and many other countries, in Bahrain there is no personal income tax, no commercial income tax, and no property tax.
3. Calculating the income of the head of household plus other parameters such as property ownership, commercial registration, etc. Such eligibility criteria do not result in significant poverty relief nor do they contribute to promotion of solidarity. So such points in the eligibility criteria needed to be considered and to study other options.

4. In the Financial Support program, for all eligible households, a flat rate income transfer of BD50 (US\$133) per month was provided with the head of the household earning less than BHD700 (US\$1900). Applying a Flat rate benefit blunts this inequality-reducing, solidarity-promoting impact, since a household with An income of BD 700 receives the same absolute benefit as a household with no income.
5. The data of applicants are difficult to administer since it is information-intensive, in addition, for some beneficiaries, their welfare situation changes, marital status, income, etc. The program was not sophisticated to the level it should reach for a such huge number of beneficiaries.

The establishment of the MOSD under the Royal Decree in 2005 is one of the fruits of the prosperous era. Since its formation, the Ministry has always taken upon itself to implement an integrated system of services for various segments of society and to achieve welfare and social security for citizens. MOSD aims to develop both the individual and society, promoting individuals socially, educationally, economically, intellectually and culturally and providing them with all forms of support and care to enable them to perform their role in the best way possible towards their nation and society. Therefore, the social assistance program support households who may become poor in the absence of such cash assistance, Where the financial support program, which was launched in 2008, provides low to mid income families with a monthly subsidy in order to aid the citizens to face the inflation growth. The initiative was to implement a centralized integrated solution to support this program and provide on-the-go definition of citizens' eligibility for financial support. The time-frame of processing applicants request has decreased from 2 to 3 months to 1 month which had led to higher satisfaction of Bahraini citizens.

On the other hand, one of MOSD's main objectives is to develop the institutional infrastructure and fair geographical distribution of services across the different regions of the Kingdom of Bahrain. Accordingly, the Ministry continued to establish many community centers until 2014, currently reaching 11 community centers distributed all over the governorates of the Kingdom of Bahrain. Citizens can visit any of those centers, which are located it within their neighborhood, to ask for information about all services provided, in addition to the ability to

## **2. Home Based Business**

The productive Families project was established in 1978 by the Ministry of Labor and social affairs, as an initiative to support the productive families who work at home which enables these projects to coop with the development in social and cultural growth in the Bahraini society and the Gulf region.

The project was active during the 29 years in the same path, but with the development and growth of the Bahraini market and the economy booming all around the world the demand of the production of the home businesses started to reduce. Therefore the government started to work on a developed strategic plan which will enable these projects to compete with the demand in the economy world in Bahrain.

In 2005, The social affairs sector was separated from Ministry of Labor and Ministry of Social Development was established which was an excellent step to the development plan of the productive families registered within the ministry. The ministry was able to achieve a number of achievements, first achievement was creating a registration records engage in producing at home and the market. In 2007, Capital Mall for Bahraini Home made products was established to be one of the ministry's pilot projects to support the productive families and their integration in the economy.

The goal of establishing this mall is to shift the productive families form care stage to empowerment, by producing and displaying their products and selling them to a wider scale of customers. Center of Excellence for micro enterprises development center was established to provide multilateral support services for economic empowerment through self-employment among productive families, people in traditional business, unemployed youth as well as the population of special needs particularly the women, in the kingdom of Bahrain, for sustainable livelihood. It specializes in providing training and qualification consulting for entering the market under the umbrella of entrepreneurship. In the same year Sitra Centre for Productive Families was established which specializes in general can foodstuffs, such as spices, pickles, and cheese. The Centre offers counseling and technical support in marketing techniques and following up procedures with the competent authorities such as the Ministry of Health regarding the products which are packaged and promoted through the Centre.

The Step Home based Businesses Program is an extension of the Productive Families Project through the development plan for the new home based business owners by providing them a Productive Home Licensing.

This license enables the productive families to work at home legally with the approval of the consent of various ministries, This project aims to support the Bahraini families to improve their own resources and turn them into a family that contribute to the economic development through the developments of crafts and cottage industries and traditional Products and heritage to raise the quality of production and increase the capacity of workers to compete with goods and other similar products on the market. This Project offers work opportunities that attract young and unemployed citizens that wish to empower themselves economically, by providing them advanced training programs, Marketing Centers, and Supportive Centers. It also raises family's income and represents a flexible field of work for the elderly and retirees.

The beneficiaries of the program are people with a certain skill Home-Based Businesses Program attracts the categories that are willing to work from home. It enables them to master a particular profession that falls within the professions with respect to which the Commercial Register Law does not apply and can be exercised from home. People who are willing to increase their income and they can get specific training in several areas through community centers. Within 3-months programs the candidate covers one skill for various 10 programs

The Step home based businesses Center was established to be the focal point for all the services provide from the Family Development Section. Its main objectives are: Providing all the services and facilities in one place for home based business owners, registration center for home based businesses, preparing professional and academic business owners, providing marketing support through exhibitions and collaboration with big companies, Providing technical and financial solution to business owners.

**Three main services are conducted in the center and they are registration, training, consultation.**

**The registration office duties are:**

- Registration and follow-up the registration applicant
- Collaboration with the concerned parties for registration which are Ministry of Interior, Ministry of Health, Ministry of Municipalities Affairs and Urban Planning.
- Prepare a comprehensive database and accurate information about the home based businesses
- Issuance of registration number and card along with the home sign board for applicant approved for the licenses.
- Follow-up procedures to start practicing the business at home according to the items contained in the decision to Productive Home, according to Resolution No. (44) for the year 2006 issued by the Ministry of Social Development on the entry in the records of practicing the productive activities of home based business (home product).

**The other two center are the:**

- Design and Innovation Center which is specialized in developing products by the licenses holder and innovating new marketable products.
- Centre of Excellence for Home Based Business is specializes in providing training and qualification consulting for entering the market under the umbrella of entrepreneurship.



## National Authentication Framework (eKey )

---

The economic, political and social development in Bahrain over the past decade has paved the way for a technological revolution to take place in the Kingdom. The general population from locals to foreigners, young children to senior citizens, has kept up with the revolution through their use technologies such as social media, smartphones, and online shops. However, many governmental services failed to keep pace with digital advances, forcing people – including the elderly, handicapped and women - to queue, deal with paper work and make time-consuming appointments simply to benefit from governmental services. Although, the number of governmental eServices has increased exponentially during the past decade, many key services remained offline and out of reach.

The eGA based its strategic approach upon the findings of a comprehensive Enterprise Architecture Maturity Study, which identified the absence of a Single-Sign-On Authentication Infrastructure as a key ‘gap’ within the provision of eGovernment services in Bahrain and provided a clear set of requirements. The eGovernment Authority (eGA) used these requirements to create a new identity authentication and verification system: ‘eKey.’ The objectives of eKey are to transform the government’s approach about authenticating people’s identities, ease citizens’ access to government services, and enable the government to serve more services through eChannels.

eKey also minimizes the number of user names and passwords that citizens had to maintain. By integrating eServices with eKey, users could readily access them using an eKey account, with no additional registration required. The eKey identification system was based on the existing national identification infrastructure and validates identities using the Central Population Register (CPR) before creating their accounts. This approach ensures that government entities still deal with the trusted identity register but through digital channels. This feature allowed the introduction of new eServices that were not available in the past due to the identification requirements, which mandated citizens to show up in person.

Several key innovations have enabled eKey to deliver on its central objective of providing a common system for securely identifying and authenticating online service users in the Kingdom of Bahrain:

**Multi-Channel Support** - eKey seamlessly authenticates users at point of entry across multiple channels in order to provide users maximum choice in accessing online public services.

**Personalized User Experience Support** – Once a user is authenticated, government departments now have the ability to create a unique service interface that exactly matches the user’s needs including customized displays of their personal information and access to relevant services based on background.

**Back-End Service Linkage** – eKey provides authentication on the National Portal, which contains services from various government entities. With the Single-Sign-On, users are able to use services from many departments with no annoying logins.

**Use of Biometric Technologies** – eKey solution employs Biometric technology to verify the identity of a person. This is a crucial innovation for highly-secured services and confidential services traditionally requiring the physical presence of the user.

Biometric authentication eliminates this by acting as a digital signature authorizing sensitive transactions, like legal cases as well as official government transactions.

Citizens and residents within the Kingdom can now access government services via a single portal, spend less time logging in and feel safer and more secure when interacting online. With the use of a unified authentication system, based on use of a username and password, the time-to-authenticate is reduced by more than 50%.

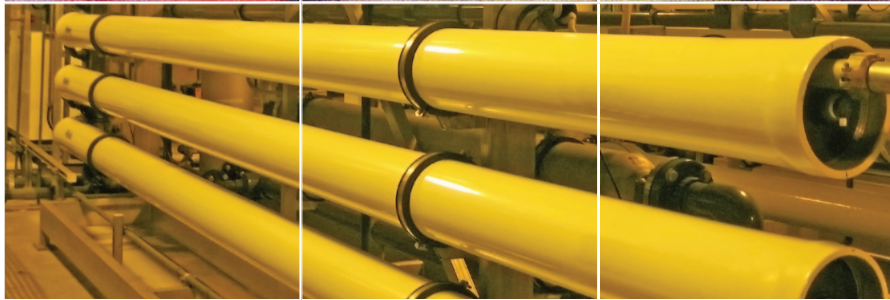


## CATEGORY TWO





Fostering participation in policy-making decisions through innovative mechanisms





# Central Bank of Bahrain

---

## 1. Takaful Project

The essence of the problem was the negative effect of the regulatory framework for solvency assessment for Takaful firms on the competitiveness of the Takaful industry and on the public's confidence in Takaful.

The problem was that many Takaful firms incurred regulatory deficits in the participants funds for many years despite the fact that the Central Bank of Bahrain (CBB) gave Takaful and Retakaful firms a transition period of 5 years to assist participants funds in building their own capital. The regulatory deficit arises from the fact that the required capital of the participant funds usually exceeds the available capital of the participant funds especially in the early years of the funds. This problem does not exist in the conventional insurance as all the premiums paid belong to the insurance company/shareholders and there are no participant funds.

### Stakeholders affected and considered:

- **Participants:** Many Takaful firms incurred accounting surpluses and were profitable. In normal circumstances, such surpluses could be distributed to participants. The distribution of a surplus can be thought of as a discount on the initial contributions paid. However, having a regulatory deficit impeded the distribution of surplus as the associated Takaful firms were insolvent.
- **Shareholders/Investors:** Shareholders' return on capital was negatively affected as a result of the regulatory deficit as the rules state that any regulatory deficit in a participant fund should be covered by Qard Hassan from the shareholders. Qard Hassan has almost zero return and its recoverability is not guaranteed as its contingent on future performance of the relevant participant fund(s). In addition to the almost zero return, shareholders also incur significant opportunity costs on their invested capital.
- **Shari'a Scholars:** Some Shari'a scholars argued that Qard Hassan should only be extended from shareholders' funds to participant funds when there is a cash deficit, rather than a regulatory deficit, in the participant funds.
- **Promoters of Bahrain as a hub for the Takaful Industry:** It might have been hard for parties promoting Bahrain as a hub for the Takaful industry to present a quantitative data on the performance of Takaful firms as the data available was generally unfavorable.

The solution to the problem was to combine both the capital of the shareholders and the capital of the participants in the calculation of the capital available and then compare it with the required capital of the funds. This is supposed to solve the problem of regulatory deficits for most of the Takaful firms and turns the deficit into a surplus.

**The main objectives of the project were to:**

- Enhance the competitiveness of the Takaful industry in Bahrain;
- Enhance the public's confidence in Takaful;
- Reduce the burden on Takaful firms in relation to the calculation of available capital and therefore, enabling Takaful firms to be in a level playing field with conventional insurance firms in relation to solvency assessment;
- Eliminate the need for Qard Hassan to address any regulatory deficit and replace it with capital injection from shareholders;
- Increase the probability of surplus distribution to participants;
- Provide more flexibility to participants funds to invest its funds rather than merely concentrating on meeting the solvency requirements; and
- Address gaps associated with the application of a Takaful model such as the availability of liquid assets in the shareholders fund to cover any deficit in participant funds, standardization of wakalah fee components and the impairment of Qard Hassan.

**The target audience included:**

- Takaful and Retakaful firms;
- Potential investors;
- Shareholders of Takaful firms;
- Participants;
- Shari'a Scholars;
- Actuaries; and
- External Auditors.



# Ministry of Labor

---

## 1. Social security initiatives (utilization training levy scheme/unemployment social security):

One of the greatest challenges facing Bahrain since the 70s until now is the economic situation and the need for qualified national cadres, able to occupy positions that are taken by foreign labor, which become strong rival to the citizens in various fields, and that in the lack of a national plan links the needs of the labor market to the kind of education and training process. The creation of the unemployment problem cause by the academic output that do not meet the needs and requirements of the labor market.

Note that the unemployment rate has reached 3.7%, according to the statistical report of the Ministry of Labor which ratified by the Council of Ministers for the second quarter of June 2014, the report showed that the number of female job seekers is 6095 out of 7180 job seeker.

The impact of the economic crisis that hit the world in 2008, resulting demobilization of number of Bahraini workers, contributed significantly to the increase in the unemployment rate, in addition to the unfortunate political events that gripped the country during the year 2011 and the resulting of high number of poor and destitute.

Many job seekers reluctant to work in the private sector and there is inflation in public sector jobs. There is also a tendency of private sector companies employing foreign labor because of the availability of skills and expertise and the low cost. The number of skilled foreign workers and qualified on the rise, as a result acquired foreign workers for jobs and careers in the private sector due to the unavailability of the necessary expertise and skills of citizens, in addition to the lack of awareness among citizens for the advancement career opportunities in the private sector, a lack of funding sources, the absence of general plans for training in coordination with the private sector. The lack of a central presence in decision-making related to vocational training in Bahrain in that time, so as to ensure supply and enhance the capabilities and raise the skills of the national cadres for the ensure of the community partnership, and the reluctance of the business owners on the training of national cadres or at least not in their priorities, all these and other factors, led to the need to find More radical solutions to this kind of problem.

Since the Ministry of Labor dealing with the three production parties, the government (all government agencies and institutions and bodies of the government), and employers who are represented in the company owners or their representatives in the private sector, and workers ( including workers, who represent associations, trade unions and job seekers) The Ministry of Labor focused in social Security of citizens through two departments, namely the Department of human Resources Development (vocational training contribution system), and management of insurance against unemployment.

Development of human resources management includes, the Supreme Council and quality councils for vocational training (In contracting construction sector, and the hospitality industry, and the sector of information and communication technology, and the retail sector, the banking and insurance sector, and industry) have focused on training and staff development of citizens in various sectors, also seeks to provide the national workforce eligible to work in the sectors relevant institutions through the adoption of plans, programs and mechanisms of vocational training in specialized institutions and training centers for the sector. To achieve this purpose, a vocational training contribution system was set up through which the finance council projects through the collection of annual training fee of 4% of the total foreign workers in companies and institutions in which fifty or more workers working salaries and shall be entitled to recover facility accounted for 75% of the total annual training their workers to cover the costs of Bahrainis contribution payments are allocated 25% of the total annual vocational training subscriptions administrative expenses needed by the Council as well as to finance training programs for job seekers.

**The management of insurance against unemployment targeting job-seekers aged not less than 18 years nor more than 50 years and be able to work well as a focus on the female category, and Bahraini workers dismissed; the aim of protecting the unemployed of destitution and poverty and to avoid the negative effects of the problem of unemployment, in addition to the completion of the Social Security system, and activation of the right to social insurance due constitutionally.**

At the level of vocational training subscriptions system initiative, the number of qualified and well trained Bahraini who are able to compete with foreign labor has been increased, the living conditions of large numbers received promotions and who got a job and career opportunities are promising and rewarding wages.

Regarding the initiative of insurance against unemployment, the application of the system and project support for employment decrease unemployment from 15% rate in January of 2006, to settle at 4% in June 2007, the ratio in relative stability since that period, and a current unemployment rate of 3.7%, according to the latest report presented to the Council of Ministers for the second quarter of 2014.

The Ministry of Labour to achieve strategic objectives take into account the compatibility with the Economic Vision 2030 launched by His Majesty King Hamad bin Isa Al Khalifa, King of Bahrain in October of 2008, as raising the living standard of the Bahraini citizen by providing decent jobs with decent wages resulting from improved efficiency and creativity of the Bahrain race sponsor to cut unemployment and expand the middle social class in the Kingdom, which results in reducing unemployment and thus kept within secure and low global levels, which stimulates the economy and ensures the stability and achieve peace and social security, which is the heart of what sought by the economic Vision 2030.

Towards community partnership in achieving the foregoing ends, the Ministry of Labor, in coordination with the three production parties to adopt a number of initiatives are in the provision of the principle of social protection, both for workers in the private sector and to ensure that training and development and their competitiveness or provide a decent life for the

unemployed work during the period of job search for them. At the level of human resources development and the Ministry of Labour has worked its best since the beginning of the seventies to put the device regulates the vocational training process and the development of policies, regulations and laws and infrastructure to achieve the strategic objectives of the ministry in 1975 proposed the Ministry of Labor and Social Affairs (then) to the Cabinet establishment of the Supreme Council for Vocational Training, which is headed by Minister of Labour and Social Affairs and the membership of representatives from the Ministry of State and the various stakeholders in vocational training and business owners work in various industrial and commercial sectors and representatives of the workers. The private sector specializing thus:

1. Preparation of national policies and plans for guidance and vocational training for workforce classes on all levels in order to workforce development and upgrading of productivity and to meet the requirements of development in various fields.
2. Executive Programs Coordination of vocational training in various sectors.
3. Determine the vocational training needs at the national level, according to business needs and the demands of development.
4. Proposal vocational training, including allocations in the state budget and the percentage contribution of business owners in the cost of vocational training and international grants and foreign subsidies that Council obtained as well as the proposal priorities spending from various funding sources and modifications that require an increase in the appropriation of money financing plans.
5. Identify the results of follow-up and evaluation of the implementation of vocational guidance and training plan.
6. Express an opinion regarding the government's offer of issues related guidance, vocational training and professional technical education.
7. Council decisions in the above terms of reference are not valid until approved by the Council of Ministers.
8. Implementing the Council's decisions provided that they are within the limits of the prescribed financial credits.

The unit of National Vocational Training Development has been established in the same year, to take over the work of supervision and follow-up to the Council's decisions, which later became the Department of Workforce Development recently adjusted to the management of human resources development.

One of the important recommendations that came out of the Supreme Council of the training was a spark that launched the initiative, which will be highlighted in this report is the issuance of Resolution No. 13 of 1979 on the organization of the terms and conditions for vocational training in the private sector enterprises, and that was the beginning of the launch subscriptions

training system professional, many subsidiaries and revisionism decisions followed until stability subscriptions vocational training that is currently applied in all private sector enterprises, which increases the number of workers from the 50 workers or more system mechanism, and concentrated idea of the system to collect training annual fee of 4% of the total foreign workers salaries companies and institutions in which fifty or more workers working, and the right of the facility retrieve 75% of the total annual to cover the training of their workers Bahrainis costs of contribution payments, and is allocated 25% of the total annual vocational training subscriptions administrative expenses needed by the Council as well as to finance training programs for community work. Said system and facilities necessary to provide vocational training required for Bahraini workers are entitled to the recovery of the value of training fees in order to achieve social protection for workers and ensure that the right to development, training and career development.

On the other hand, and in pursuit of the principle of social security and to ensure a dignified life for job seekers and their insurance during the period of disruption and to carry out the provisions of section II of Article V in paragraph c of the Constitution of the Kingdom of Bahrain, which provides that “the State shall ensure the achievement of the required social security for citizens in old age, illness or incapacity for work, orphanhood, widowhood or unemployment and provides them with social insurance and health care services and work to protect them from the clutches of ignorance, fear and poverty “, and during the increasing unemployment rate and reach in 2006 to 15%, lifted the Ministry of Labor proposed to His Majesty the beloved King Hamad bin Isa Al Khalifa, issued a law to secure a job seeker during the period of unemployment, which summed up the idea that you are both from the government, employers and workers to finance the project so that factor 1% of his salary pays and pays the employer in the private and public sectors 1% of the worker’s salary and the Labour Fund to pay the share of the employers in the private sector and the government pay 1% of the worker’s salary; where the level of participation is linked to the amount of the worker wage, without specifying a higher roof.

In 2006, issued by His Majesty the King of Bahrain’s King Hamad bin Isa Al Khalifa Decree No (78) for the year 2006 on the insurance against unemployment, which includes several sections governing compensation for job seekers process during the period of unemployment. Take this initiative, the Ministry of Labor in partnership with the Public Authority for Social Insurance, so that the collection of monthly fees to pay for subscriptions unemployment insurance acted as follows (1% of the remuneration paid by the insured monthly 0.1% of the insured paid by the employer monthly wages and bears the Labor Fund repayment share work for insured workers in the private sector, 0.1% of the wages of the insured paid the government a month the owners. This is the collection of such contributions in a special account for contributions of the General Authority for Social Insurance run is determined aspects of exchange him for eligible monthly in accordance with the standards have been developed by the Ministry of Labor .



# Ministry of Education

---

## 1. Secondary Vocational Education Project (SVEP)

Reform in Education system is a part of the Economic Vision, this aims to support the nation's vision of being truly great with one of the most vibrant economies in the world and where its businesses, citizens and society can thrive.

However, the country is facing a shortage in quality employment and appropriate skills. There appears to be a gap between the existing skills requirements in both the Bahrain Technical and Vocational Education (TVE) system and the industrial companies. Bahrain needs to ensure that its citizens can perform roles across all occupational levels, industry sectors and to develop strong technical skills as well as ability to work within today's knowledge economy.

The modern industries have required employability skills of the graduating students which was not available in the TVE engineering education courses, meaning that the TVE system was unable to satisfy the marketplace requirements. The challenges come from the discrepancy between the School Based Learning (SBL) curriculum and modern industrial skills requirements. Students may be trained on obsolete equipment which is totally different from that in the modern industrial environment. The Secondary education level in Bahrain is designed to prepare students to enter universities and higher institutions or directly enter the labor market. It accommodates students of age group 15 - 17; the duration of study is three years.

**The specific initiative relating to Secondary Vocational Education Project (SVEP) was based on the diagnostic outlined in the report Bahrain's Education Reform (October 2006)<sup>1</sup>. This report revealed that:**

- Only 12% of technical school graduates entered the labor market directly after graduation
- Only 4% obtained work in their field of study.
- 50% of private sector companies claimed that there was a gap between the needs of the labor market and the skills that graduates acquired during their studies.

The SVEP reform initiative had to produce a system that is driven by the skill needs of the private sector and the labor market priorities of the Bahrain economy. Also to develop a vibrant vocational education sector, that maximizes employment opportunities for students on graduation, required leadership, support and engagement with private enterprise. Finally students in secondary schools needed appropriate information and experiences that introduced them to a broad range of future occupations so they can progressively make the right choices as they move on to employment or further study. The new structure should give the all the graduate the opportunity to continue their further study or to join the labor market, specially the technical school graduate as they faced difficulty if they want to obtain higher certificate.

In 2007, Bahrain MOE, under the leadership of HRH, The Crown Prince – Chairman of Bahrain Economic Development Board (EDB), launched SVEP. This solution was proposed by EDB in conjunction with Victorian Department of Education and Holmes-glen Institute of Technical and Further Education (TAFE), with the aim of reducing the gap between the existing skills require-

ments in both the Bahrain TVE system and the industrial companies. The SVEP was implemented to facilitate this process; particularly in relation to student and enterprise partnerships and school to enterprise partnerships. Because of Bahrain's unique labor market characteristics and challenges this model had to be customized to suit the needs of Bahrain. There are a range of definitions for an apprenticeship ranging from "learning by practical experience under skilled workers" to more formal and complex "legally-binding training arrangement between an employer and an apprentice that combines structured training with paid employment". It was recommended that the "Bahraini SVEP" adopt the former as an initial guideline with the possibility of moving to a more complex model in the future.

The proposal to establish apprenticeship system within the county's secondary vocational education was part of a long-term strategic vision by the Bahrain Government to implement educational reform that meets the challenges of meaningful employment and/or training for its citizens. For private enterprise to become an active partner required an effective private enterprise engagement model which brings schools, teachers, students together with enterprises so that students can experience real life work experiences.

#### **SVEP objectives included:**

##### **1. Integrating School-Based-Learning (SBL) and Work-Based Learning (WBL)**

- The curriculum developed to meet the needs of the Bahraini work place environment is a learner centered, industry connected curriculum developed to build relationships between students and industry. The program across Technical and commercial schools is equity orientated, supporting participation of women.
- To produce a system that is driven by the skill needs of the private sector and the labor market priorities of the Bahrain economy.
- To provide students with the skills that industry needs, introducing the use of apprenticeships and experience in the workplace as part of student's education.
- To provide opportunities for a student to participate in paid work experiences.

##### **2. Ensuring effective program design**

- To provide a planned program of occupational skills development and work practice for students.
- To integrates academic and vocational curricula.
- To extend the range of courses so that the educational and career aspirations of all students, whether male or female, could be met.
- To teach foundation skills, such as positive work attitudes and interpersonal skills

##### **3. Promoting career pathway**

- To assist the student in career exploration and selection of a career focus.
- To incorporate articulation arrangements with institutes of higher learning.
- To establish two tracks focused on apprenticeships for secondary education, a professional track and a vocational track based on the proposed diagnostic, students can now choose appropriate careers.

The reform seeks to position students to compete more effectively as they enter the market place by equipping them with appropriate level of skills required by private enterprise. The SVEP will also focus on broader vocational learning to be part of a suite of programs, including career and enterprise education programs, designed to make school curricula more relevant to students' future working lives and to make stronger links between school and community.

SVEP ensured that students have the best opportunity to gain the knowledge, skills and attitudes required to operate effectively in the work place, either as a full employee or as a student undertaking an on-the-job (OTJ) placement. This initiative has provided opportunity for all students to make smart choice between the work life and the academic life.



## University of Bahrain

---

### 1. The Law and Human rights Clinic at The University of Bahrain:

In February 2011 the Kingdom of Bahrain faced a crisis when demonstrators took to the streets and clashes between them and the local police force took place, causing a lot of damage. Later in March the University of Bahrain had students demonstrating within the university and a mass clash occurred between them and other students and members of staff. Hence, human rights became a big issue in all of Bahrain in general and in its public University in particular. To solve this issue the University of Bahrain started to communicate with the American Bar Association (ABA) to start a course in Human Rights Clinic where students can sit together in a safe and professional environment and learn to deal with issues in a legal manner. In this sense they can adapt a legal insight into the issues at hand and go out into their community and teach others as well. The UOB signed a memorandum of understanding with the ABA and hence the Human Rights Legal Clinic was founded.

Of course a lot of work had to be done for its approval from the University Council and also the Bahraini Government. The target group was young law students on the doorstep of graduation. It aims to give them a practical idea of the field ahead and the environment they will be working on post-graduation. These law students are required, as part of the curriculum of the Clinic, to choose between three methods of training:

1. To teach others in society about pressing Human Rights issues such as Child Rights and Women Rights to school children hence adapt a language compatible with theirs.
2. To train with licensed lawyers how to deal with “real case, real client” in front of Bahraini Juvenile court dealing with Children Rights.
3. To train at national human rights institution how to accept the victim’s complaints in the official way and how to write legal reports about those cases and communicate with the official representatives.

The University desperately looking for a solution looked to the ABA for support and together they came to an understanding and agreed that the initiative, therefore the Human Rights Law Clinic was the best solution to the problem at hand. However, it wasn't the only solution put forth. The University along with the Bahraini Government has introduced a new compulsory Human Rights curriculum targeting all University students in Bahrain; this is yet to be implemented nationally however the course has been running for three years now in the University of Bahrain.

**The Clinic aims to:**

- Introduce practical skills training and practical learning in the law faculty curriculum
- Contribute much needed resources to legal aid and other forms of public interest support
- Expand student conceptions of legal careers and networking
- Develop a culture among the next generation of lawyers oriented towards ethical practice and the public interest
- Increase human rights focus in the curriculum, like;
  - International and national human rights law
  - Lawyer skills training
  - Ethics, etc.
- Under the supervision of experienced human rights educators, the students search, prepare and conduct training aimed at educating target groups, mainly youth, on selected human rights topics.
- In preparation for these projects, students undertake practical training aimed at developing their oral presentation and training skills.

These students after completing the task at hand are then required to work together in making a presentation suitable for school children on a selected human rights topic. The group of students are given a school and a specific class to present their topic within 45 minutes. The presentation is evaluated and holds a percentage of their final grade. The students must adapt language compatible with their target audience and make the presentation as interactive and educational as possible. The aim of the presentation is to educate the children in regards to what law is; how it plays a role in their everyday life and how it governs a society. It is expected that these children will then have the correct understanding and appreciation of the Law. Later on all the Clinic students meet with their supervisors to get their feedback on how they did. This gives them a chance to see what they did right and what they should change next time. The students learn from one another and can give feedback to other groups and encourage, help and support one another. The students are then given a second chance and another presentation is conducted on a different topic and in a different school.



## Government eMeeting Platform

---

The Bahrain eGovernment Authority (eGA) took the initiative of investing in a centralized eMeeting platform to deliver a solution to the challenges such as unnecessary burden on the organization to keep track of the meeting outcomes and actions manually at great cost in both money and manpower. The persistence of these issues highlighted the need to institutionalize an efficient solution to support the senior bureaucrats of Government entities in making decisions related to policies and programmes affecting all the sections of the society. The solution was determined to be an effective e-Meeting system that instituted electronic management of all such consultations. The initiative also intended to create a centralized secure platform that can be utilized by Government entities to manage and monitor their consultations / meetings in an efficient and effective manner.

The project has a set of objectives that were identified prior to the implementation and that were mapped with the strategic objectives of the organization. Below is a summary of the project objectives:

- Improve the government meeting management and collaboration activities by utilizing mobility.
- Developing a centralized solution to streamline the meeting processes
- Improve the efficiency and effectiveness of Government entities meeting.

The functionalities associated with the eMeeting Platform includes; Meeting Management, Actions Management, Meeting Collaboration and Document Management.

The eMeeting initiative utilizes the advantages of mobile functionality in creating a positive collaborative and participatory environment for meetings by enabling senior executives of Government entities to conduct meeting and manage results anywhere and anytime. This initiative has resulted in timely decisions affecting the different sections of the society and has increased inclusion for hard to reach social groups. The eMeeting initiative has eradicated the traditional functioning of meetings (i.e., the necessity of having senior executives to be physically present in a particular time and venue) and driven efficiency in the process across government.

The eMeeting Platform has been used by the different Government entities in order to facilitate their consultative and participatory approach towards decision making. The eMeeting Platform transformed the traditional way of conducting a meeting in the Government entity thereby facilitating the decision making process affecting the various sections of the society. For example, the eMeeting Platform institutionalized in the Bahrain Tender Board has facilitated the meetings of various stakeholders resulting in speedy award of tenders. This has resulted in executing projects affecting various sections of the society in a timely and planned manner without any major deviations resulting in the delay in finalizing the tenders. Similarly, the eMeeting Platform installed in the Supreme Council for Information & Communication Technology supports the key ministers of Government of

Bahrain in conducting meetings at a regular interval and focus on planning, formulating and follow up of decisions related to ICT. The eMeeting platform is expected to reduce the cost associated with the use of papers within meetings include the printing document which usually have an environmental impact society. Moreover, eMeeting platform implementation is associated with a huge amount of time saving in the process of managing and monitoring the meetings, which will have a direct impact on the business activities also support the accuracy and speed of getting the right decisions.

**The major impacts of the eMeeting Platform are as follows:**

- Establishing a collaborative Meeting management solution that will help in the process of expediting the decision making process within the government entities
- Establishing a centralized repository for all meeting outcomes, actions and decision within each government entity which will provide an easy access to information
- Establishing tracking and collaboration mechanism for government entities before, during and after the meetings to ensure the value of the meetings outcomes
- Establishing a secure collaborative environment for government entities meetings



# CATEGORY THREE





Promoting  
whole-of-Government  
Approaches in the  
Information Age





# Ministry of Social Development

---

## 1. The National Center for NGO Support

Bahrain is one of the most active in the scientific and cultural movement in the Arab Gulf states. Education has spread since the twenties in the Kingdom of Bahrain and segments of society remained in communion with the surrounding culture which has helped to build a good cultural base. Bahrain was one of the first Gulf countries which has established the first non-governmental organization in the Arabian Gulf in 1941, when the first Islamic charity is founded Eslah Society. We can consider that the end of the fifties and early sixties are the beginning of the civil organized work in Bahrain when passing a law for societies and clubs licensing in 1959. Under the umbrella of this, law has generated a new set of NGOs reached until the end of 1979, five women's associations and nine social associations. These organizations have provided social services to various segments of society (the poor - orphans - older age - special groups and others), also contributed to the assistance work and relief with the state sector in times of crisis, which clarified the integrated role played by, and still, with the formal sector of the state.

In 1989, a law was passed for Social and Cultural Associations, clubs and private bodies working in the field of youth and sports and private enterprise. Since then, a number of NGOs in Bahrain has grown rapidly since the beginning of this century, rising from 53 non-governmental organization in 1999 to about 580 active organization in 201. This means that there are 46 new organizations registered annually during the current century reflecting the openness of society to volunteer work which bolstered the principles and procedures for the Kingdom in the reformist era of His Majesty King Hamad bin Isa Al Khalifa, who launched by the National Charter in 2001. Compared with the population in Bahrain, according to the Central Agency for Information estimates, we can say that there is one NGO per 2,300 of the population.

The social associations in Bahrain subject to the control and supervision of the Ministry of Social Development and is falling under the following categories:

1. The Social associations (including women and youth, social, charitable, Islamic and professional).
1. The Private institutions include charitable funds and private institutions of public interest.
2. Gulf and foreign associations.
3. Bahraini and foreign social clubs.
4. Churches.

The National Center for NGO Support was established in 2006 in order to strengthen the capacity of civil society organizations in Bahrain and raise their efficiency in the institutions management and projects development. It is the first of its kind center in the Gulf region. The hope is to be able to deploy experience and a culture of institutionalized technical support between the public sector and the private sector and civil sector, thereby enabling the private sector to be effective and play its part as expected with efficiency and high quality.

Since the start of the historic reform project of His Majesty the King may God protect him, the overall development in the Kingdom relied on two pillars, the state through its institutions mechanisms and devices implementing on one hand, and the institutions of civil society, which includes civil society organizations of various denominations, activities and areas of work on the other hand. The National Action Charter, which referendum and the approved by the people of Bahrain on 14 February 2001, in nearly to consensus, is the first intellectual and constitutional reference to the democratic process initiated by the Kingdom in the reign of King Hamad bin Isa Al Khalifa. This charter is considered a working document for the country's future by its democracy way and for that has been ratified a new constitution of the Kingdom in February 2002 to activate the principles mentioned in the Charter. The Constitution also guarantees freedom of association and trade unions, on a national basis, for lawful purposes and by peaceful means, guaranteed in accordance with the terms and conditions prescribed by the law, provided they do not prejudice the basis of religion and public order (Article 27). This new era has opened up broad prospects for a strong civil society and more opportunities to activate the developmental role of civil organizations in the Kingdom for both that are serving citizens or expatriates.

It was clear to all that country at the beginning of stage of a radical and comprehensive change in all political, social and economic fields, and that they must prepare for this change. There have been numerous changes in the bodies and institutions of government at the beginning of the first decade of this century, including the formation of the Ministry of Social Development in 2005, which was part of the Ministry of Labor and Social Affairs. This ministry was founded under the important slogan is "Empowering the Individual .. Advancing the Society" and followed a clear policy regarding the work of civil and civil society organizations focused on encouraging volunteer work and civil support NGOs technically, financially and materially through various programs, including the partnership, training and institutional capacity building. The ministry has also opened the door for groups and individuals who wish to establish community-based organizations in various fields. The result has been a rapid growth in the number of civil society organizations as we shall see in the context of this report.

Proceeding from the Economic Vision 2030 (the first guidance document for many of the public sector programs to achieve competitiveness of the Kingdom at the global level) The Ministry of Social Development Strategic Plan for the year 2008 to 2014 and then developed at a later period of the Strategic Plan 2011-2016 in order to activate the economic vision of Bahrain. The strategic plan was adopted seven goals, including the strategic goal number 6, which states:

**Enable civil organizations to promote the developmental role.** The ministry's strategy to implement this goal in practice through the following strategic programs: the establishment of the National Center for support of NGOs in the year 2006. The National Center is considered the first center of its kind at the regional level and it is a formal institutional entity. It is a part of the NGO management and seeks to embrace the unregistered NGOs officially in Bahrain and under the umbrella of the Ministry of Social Development, examines conditions, assesses the performance and supported the development of institutional capacities administrative, technical, and provide them with counseling to help them on their programs, projects and management activities. The Subsidiary and the strategic objectives of the National Center for NGO Support concentrated in the following:

1. Provide opportunities to increase the capacity of NGOs and institutional effectiveness of community service.
2. Create information network for the exchange of experiences and information.
3. Facilitate and encourage the organization of forums and social programs.
4. Upgrade the civil work to meet the needs, aspirations of society.
5. Develop, development programs to improve the planning and implementation in accordance with international standards.

6. The development of mechanisms to involve the private sector.

7. Support and encourage volunteerism and volunteer work.

National Center for NGO Support experiment gone through several stages in order to reach the stage of maturity and achieve the strategic objectives set. Summed up as follows:

**Technical infrastructure and human resources establishment** and represented in the use of the Bahraini and Arabic expertise that has been under the umbrella of the memorandum of understanding with the United Nations Development Programme, which contributed to the provision of technical support of experts and training in the field of technical and financial support for NGOs as will be mentioned later. A team has been formed at the National Center of the university degree holders and was trained practically by a competent expert to become eligible for the implementation of the program. . Moreover it has been contracted with a permanent expert to oversee the center, follow the implementation of the NGO Support Program. prepare a suitable residence for the center, spatially independent of the premises of the Ministry of Social Development and the spatial dimension expresses the independence of the nature of the supervision and control exercised by the NGO management, which reflected later on the nature of the special relationship that the Center has built with these organizations, which are particularly supportive, enhanced to civil work (the essence of the establishment of the center).

**Design special tools for application:** First, for the Institutional assessment program (bag of self-evaluation), and the second for the grants programs (indicative evidence of financial grants). These tools had passed by stages of development and reached the degree of maturity that can be applied to civil society organizations in Bahrain, and these models of tools are still in used in the center and be developed so they can be applied to various types of NGOs.

**The preparatory and introductory phase of the center:** This was done through seminars; dialogue sessions, field visits to civil organizations and training workshops. As the Center keenness since its inception to organize a continuous workshops training in the field of civil work for NGOs in order to achieve more than one purpose in this area, including identifying the role of the center, its programs and dissemination role between NGOs, strengthening the capacity of human resources in the civil society organizations, and the exchange of experiences and cooperation and coordination between them.

**Administrative supervision and follow-up:** This supervision is reflected in the form of continued support by the administration, encouraged and empowered the National Center for the development and submission of proposals, and support in all the tasks entrusted.

**Provide information and updated data base for the civil organizations** classified as the nature of work (Women's - youth - social - professional ...) which contributed to the development of appropriate map for communication with civil organizations, taking into account this distribution and trying to include all kinds of civil society organizations.

The Center have managed to implement more than 400 visit for the civil organizations for the assessment of institutional performance, and was able to achieve institutional assessment for more than once to 260 NGOs which proved to be 55 Associations has achieved an improvement in corporate performance in clear levels, while other organizations have shown improvement in areas and stable in other areas. The financial grants program has benefited 141 NGOs in Bahrain until 2013, where succeeded in attracting the private sector to finance development projects in partnership with the Ministry of Social Development by two-thirds to one third for the government sector. Also, it has succeeded in attracting the attention of NGOs for the implementation of development projects as priority of social, economic and environmental development. The training has benefited about 560 people until 2013, who volunteered to work in the civil sector in different training programs.



# Central Informatics Organization (CIO)

---

## 1- E-Wayleave Clearance System:

Bahrain has always been a forerunner on implementing the latest state-of-art technology with different approach for well-being of the nation and national development. Over the time the kingdom has taken various initiatives and unique implementations in **automation** and **standardization** of various processes to promote **e-Culture** and encourage government and business to utilize e-service and online processes for faster and transparent operations. With the evolution of GIS (Geographic Information System) technology and the realization of its prominent role to support Government Services, the kingdom has successfully implemented **Bahrain Spatial Data Infrastructure** (BSDI) since 2005

The **Way leave** approval for new and/or maintenance infrastructure projects on public properties in Bahrain was guided by a set of governmental policies and procedures which were managed manually. The manual process has resulted in various drawbacks and issues and had several bottlenecks in terms of providing timely and quality services with high level of confidence. The manual process involved **huge amount of manual paper work** including the way leave approval certification from various stakeholders, Maps, Proposed project design and other supporting documents. Sensible and accurate way leave approval requires a **unified decision making** by various stakeholders involved in the approval process.

In the manual scenario, there **was duplication of efforts** and **isolation in decision making** on way leave approval by various stakeholders. In the process many **Way leave** documents gets **misplaced** and **lost** during approval process as they were **manually transmitted** from one stakeholder to another. This has resulted in **indefinite** time ranging between 3 months to 2 years approximately for the approval of a Way leave request. Also there was **lack of up-to-date** and **accurate supporting information** required for the approval of a Way leave request. So the **confidence level** of the authorities approving the Way leave was quite **low** and often **erroneous**. Another important issue which was haunting the stakeholders was that there was **no standard** approval processes among stakeholder communities.

So better **harmonize** the delivery of services, the various approving authorities arrived at a unanimous decision to **automate** the Wayleave approval process. E-Wayleave Clearance System initiated in 2011 is one of the unique implementation of its kind in **automation** and **standardization** of the Wayleave approval **process integrated** within a GIS framework (BSDI), promoting e-Culture and encouraging government & business to utilize **e-Service** and online processes for **faster** and **transparent operations**.

The objective of the project is to get rid of the drawbacks in the current system and make the approval process **faster** and **transparent** and increase the **confidence** level on approval through **accurate** verification.

E-Wayleave application is a **web based** solution through which stakeholders can manage their Wayleave allowing them to create, search, comment, track, edit, print and approve Wayleave. The application is tightly integrated with a GIS Viewer through which the users can review the Projects spatially on Bahrain base map. The viewer also allows the users to overlay various utility and infrastructure network along with the project/Wayleave details to support their approvals and recommendations.

In the manual process, the 'Wayleave Request' was circulated to all stakeholders through an inter-ministry circulatory procedure managed and operated by 'Central Planning Office (CPO)' of Ministry of Works. It was (CPO) who actually came up with

the idea of an E-Wayleave system within the framework of Bahrain 2030 vision; to support Highest Standard of Living for Citizens through Comprehensive, Secure, Accurate and Timely Information and Services. The project actually brings in almost 15 stakeholders both Government and Public companies to join hands in development of an innovative solution for the Wayleave approval process in the kingdom of Bahrain. GIS Directorate, CIO being the GIS hub of Bahrain has been entrusted with the responsibility of development and implementation of the system.

The GIS Directorate, one of the most important Directorate of CIO, Bahrain caters and supports the increasing need of Geographic Information System in the Kingdom. The role of the Directorate is to develop, drive and support various geospatial initiatives catering to the GIS needs of the service sectors and maintaining the National Geospatial Database. The current project is strategically aligned to this initiative.

Bahrain 2030 vision “**To develop world-class infrastructure links to Bahrain Global Economy.**” has been answered by GIS Directorate, CIO by implementing the National Spatial Data Infrastructure (NSDI) at the national level, for the Kingdom of Bahrain. Bahrain Spatial Data Infrastructure (BSDI) portal is the manifestation of the NSDI initiative to serve Government Organization, Private Sectors and Academic Institutions of the country to foster the creation of wealth, innovation and economic value. The current e-Wayleave Clearance System has been developed as part of NSDI for Bahrain and therefore lines up itself with the Bahrain 2030 vision.

The project is also directly aligned with the GIS Directorate, CIO’s strategy since it delivers a reengineered automated transparent system. Based on the effectiveness and online sharing of geospatial information, the system users are presented with a simple user friendly and flexible platform with up to date and accurate spatial information from multiple stakeholders for accurate, reliable and efficient decision making for their business processes and thus aligning the project towards the Bahrain 2030 vision initiative of “The Government Sector to become more productive and accountable for delivering quality services”. The e-Wayleave Clearance System developed brings various stakeholders involved in the clearance process in a unified framework where various government agencies can work in parallel on National Development Goals thereby achieving CIO’s vision of providing Highest Standard of Living for Citizens through Comprehensive, Secure, Accurate and Timely Information and Services.

The E-Wayleave Clearance system created a Central Delivery Portal with an Intelligent Map interface with defined process makes the user much more comfortable and effective within their business domain. Support for real time spatial data online with other essential stake holders information made decision-makers analyze and predict situation much more accurately which in turn increases the confidence level of their approval. Not only this, the system has been able to considerably reduce the approval time for a Wayleave Request and thereby reducing the overhead cost. It also allowed the stakeholders to monitor individual Wayleave within and outside its approval lifecycle. By setting up a response schedule (5 days) within the online approval process, E-Wayleave system has increased the accountability of the stakeholders. It also propagates a clean and green environment by minimizing paper work. No only this, the E-Wayleave system has standardized the request and approval process across the stakeholder community. In short the e-Wayleave System has brought external agencies to plan properly and put flexible slots to work parallel with Government Agency on the National development Goals.



# Survey and Land Registration Bureau

---

## 1. Sand Search

Bahrain is a small island located in the Gulf Arabian. The area of the land is 766 km<sup>2</sup> which is considered one third with respect to sea area. However, in the past 10 years, the country has been developing in so many ways based on Bahrain economic vision “Bahrain 2030”. Bahrain is an island nation with the maritime boundaries covering an area of 8266.95 sqkm.

Regardless of the many projects that have been implemented in Bahrain to benefit the citizen and reach “Bahrain economic 2030 vision”, Government remains in needs to the sand for the Housing reclamation projects and other infrastructure projects. In order to meet the rapid growth of Bahrain, the sand that was used from the neighboring GCC states is no longer an option. Unfortunately, the cost of buying the sand from other countries is very high and that would have a direct impact on the cost of projects.

Being a small island nation Bahrain faces acute shortage of land and resources to meet the rising demand for housing and infrastructure developments. A large amount of reclamation has taken place in the past 20 years for the infrastructure development of Bahrain. Presently an acute shortage of sand resources for reclamation and construction has been observed and government is committed to find a solution for the uninterrupted growth of Bahrain. Since Bahrain is surrounded by sea on all sides it has a good deposit of natural sand resources. The problem faced in extracting these natural resources is the lack of reliable data regarding the sand deposits.

In light of this condition the National sand search project is aimed towards identifying the potential sand resources all around Bahrain to continue with the economic growth of Bahrain. The availability of natural resources will boost the implementation of various public and private projects in Bahrain which will benefit the citizens. Especially since Bahrain is having an acute shortage of housing units for its citizens, the government is committed towards creating housing for all in the future. This will improve the living conditions of the citizens and the public outlook towards future.

In the last decade when the economic growth of Bahrain was at its peak with infrastructure developments the import of sand from other GCC states were stopped. Hence there was an acute shortage of sand resources and the authorities looked for alternate resources to sustain the growth of the Kingdom. The government then decided to tap the available natural sand resources surrounding the waters of Bahrain. Towards this goal an extensive sand search survey was carried out by GEUS in 2008 covering an area of 1100 KM<sup>2</sup> at a cost 1.6 million BHD. However this data was not sufficient for any meaningful implementation of the project and the limited amount of sand was obtained from the established borrow areas. Also the areas where sand deposits were found was far from the coast line and hence not feasible for many of the project as bringing sand from far distances would mean escalation in the project cost.

In 2013, it was estimated that Bahrain needed 377 million m<sup>3</sup> of sand for the government projects. However, there was no data for the available sand resources for undertaking these projects. Therefore the government authorities decided that a national sand search project may be undertaken in order to have a National Marine Chart consisting of all available data which will act as an effective tool for the decision makers.



# Bahrain Information Communication Technology Governance

---

## 1. Situation before Bahrain ICT Governance

The Kingdom of Bahrain's Government ministries and agencies have been delivering services to the citizen through Information Technology in an ad-hoc way. This piecemeal approach means ministries and agencies do not have proper alignment between their business goals and their IT delivery, resulting in obsolete technologies being used that are unable to cope with the complex demands of growing eGovernment services. Further, obsolete IT means citizen data is widely distributed between ministries, making it time-consuming and costly to collect for service delivery. This situation of ad-hoc delivery meant management did not have any clear way to track investment and performance across government departments and agencies. There is no governance mechanism to govern the business, IT alignment across the ministry /agencies to guide on Enterprise Information management, data sharing, and standard information life cycle to be followed on.

## 2. Bahrain ICT Governance as a Solution

Bahrain's ICT Governance framework is primarily driven by national enterprise architecture. The framework is a set of mechanisms through which architecture is enacted in the enterprise. Governance is essentially about ensuring that business is conducted properly. The framework is less about control and strict adherence to rules, and more about guidance and effective and equitable usage of resources to ensure sustainability of an organization's strategic objectives.

The governance structure for Bahrain is a federated architecture governance model and it provides advantages in cost, schedule, autonomy, scalability and robustness. The federated governance structure maintains a good balance between enterprise-wide standards, reference architecture and frameworks, and localized business-area driven innovation. Central enterprise architecture team i.e. National Enterprise Architecture Governance has primary responsibility for reference architecture, standards and frameworks that are common across the Kingdom of Bahrain. Primary objectives of Bahrain ICT governance include the following:

**Value Creation and Delivery:** Managing, controlling, and monitoring activities that impact or involve the team and organization—and subsequently building trust among the business and IT organizations (which ultimately improves the effectiveness of governance in creating and delivering business value).

**Facilitation:** Establishing and promoting standards, best practices, and guidelines for technology adoption and support across organizations in order to advance business and IT strategies; and preparing the process for change management to adopt new technologies.

**Risk Management:** Identifying and managing risks associated with the set strategies and objectives, as well as continuously monitoring the risk levels across projects to ensure visibility into critical situations and enable practitioners to make informed decisions.

**Compliance:** Linking individual projects and initiatives to national, enterprise strategies and objectives, as well as measuring, monitoring, and managing the progress of IT projects in delivering the business goals while following EA guidelines and principles.

**Enforcement:** Defining and enforcing ways to use architecture patterns and information during the entire lifecycle of national application development, integration, and deployment.

### 3. Implementation /Mobilization of Bahrain ICT Governance

- The ICT Governance Framework has been implemented by an experienced team within the Bahrain Government and key international consulting partners. The resource mobilization and advisory framework was implemented according to the following model: The Executor drives and implements the initiatives along with international consulting partners for the Client (Government, Ministries and agencies) across the kingdom.
- The executor implies has a group of C-Level executives, Advisors, Architects and Directors drawn from across government.

### 4. Lesson Learned

During the Bahrain Information Communication Technology (ICT) governance, there many opportunities to learn and correct areas in the government. Some of the key lessons are:

- Huge effort and time took place to avail government entities leadership direction and guidance to accomplish strategy and IT alignment through the enterprise architecture governance framework.
- Mid-level management involvement and collaboration across government entities were key challenge.
- Continuous awareness and regular coordination are the key area where continual improvement needed to promote and align with enterprise architecture and governance framework
- To trade the model of optimal, efficient utilization of information technology in shared service concept were tiresome across government entities
- Competency to execute the centralized and shared service program across government entities are really challenging factor in the ministries.



## National Payment Aggregator (NPA)

The Government's initiative for eServices, who deliver more than 300 services across Bahrain, observed many challenges when coordinating multiple payment service providers and individual merchant outlets such as control issues, complexity issues, and flexibility issues. Therefore, the Government needed a way to provide a holistic view of all eService transactions across government in order to eliminate citizen inconvenience, mitigate Government operational issues, and empower/ Simplify payment dispute process.

Complementing the Governments agenda of providing convenient, transparent and eco-friendly governance to promote citizen centric eServices, the eGovernment Authority (eGA) strategically created the National Payment Aggregator initiative to improve Government revenue collections, reduce time and cost of collections, reduce currency in circulation and improve ease of doing business. Moreover, NPA helped to provide secure electronic payment methods, streamline data interchange (Industry standard interfaces), achieve visibility of revenue collection through MIS and data mining capabilities and provide system based reconciliation as well as settlement and reporting.

Prior to implementation of NPA, each ministry within the Government worked individually; signing up with payment service providers (PSP) and interface coding for payment fulfillment.

A team formed between the eGovernment Authority, key stakeholders and NPA Solution Vendor ensured proactive and meticulous planning of every project objective, broken down into logical delivery phases and measurable milestones. The teams were conscious that this project involved the coordination and support of multiple departments and external agencies and hence the overall NPA vision was translated into simple win-win factors for each of the participating agencies.

Their levels of readiness were also considered and reviewed in order to architect an approach that encouraged easier adoption of NPA.

By virtue of the NPA all PSP's are now on boarded under one system; bringing about the benefits of a single integrated payment platform, including government cost savings and the improvement of citizens daily lives through the offering of convenient, easy-to-use payment methods and channels for the services they consume.

Online payments are fast taking people off the streets; allowing them perform transactions anywhere, anytime. This result helps to ease the crowded roads and reduce queues at payment counters, thereby contributing directly to reducing Carbon Footprints as well as supporting Green Government. Initiatives.



## National Gateway Infrastructure

The eGovernment strategy for the Kingdom of Bahrain focuses on ensuring effective delivery of government services to citizens, residents and businesses. Faced with the need to provide the common infrastructure - or 'technological backbone', eGovernment Authority (GA) considered on provisioning a National Gateway Infrastructure (NGI) that is highly scalable, available and would help integrating assets from different Government Organizations to offer services to citizens, residents and businesses.

As a result, the National Gateway Infrastructure (NGI) is being designed and built as a common and central integration platform for information exchange between heterogeneous systems and a platform that allows services to be consumed from various channels such as web portal, mobiles, kiosks, IVR etc. The NGI is the Enterprise Bus for the Kingdom of Bahrain, linking all government and business processes together for a seamless and interoperable user experience. It is one of the objectives developed to bring the government closer to its people and a unified electronic platform that facilitates electronic integration framework of government systems according to consistent standards and policies.

The implementation of the solution was out-sourced to a company whose experience in the deployment of middleware solutions is exceptional in the region and internationally. The execution of the project used a blend of resources both internal and external to the eGA. The project management handled by internal eGA professionals hired to supervise the delivery of the solution and to ensure the high standards been maintained. Within this overall architecture, a number of concrete outputs have supported the success of the NGI: Uniform and Consistent, Service Automation, Centralized Management & Monitoring, Return on Investment, and Simpler systems.

NGI's KPI and development are discussed in the Supreme Council for Information and Communications Technology (SCICT) which is chaired by H.E. the deputy prime minister of the Kingdom. Technology awareness campaigns were conducted with various ministries, government agencies, NGOs and private sector partners to create the necessary awareness and set project expectations accurately.

During Implementation, NGI encountered and overcame many challenges such as Resistance to Change from Service Providers, Challenging IT Formats, and the Lack of IT Expertise.

With the establishment of the NGI, the vision of a whole of government service backbone became a reality for Bahrain's previously fragmented online services. The NGI has made the delivery of services more efficient for citizens and unlocked the enormous potential of integrated services to make life easier and save time. Hence, the key impacts have been felt from the NGI is demonstrated by Services are available for adaptation and reuse across government departments, Fully-Automated Services, seamless Join-Up for Different Services and Improved Services for Citizens and Businesses. NGI ultimately provides simple, interoperable services across the full range of eGovernment portals. With over 350 services available to citizens through the web portal and mobile apps, the NGI has powered a new wave of eGovernment across Bahrain. Citizens can also expect to see new services coming online every year, with eGA providing at least 40 new online services annually.



## The National Suggestions & Complaints System (Tawasul):

The Kingdom has a wealth of experience replacing time-consuming paper-based processes with the end-to-end online services that customers now expect and demand. Despite its many advances, registering a complaint with a government department was a lengthy, confusing and above all fragmented process. At the same time, the voice of the physically handicapped and elderly was often left unheard as they simply were unable to travel to government offices in person to make complaints. Moreover, the manual process made it virtually impossible for Central Government to evaluate the performance of individual Ministries.

In response to the challenges, the decision came to create the National Complaints & Suggestions System (referred as Tawasul) to create an integrated, fully automated complaint and feedback solution that can be utilized across all Government entities under Kingdom of Bahrain.

The new system is expressly designed to achieve transformational change in the way Complaint Management is addressed across the whole of government by deploying a unified front-end Customer Portal for the customers to submit any Complaints, Enquiries or Suggestions. A back-end Government Portal monitors a complaint from the moment it is registered through to successful resolution.

By deploying these functionalities, the Complaint Management System harmonizes procedures across all government services and departments, and makes it easier than ever before for all social groups within the Kingdom to make their voice heard. Instead of needing patience, perseverance, and time to provide feedback to government, citizens can now register their views with the click of a mouse. Instead of needing to piece together a hodge-podge of sporadic data in order to understand and improve the way in which government is working, leaders can now use an overarching view to improve real-time performance across the whole of government.

The new system uses a range of innovative technologies and approaches to advance whole of government operations: Predictive Analytics, Easy Integration with Existing Services, Simple, User-Friendly and Responsive Interfaces, Alerts and Escalation and National Leadership Custom Interface.

The Complaint Management System is designed as a 'process-based' solution. This design means that the system is simple to replicate for new Ministries, other governments or even private businesses. As a whole of government system, the solution has been replicated numerous times already across Bahrain's government departments to great success.

The Complaint Management System is conceptualized and designed by eGovernment internal resources to harmonize the process of making, managing and resolving a complaint across the whole of the government. The System has enabled government entities to process 70 % (aggregate across all the entities) of their cases within the agreed Service Level Agreement.

As a National initiative, the solution is developed in an optimum way, but continuous improvements are part and parcel of any large scale project. Throughout the implementation of the Complaint Management System, the government was keen to capture and learn all available lessons. These lessons have been used to improve planning for future whole of government initiatives.



4

CATEGORY FOUR



Promoting  
gender-responsive  
delivery of  
public services





# Ministry of Works

---

## 1. Black Spots Study in Kingdom of Bahrain

Recent years have seen a noticeable increase in the number of accidents, injuries in general and fatal accidents, in particular; attributed that to the three major factors: human error, engineering error and mechanic error (defects in the vehicle).

Therefore, due to high percentage of accidents involve pedestrian casualties and the high percentage of fatal accidents involve pedestrian, we choose to focus on the pedestrian accident and reduce the pedestrian accident because since it is less number than vehicle accident but it has direct influence to the economy, social, physiological and other effects because if the pedestrian not died there is high potential that he will be handicap.

The high rates of traffic accidents adversely affect the quality of life of the citizen and resident of Bahrain, which is the basis of the most important element of this society. The loss of one member of the family, whether it was their families or dependents has psychological effects and social consequences which cannot confine in words or lines and the consequent death of the individual has a direct impact on the economic output of the national total, where is the individual resource economically important impact positively on production in the institutions to which he / she belongs (GDP).

We in the Ministry of Works are working on one of the major factors among the causes of traffic accidents “Engineering Factor”, where the unit of Traffic Safety On The Road was established within the organizational structure of the Ministry. The Unit duties is treatment sites incidents of injuries and work to reduce the increase in the number of accidents, injuries in general and incidents of death in particular.

The idea of the project “Study sites black Spots on the road network in the Kingdom of Bahrain” derives from the cognition of full extent of the relationship between the engineering designs for different locations on the road network, whether it is the intersection of all or part of the street and the occurrence of traffic accidents affected by the error in the design or because of improper use of different parts of the street by road users.

The monitoring of the number of traffic accidents in different points of the street gives an indication if the site is safe or dangerous. Greater the number of traffic accidents on the site increased severity and whenever during the location of the accident was an indication of the safety of the road. The relationship between them is proportional.

The repetition of traffic accidents on the site itself indicates the presence of a defect which motivates the incident congregation. The functioning of the initiative, “the study sites black Spots on the road network,” which was the result of the efforts of specialists of the Ministry of Works and statistics of traffic issued by the General Directorate of Traffic, guidance and support of the Bahrain Center for Excellence in three basic stages graded by the awareness of workers on the initiative

### **These stages are as follows:**

- Analysis phase: Observation
- Absorption phase: Reasoning
- learning phase: Reflection

In the analysis phase, the accident data are investigated at different locations if classified as black spots and depending on the schedule of the study. Traffic statistics are requested for each site separately during the years of the study from the General Directorate of Traffic to check the traffic characteristics to determine the reasons for the truth of the accident and thus facilitates the processing. At this stage also field visits to the site, graph of accidents and tables to facilitate the analysis of the data read by specialists.

The Reasoning Phase: The resulting data are extrapolated from field visits and analysis of traffic accidents which linked to factors related to engineering. For example, found through analysis of traffic accidents to one of the sites increasing the number of abuses of the signal red at the intersection and when you explain this information and linking factor engineering found that the size of the lighting in the signal is small compared to the speed assessed on the street which require the presence of optical signal outstanding as well as the absence of red light camera which monitor offenders.

Learning phase is the last sequence of steps within its workflow initiative. Where the development of proposals and solutions for the control of the real causes of traffic accidents that have been reached during the two phases of analysis and reasoning that aims to raise the level of traffic safety on the road. Solutions are divided into two major types:

- Short-term solutions: to be implemented in a short period of time not to exceed 48 hours a swift remedial action for the site
- long-term solutions: implementation would take a month to several years, depending on the details, which are preventive measures to prevent the occurrence of similar accidents and possible solutions that are also called geometric radical



## 1. Tamkeen's Micro-Finance Initiative for Low Income Earning Women with Ebdaa Bank:

Historically, Bahrain has relied on pearl fishing, agriculture and trade for income. The main trade businesses in Bahrain were weaving and embroidery, pottery, copper work and metalsmithing, fishing, boat building, leather works, minor agro-processing and providing goods such as herbal medicines and cosmetics. Post oil discovery, Bahrain became a high income state; however, there are many people who are still getting government support. Certain families in the Kingdom till date survive with informal work such as production of food, pickles, and sweets to name a few. Even though the government supports them, this does not empower individuals but rather allows them to be reliant on the government instead.

34,542 people are depending on the government welfare support of which are female, 10% of women responsible for households, and the tendency of men to depend on women for income is increasing. As a result women-owned businesses in Bahrain are well represented in the entrepreneurship space, yet they are struggling with getting finance from commercial banks. Studies show that women-owned businesses grow more slowly than their male-owned counterparts. One of the key factors associated with slower growth rates was access to finance which includes gender-specific challenges such as lack of collateral and less control over assets.

Faced with the need to provide access to finance to women-owned businesses Tamkeen and The Supreme Council of Women in conjunction with Ebdaa Bank in 2009 launched the idea of having a dedicated portfolio of US \$2.65 million to provide financing for women entrepreneurs. Funding ranged from US\$ 530 to US \$1,362 with a repayment period from 6 months to 36 months. Tamkeen has been subsidizing 50% of the bank interest associated with funding.

The entire portfolio of US\$2.65 million has now been utilized and as the result of Tamkeen micro-finance project for women a total of 442 women beneficiaries have been served. Due to the success of this project the Supreme Council for Women and Ebdaa approached Tamkeen for a second time to top up the project portfolio for an additional US\$2.65 million for the objective of continuing bridging the financing gap that women entrepreneurs and enterprises face to acquire micro financing, in addition, to offer lower cost micro- financing to women with existing micro enterprises and those who wish to establish new micro business activities.

Since 2008 Tamkeen has played an active role in supporting women, one of Tamkeen's primary objectives is to increase Bahraini women inclusion in the labour market and contribute to the removal of obstacles that limit women's participation in the labour force in line with Bahraini's Economic vision 2030. Moreover, the government has recognized the importance of microfinance towards decreasing the rate of unemployment.

The idea of micro-finance was based on supporting local economic developments in developing countries, wherein the micro-finance is “to lend rather than to donate”. Micro- financing was offered informally in Bahrain by NGOs in the early seventies. There was no formal institution or bank that specialized in micro-financing until the establishment of Family Bank in 2010 as the first Islamic micro-finance bank in the MENA region and Bahrain. Since its establishment, Family Bank has served to enhance the living conditions and providing support to Bahraini entrepreneurs. Households applying for such loans have the fund used in activities requiring little amount of capital such as handicrafts, knitting, beauty salons, cold stores...etc. The support given to small business is viewed as a way to promote growth, economic activity and employment of the nation. Besides Family Bank, another Bahraini joint stock closed company has been established in support of micro projects and small entrepreneurships; Ebdaa Bank.

The micro-finance that Tamkeen offered in conjunction with Ebdaa Banks enabled women participation and very much helped those women entrepreneurs with limited abilities. Furthermore, only through Tamkeen the bank was able to offer flexible repayment terms and has minimal requirements to be fulfilled in order to benefit from financing. As a result, the scheme empowered Bahraini women with limited income to be able to establish new micro business activities. The scheme gives financial support to small existing business, as well as Islamic Sharia compliant interest-subsidized funds that would help in boosting expansion, development and subsequently contribute to the national economy.

Up to date, 442 women-owned businesses have benefited from Tamkeen micro-finance scheme. Furthermore, in 2008 Tamkeen partnered with the Supreme Council for Women for the Photography, Transportation and Tailoring support projects. Under those projects, Tamkeen had extended its support to 40 Job seekers women to equip them with the necessary skills and financial support to help them provide their families with additional income. Such support helped Tamkeen achieve its strategic objectives towards the empowerment of women by easing the accessibility to certain tools, equipment and capital to women who wish to have their own stream of income.



## Ministry of Education

---

### 1. Work placement Programe-pilot stage

Gender has been one of the most notable factors causing inequality of opportunity in post compulsory (secondary) education in many countries. In Bahrain’s secondary education system, gender was considered as an important element in choosing track, namely, the Unified (Science, Literature & Commercial) track or Technical & Vocational track. These tracks were perceived as terrains for girls or boys according to their progression and nature of study. For instance, Commercial track was seen as a feminist arena although it attracts many male students. Perhaps it was due to its progression pathway since the school leavers of this track are either employed in white collar jobs such as banking, sales and so on, or enroll in business schools at universities which are also perceived as preferred places by females.

On the other extreme spectrum, Technical and Vocational Education in Bahrain was restricted to boys only. There was general consensus in the Bahraini society that the nature of study in technical schools was tough and did not suit the girls physically as it needed pure masculinity. Moreover, since the education system is not coeducational, it was thought that it was very expensive to establish a technical school for girls. Furthermore, the society in Bahrain would not accept girls to study engineering and progress to industrial fields, taking into consideration that such fields are male dominated.

In order to change the concept of the society towards females, be it in educational field or workplace, there was a need for introducing an educational system which would give equal opportunities for the females in the field of vocational education and bring them at par with their male counterparts.

MOE decided to include the females in the Secondary Vocational Education Project (SVEP). SVEP provided the right forum for female students to change their outlook and provided the right opportunities to show their talent and capability to the society and the labor market in particular. Presently the SVEP has included 4 Girls schools in the project introducing technical specializations to girls for the first time in the country and providing the girls opportunities of work place experience in the industries.

In 2005, under the leadership of H.R.H, the Crown Prince – the Chairman of Bahrain’s Economic Development Board (EDB), an economic workshop was held and spotted that education is “one of the key priority reform areas”(EDB, 2006: p.23) to develop the country’s economy. Reforming education aims mainly at establishing “a system that delivers world-class standards of education... and courses and curricula that are relevant and responsive to 21st century employment and labor market needs”. The Ministry of Education embraced the idea and worked in collaboration with the EDB and an international partner from Australia, (Holmsglen Institute of Technology).

The working group introduced two unique solutions to fostering the country’s economy via reforming education by giving the opportunity to females to undertake work placement and subsequently this work placement (Structured Workplace Learning) was considered as mandatory to graduate with the “General Secondary Vocational Education Certificate”. Since females were not adequately represented in the labor market, especially in the engineering fields, the second solution had been introduced to ensure equal opportunities for both male and female students without any gender bias. That is, opening the technical specializations for girls, starting with the “Computer Technology and Hardware”.

This ensured gender parity in education and later in the labor market which in turn was aimed at fostering the country’s economy by providing adequate opportunities for the female graduates in the labor market which would enable the females to show high technical skills, commitment to work and equal competence as males in different industrial sectors.

The strategy of reforming the Secondary Vocational Education ensured the equality of opportunity and gave female students the chance to learn in the workplace. The strategy also opened the doors for opening up technical specializations to females in the vocational schools, and they proved to be competent in the workplace and in their studies at the university.

It is now publically accepted that girls may work in many industries and engineering specializations such as Electronics and Electrical. In conclusion, the education reform achieved its goals in cultivating the wider economic development in the country by utilizing the enormous unexplored potential of the females.



## Royal Charity

---

In March 6, 1999, took over His Majesty King Hamad bin Isa Al Khalifa ruled the country, and from that date began a new reformist era rose Bahrain to the position of countries enjoy freedoms, democracy and the establishment of structural projects in all areas, which included a new constitutional status in the Kingdom upon which opens the Kingdom up to the sectors community and give large tracts of institutional freedom to create political associations and the development of economic infrastructure and improve the living of life and give attention to all segments of society such as the needy and the handicapped and others.

The reform project of His Majesty the King is characterized by a number of features including:

1. It is a national project collector, is surrounded by all political forces and currents, and the state and society, and political elites, and the masses of the people of Bahrain.
2. It provides a democratic as a life style, and practice, as well as institutions, roles and interactions in political life through the promotion of participation and emphasizes the role of institutions, especially the legislative, judicial and executive authorities.
3. Preserves the foundations of the state of the rule of law and the separation of powers and rationality in order to achieve the objectives of growth and the Renaissance, at the same time consolidates the stability factors and coexistence, renounce violence and terrorism.

There are various aspects of the achievements under the reform project, as well as various entry points dealing with these achievements, but the entry point of the political development focus on specific dimensions and aspects, foremost of which was basically two aspects, namely:

**First:** The institutional and constitutional framework.

**Second:** Complete the construction of the modern nation-state.

Through this institutional and constitutional framework, and complete the construction of the modern nation-state crystallized central issues in the achievements march under the banner of the reform project, of these issues:

1. The issue of Constitutional and political legitimacy, which is considered the National Action Charter and the Constitution and national support for them as a solid foundation for the legitimacy and continuity.
2. The identity and national belonging and citizenship issue, determined by the features of the modern state of the Kingdom as an Arabic Islamic state in which all citizens are equal without distinction.
3. The issue of political participation guaranteed by the laws and rules of the constitution, and determines the framework, which is expanded to include the participation of all segments of society, especially women and youth.
4. The issue of social justice and social security and the efforts of the state to protect the lowest income classes, dealing with unemployment and training problems, and guarantee access to employment as a right and obligation.
5. Cohesion of the community, and the reduction of violence and the promotion of human rights culture, dialogue and coexistence, tolerance and acceptance of others.

Reform project did not mean the political side only, but it was an integrated project means all aspects of life in the Kingdom of Bahrain and to achieve the aspirations for a better life for the people of Bahrain, politically, socially, economically, culturally and educationally. One of the most important aspects addressed by the reform project is the widows and orphans as an important category in the community who are in dire need of care and attention after the death of the father and who is the main breadwinner of the family, especially in the case of poor families, which are in dire need to provide subsistence needs. In the east community as Bahraini society many of the families of those who are called (chaste families) find a great embarrassment to ask for help from people and perhaps have children or women to do some simple work or live within the limits of the need and enough to reach out for help from one and was very much of this category are dependent on the pension for the father (if any) or they depend on the generosity of philanthropists aid in varying lengths. Often these financial aid be only simple amounts does not meet their subsistence needs, as it does not cover the basic human needs and limited to the physical aspect only and ignore the psychological and social side only rarely and slightly so that does not cover all members of this class; hence can enumerate some justification for the existence of a provider for comprehensive care for orphans and widows to avoid the negative effects of the following:

1. Lack of sponsor, mentor and guardian of the family, after the death of the father.
2. Poverty outbreak in this category as a result of lost breadwinners and suffered from health, social and psychological damage among the members of this category of widows and orphans.
3. The emergence of many problems in the family and society, such as moral and behavioral deviation, illiteracy etc ...
4. The emergence of unproductive class depends on others in managing life affairs.

5. compelled an important class of society (orphans and widows) for non-completion of education (school and university) in order to save money.
6. The emergence of some psychological problems for this category (widows and orphans) as a result of the loss of a breadwinner, especially during the first shock of the death.
7. The need to meet the psychological and social needs of this important class of society, such as entertainment, guidance and direction due to the loss of the father and breadwinner.
8. Limiting aid to the physical side only and neglect the rest of the psychological, health, educational and social needs.
9. The need for a specialized hand mean follow-up of this category and to provide comprehensive care for them such as physical, health, educational and psychological care etc ..
10. Emergence of some of the problems in this category, such as unemployment, illiteracy, delinquency.
11. The need to provide emotional security for this category, loss of parental feelings lead to psychological states of depression.
12. Ease of manipulation of this category by the weak people and exploitation in the work or dirty purposes.
13. Weakness of personality in orphan children.
14. The absence of role models and the ideal.
15. The lack of a sense of psychological security among the members of this category.
16. Feeling of inferiority, weakness and they are less than the rest of the members of the community.
17. Family disintegration.

And so many of the justifications and the problems caused by the loss of a father and breadwinner for the family. In order to avoid these problems was the need to have a hand to fill the gap and serve as a father and shepherd them. The reform project of His Majesty the King parameters are determined through two basic documents:

**The first document:** the National Action Charter, which received nearly unanimous, as was approved by 98.4% in the referendum held on February 14, 2001, which confirms unite people around his leadership supportive of reform efforts, free will effectively under the cohesion of the various forces and currents the spectra in the state and society in the Kingdom of Bahrain. And deals with the Charter general philosophy and the principles and foundations that make up the basic components of society and polity, and the foundations of the national economy, and that in seven consecutive seasons, preceded by an introduction describes the basic features of the personality of Bahrain and historical foundations of civilization and the Renaissance, as well as a speech of His Majesty the King to the raising the draft charter to the King.

**The second document:** The Constitution of the Kingdom of Bahrain which was released in 1973 and the amendment to it in 2002 as contained in all of the foundations of the constitutional principles governing relations and affairs of the state «Part I» and authorities «Part IV» whether those related to His Majesty the King or three legislative, executive and judicial authorities, as well as the fundamental rights and freedoms and basic components of society «sections II and III» Financial Affairs «Part V». And describes the explanatory Constitution of the Kingdom of Bahrain memo documents the central site, and their significance in achieving new political and constitutional construction and the wealth of a democratic climate and the requirements of reform and transformation in the Kingdom Accordingly, the National Action Charter and the Constitution of the Kingdom of Bahrain as amended are making fundamental objectives, including:

**First:** confirm the democratic character through more attention to the rights and public freedoms and duties and in accordance with human rights.

**Second:** the emphasis on the inherent nature of the Bahraini people, and represented the Islamic affiliation, and its Arab identity, and the role of the family as an essential component of the Bahraini society.

**Third:** in the construction of new era confirmed the importance of the monarchy as the basis for the rule, and to ensure that the nation's unity and stability, and at the national, political and constitutional constants in the identity of the state, an emphasis on genetic democratic monarchy, constitutional, where The King of Bahrain to achieve the aspirations of the people, being a symbol of identity and investigators for the advancement of generations.

The desire of His Majesty King Hamad bin Isa Al Khalifa comes in documenting his reform in the form of matching the latest modern democratic ways in today's world, and was resorting to a referendum the people on the document, so that it includes a recording of the general principles that define the new philosophy of reform.

It is known that the registration of such principles may take the form of declarations of rights or charters announce to the world, to be a way to ensure that the reform entitlements and component of the rights and freedoms of individuals, from the examples that the Declaration of American rights, and the document of the Declaration of the French rights, and the National Action Charter in Egypt and Algeria, Jordan. At issue among scholars about the calendar advertising rights covenants and identify and rank the legal value, and are considered in the same rank and document the Constitution? Or is it transcends its rank in the Constitution?

The fact that these conventions and declarations of rights are binding for the constitutional drafters, and then they have a higher rank or equivalent, as anticipated in view of the major trends of widely accepted national conscience popular, and with the constitutional principles of stable collective mind of the community?

Whether the National Action Charter in the Kingdom of Bahrain in the same position occupied by the Constitution or occupied the top ranking of the Constitution, to the present Charter described as mandatory, based on the following:

**First:** the directives of His Majesty King as the Charter reference to our national march, taking its guidance in our national work, and complete on the basis of modernization of the state institutions and constitutional powers, and accomplish it at every stage what we are seeing is consistent with the aspirations of the citizens, according to the King speech after the referendum.

**Second:** The issuance of the Charter was the result of a referendum the sovereign people in the state and achieved consensus of the citizens of all categories, and the formula that stated the principles and foundations contained carried the meaning of obligation, and so the Charter becomes the basis for the development of laws as well as the possibility of amending the Constitution.

**Third:** the mandatory nature of the Charter confirmed through text Charter provides that «the popular consensus on this Charter expresses the popular desire to achieve a stable and prosperous future for the country under the leadership of His Majesty the King.

**Fourth:** The Charter is a working document for future of the country, where everyone agrees on its content, government and people, and that the activation of the basic ideas contained therein open up future prospects for the development of the Renaissance, even if it required the introduction of some constitutional amendments.

To avoid problems secreted by the problem of the loss of a breadwinner father and the basis of the principles of the Islamic religion, which urges to ensure that orphans and help widower it says:

**“They will question you about what they should spend (in charity). Say: ‘Whatever good you spend is for (your) parents, kinsmen, orphans, the needy, and the destitute traveler. Allah is Aware of whatever good you do.’”**

King of the Kingdom of Bahrain Charitable Foundation was established and mandated to provide comprehensive care for orphans and widows Bahrainis, ordered by His Majesty Sheikh Hamad bin Isa Al Khalifa, King of Bahrain may God protect him establish a committee to ensure the Bahraini orphans of eligible families on July 14, 2001, and issued a second order of his Majesty in the history of November 4, 2001 commissioned by the committee on bail widows who Majesty does not host them, and in 2007 issued a High commanded No. 12 rename Committee Foundation Royal Charity, in the same year issued Royal Decree No. 33 re Royal charity organization to be King Honorary President of her and the appointment of Sheikh Nasser bin Hamad Al Khalifa, chairman of the Board of Trustees of the Royal Charity Organization to be so - that this institution - warm for orphans cuddling, provide them with comprehensive care and provide educational and rehabilitative programs to ensure that the psychological comfort and reassurance, and qualify them for a promising future, where the rise Foundation humanitarian role and social more comprehensive , ease the burdens of life for many families in need, and stands next to handicapped individuals and bodies, to facilitate them what they are appointed by on necessary requirements, and works to promote a non-profit charitable projects, and contribute in whatever back year benefit of the citizens.

In furtherance of the humanitarian role they are working under the leadership of His Highness Sheikh Nasser bin Hamad Al Khalifa to implement the directives of His Majesty the King may God protect him in the provision of comprehensive and excellent care of the beneficiaries of their services where by HM the King, may God protect him the number of orphans and widows sponsored about 10 thousand orphans and widow of different towns and villages of Bahrain provide them with various health, education, rehabilitation and physical and social care types, to translate the directives of His Majesty the King in the programs applied on the ground increase the value of solidarity, social solidarity in Bahraini society.



# SECTORS PARTICIPATION











Descriptions	Number of Projects
<b>Category One (Improving the delivery of services)</b>	
1- Ministry of Works	4
2- Ministry of Health	5
3- Central Informatics Organization (CIO)	1
4- National Oil and Gas Authority	1
5- Ministry of Municipalities	2
6- Ministry of Education	2
7- Ministry of Foreign Affairs	1
8- National Authority for Qualifications and Quality Assurance of Education and Training (QQA)	1
9- Ministry of Social Development	2
10- National Authentication Framework (eKey )	1
<b>Category Two Fostering participation in policy-making decisions through innovative mechanisms</b>	
1- Central Bank of Bahrain	1
2- Ministry of Labor	1
3- Ministry of Education	1
4- University of Bahrain	1
5- Government eMeeting Platform	8
<b>Category Three: Promoting whole-of-Government Approaches in the Information Age</b>	
1- Ministry of Social Development	1
2- Central Informatics Organization (CIO)	1
3- Survey and Land Registration Bureau	1
4- Bahrain Information Communication Technology Governance	1
5- National Payment Aggregator (NPA)	1
6- National Gateway Infrastructure	1
7- The National Suggestions & Complaints System (Tawasul)	1
<b>Category Four: Promoting gender-responsive delivery of public services</b>	
1- Ministry of Works	1
2- Tamkeen	1
3- Ministry of Education	1
4- Royal Charity	1
<b>Total Project Number</b>	<b>31</b>

## Government projects Participating in the United Nations Award for Public Services UNPAN 2014

#	Ministry	Number of Projects
1	Ministry of Works	5
2	Ministry of Health	5
3	Central Informatics Organization (CIO)	2
4	National Oil and Gas Authority	1
5	Ministry of Municipalities	2
6	Ministry of Education	4
7	Ministry of Foreign Affairs	1
8	National Authority for Qualifications and Quality Assurance of Education and Training (QQA)	1
9	Ministry of Social Development	3
10	National Authentication Framework (eKey )	1
11	Central Bank of Bahrain	1
12	Ministry of Labor	1
13	Ministry of Education	1
14	University of Bahrain	1
15	Government eMeeting Platform	1
16	Ministry of Social Development	1
17	Central Informatics Organization (CIO)	1
18	Survey and Land Registration Bureau	8
19	Bahrain Information Communication Technology Governance	1
20	National Payment Aggregator (NPA)	1
21	National Gateway Infrastructure	1
22	The National Suggestions & Complaints System (Tawasul)	1
23	Ministry of Works	1
24	Tamkeen	1
25	Ministry of Education	1
26	Royal Charity	1

## Participating Sectors



الهيئة الوطنية  
للمؤهلات وضمان جودة التعليم والتدريب  
National Authority for Qualifications &  
Quality Assurance of Education & Training



مملكة البحرين  
وزارة العمل

وزارة التنمية الاجتماعية  
Ministry of Social Development





INFORMATION &  
eGOVERNMENT AUTHORITY



هيئة المعلومات  
والحكومة الإلكترونية

