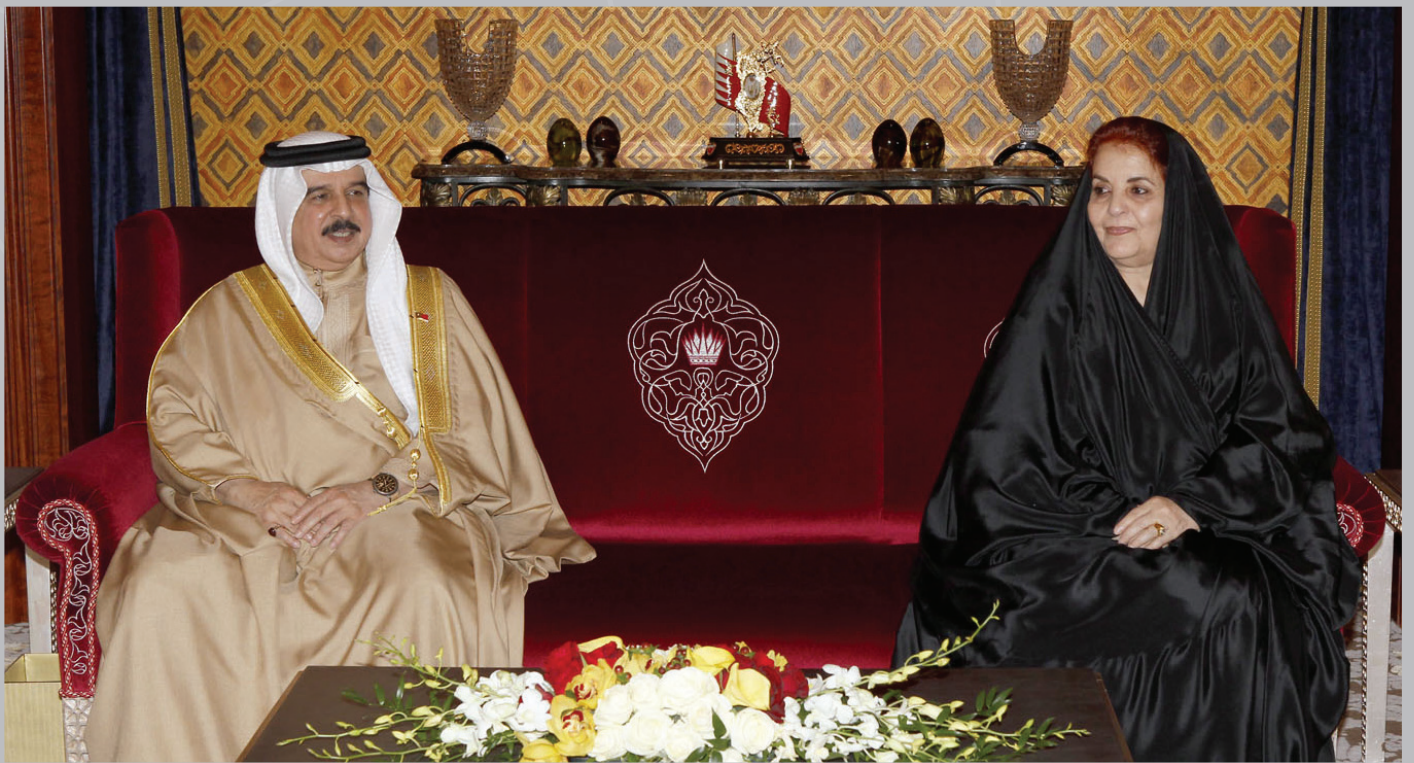




National Plan for the Advancement of Bahraini Women

Partnership ... Competitiveness ... Sustainability ... Stability
2013 - 2022

First Edition
2013



National Plan for the Advancement of Bahraini Women

Partnership ... Competitiveness ... Sustainability ... Stability

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Following the Royal blessings of His Majesty King Hamad Bin Isa Al Khalifa of the “National Plan for the Advancement of Bahraini Women (2013 – 2022)”, and His Majesty’s directives to enforce the cooperation mechanisms in place with the organizations of the executive branch, in order to support the implementation of the Strategic Plan of the projects and programs within the “National Plan for the Advancement of Bahraini Women”, the Supreme Council for Women (SCW) presents the National Plan for the Advancement of Bahraini Women (2013 – 2022) as a national document jointly owned by all government ministries and organizations, with the aim of contributing to mainstreaming women’s needs in development programs.

On this occasion, the Supreme Council for Women (SCW) looks towards the participation of all partners and allies in the process of implementing this Plan, which seeks to generate and measure an impact, in order to ensure equal partnership for a sustainable competitive society in the Kingdom of Bahrain.

Defintions

Term	Definition
Impact	A goal to be achieved in order to make positive change ensuring the sustainability of the society through combined and sustainable efforts to improve the performance, attitudes and values of individuals, institutions and the society.
Sustainability	The ability to continue achieving future goals and enhancing self-dependence to create sustainable impact.
Outcome	The accumulated positive and stable results of approved national efforts exerted for 3 years or more.
Result	Outputs of implemented programs and projects based on its efficiency as planned.
Indicators	A tool used to measure progress towards the achievement of a result an outcome or a goal.
Standards	Values taken from counterparts' plans (e.g. surveys, focus groups or interviews). Such values are converted into qualitative and quantitative data to be analyzed and justified, in order to evaluate the level of impact, outcome or achieved plan. Standards are usually an alternative of indicators, when indicators are unavailable.
Measures	Qualitative or quantitative data (figures, values, traits, descriptions, facts, information used for a case study of a community or a sample).
Learning	The ability to reach the sustainable impact of performance through accumulated experiences and knowledge (Whether through what the SCW has learned or through their partners).
Knowledge Management	The ability to utilize all sources of value added knowledge as well as managing national expertise and integrating them through systems and practices based upon gathering, managing as well as disseminating knowledge.
Competitiveness	The ability to achieve success with a certain level of impact on the society's efficiency. This effort is achieved by all stakeholders with the aim of achieving best results in a timely, and cost effective manner.
Securing Needs	Securing basic needs while ensuring good living standards for women and families.
Competitiveness of Women	A Bahraini woman with an advanced perspective of life, and progressive skills and abilities, investing available opportunities to contribute in enhancing family stability and contributing to the national economy.

Term	Definition
Family Bonds	Solidarity, cooperation and cohesion among all members of the extended family with the aim of achieving protection and security for all.
Concepts and supporting values	The baseline according to previous phases taking into consideration, present and future plans reflecting the values of Bahraini women with the aim of enhancing their role in the society.
Levels and Categories	Levels: age groups/ educational levels/ economic levels. Categories: women, men, youth, persons with disabilities and the elderly.
Social Co-existence	Enhancing social cohesion and solidarity that achieve diversity, and the acceptance of different points of view in a continuous manner.
Alternatives	Social, economic, political, legal, environmental, health, technological and educational alternatives available for women in all levels and categories.
Knowledge Exchange	Knowledge partnership and transfer of tacit and written knowledge assets. (Exchange of experience and practices internally and externally with the aim of achieving objectives).
Knowledge Empowerment	The ability to observe, gain, develop and employ knowledge, skills and information in order to create change and to be able to make decisions within the context of a knowledge-based economy
Life Skills	A set of intellectual, psychological, social and health skills, as well as interpersonal skills that organizes the individuals' behavior when dealing with others at the national and international levels.
Potential Jobs	Educational and professional fields that meet the job market needs based upon economic and community indicators.
Conventional Jobs	Predominantly female professions (e.g. nursing, medicine, education, secretariat).
Non-Conventional Jobs	Highly demanded suitable professions for women which Bahraini women have not yet occupied.
Knowledge Counseling and Guidance	Investing accumulated knowledge for policy making.
Society Sectors	Public sector/ Private sector / Civil society organizations.

Performance Indicators

Abbreviation	Term	Definition
RADAR	Results (lead through) Approach, Deployment, Assessment and Review	A tool used to promote the output expected from plans, policies and methodologies created by institutions with the aim of achieving excellence (through linking targeted plans, methodologies, ways of implementation, and methods of evaluation and review in a consistent manner.)
KPC	Key Performance Change	Performance indicators of community change (the impact) whether achieved after three years or after completing the national plan (after 10 years of progressive implementation).
KPR	Key Performance Result	Indicators of institution's performance according to the outcomes documented by the institution yearly and triennially in order to determine the efficiency of the implementation of the plan.
KPI	Key Performance Indicator	Main performance indicators of each plan showing the achieved details of the planned outcomes on a monthly and yearly basis.
PESTEL	Political, Economic, Social, Technological, Environmental, Legal	A tool used to analyze the current status of the institution in order to adopt plans taking into consideration the political, economic, social, technological, environmental and legal context.
SWOT	Strengths, Weaknesses, Opportunities, Threats	A tool used to analyze the internal status of the institution (strengths and weaknesses) and the external status of the institution (opportunities and threats).
TPI	Total People Involvement	A mechanism based upon full partnership and interaction of direct and indirect stakeholders throughout the stages of planning and implementation of the national plan.
SLA	Service Level Agreement	Agreement of provision of service.
↑	Increase	Increase/ rise/ growth/ development
↓	Decrease	Lowering/ reduction



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Executive Summary

The Supreme Council for Women reviewed and evaluated the National Plan based on the Strategy for the Advancement of Bahraini Women, as part of the assessment of the achievements accomplished during the past 10 years. The revision and evaluation process was based upon two main levels:

- First: Documenting the indicators measured in the National Plan.
- Second: Adopting measures to identify the results of outcomes and the general goals (surveys and focus groups).

Results of the measured positive indicators showed that the total achieved objectives based on the National Plan was 26%. Whereas the total achieved priorities in the National Plan (decision making, economic empowerment and family stability) was 56%. This indicates that focusing on specific fields and concentrating efforts to achieve them would lead to better results.

The General Secretariat of the SCW at the next stage seeks to implement the National Plan for the Advancement of Bahraini Women (2013 – 2022) in accordance with the most up-to-date methods of strategic planning and by shifting from the concept of advancing Bahraini women to the concept of independent advancement of Bahraini women (Figure 1) through taking advantage of the opportunities available including training, awareness and development depending upon their own abilities and determining their own objectives. This can be accomplished through a methodology of comprehensiveness and institutional performance excellence in order to achieve sustainable

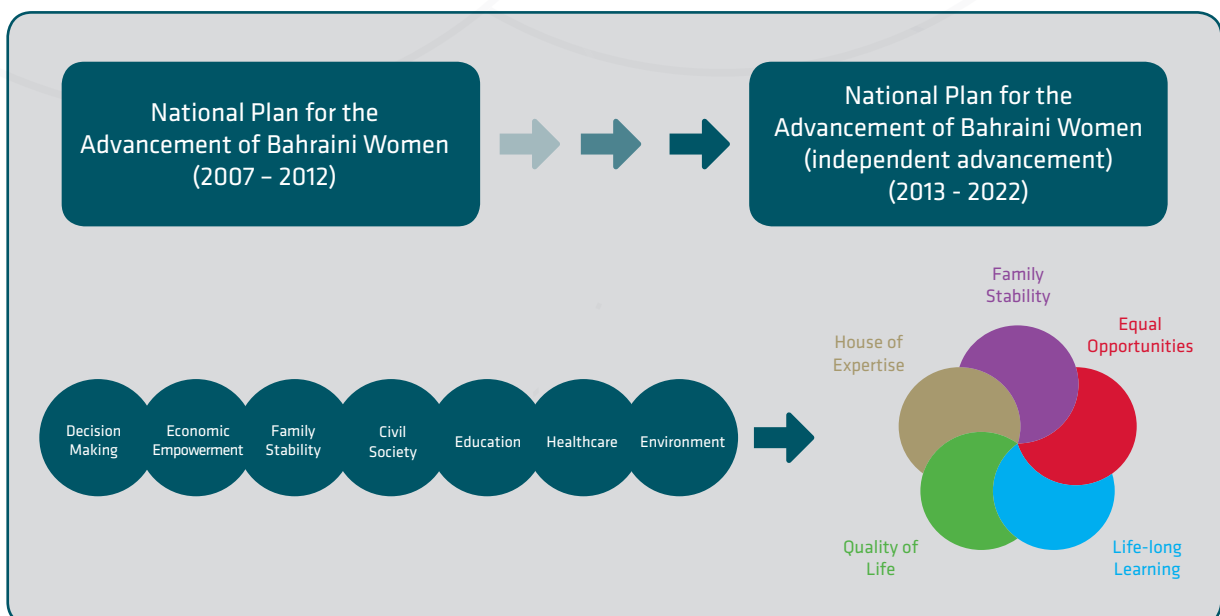
impact as well as to ensure continuous evaluation to measure the impact of the plan in improving the status of Bahraini women. This is while taking into consideration, family stability within the context of family bonds, in addition to empowering women towards competitive contribution in the development path, based on the principle of equal opportunities and mainstreaming women's needs into development. Furthermore, working towards diversifying and enriching the available economic, social, educational and training options enabling them to achieve excellence in performance in order to improve their quality of life and encourage lifelong learning.

This transformation requires developing the methodologies of partnership and integration, building an efficient women-related knowledge system thus presenting the SCW as a global specialized house of expertise with a national identity using international methods and success stories at national, regional and international levels.

During the formulation stages of the plan, it relied on integrating the higher values of the SCW which include, justice and women empowerment. In response to global trends, it was vital to shift towards a new method of strategic planning in order to ensure a value-added impact on the national level by achieving comprehensive outcomes and the required plans.

That was devised based on studies, evaluation and consultations regarding the status of Bahraini women as well as the requirements of the upcoming stages compared to the regional context.

Figure 1: The Transformation of the National Plan Methodology



It is expected that the 2013 – 2022 National Plan will not only measure the direct results indicators, but will also measure the achievement of outcomes that are used to evaluate the impact of the plan on women and the society as follows:

- **Impact One Outcomes: Family Stability**

1. Enhancing family bonds ensuring family stability.
2. Protection of women against all types of domestic violence.
3. Reducing post-divorce problems in order to enhance family stability.
4. Integrating the concepts and values that support the role of women in economic and social development in educational and training curricula to enhance family stability.
5. Empowering women to be financially independent while focusing on reducing the percentage of unemployed women.
6. Achieving sustainability for women entrepreneurship to secure family needs.

- **Impact Two Outcomes: Equal Opportunities**

1. Ensuring the principles of justice and equal opportunities through mainstreaming the needs of women into development programs.
2. Achieving competitiveness in all sectors, specializations and levels through women empowerment and raising the society's awareness of women's rights and duties.
3. Enhancing sustainable development programs through the implementation of the Bahraini Model of Mainstreaming the Needs of Women into development programs.

- **Impact Three Outcomes: Lifelong learning**

1. Knowledge empowerment of women to enhance their ability to address their issues in accordance with best practices.
2. Developing women's qualification and productivity to enhance their competitiveness in the society.
3. Maintaining women's participation in the socio-economic development programs through establishing mechanisms of knowledge transfer and management.

- **Impact Four Outcomes: Quality of Life**

1. Empowering women to ensure a dignified and secure life for them throughout their life stages.
2. Enhancing the physical and psychological well-being of women by securing the requirements of improving their quality of life.
3. Widening the career options available to women in order for them to become an added value to the society.

- **Impact Five Outcomes: House of Expertise**

1. Outcome One: Investing partnerships and alliances to achieve the best forms of effective partnership at the national level.
2. Establishing a national house of expertise specialized in women's empowerment and issues.
3. Enhancing national expertise and knowledge exchange systems in order to achieve competitiveness at the local, regional and international levels.

Introduction

The Supreme Council for Women (SCW) was established in 2001 within an organized institutional framework according to the specializations stated in the Amiri Decree of establishment and its related amendments. The Council started with a clear vision, strategic thinking and a comprehensive National Plan. The General Secretariat continued to implement its priorities in partnership with all the components of society which include the public and private sectors as well as civil society organizations. Through its diversified areas of specialization, the General Secretariat implemented the National Plan according to its priorities in order to empower Bahraini women to play their role in public life and integrate their efforts into the comprehensive development programs. This is by taking into consideration ensuring the elimination of discrimination against women in addition to eliminating the obstacles and difficulties facing women that could prevent them from taking their role in the family and society.

As part of the assessment of the achievements accomplished during the past 10 years, the SCW reviewed and evaluated the National Plan for the Implementation of the National Strategy for the Advancement of Bahraini Women. The General Secretariat was assigned to implement this process which does not only measure indicators of achievement of the plan objectives, but also ensures a comprehensive and accurate evaluation of the plan achievement. In addition, the process encompasses evaluating the mechanisms of implementation and identifying strengths, weaknesses and gaps. Furthermore, through highlighting the lessons learned, the evaluation process enabled the analysis and justification of what was implemented. This stage started in May 2011 and resulted in a comprehensive

and detailed evaluation report to be referred to at a later stage when updating the National Plan (2012) and moving to a new plan with more advanced steps, more comprehensive visions, more efficient mechanisms in harmony with the development variables of the Bahraini community concerning women's issues and their economic, social, and other forms. The report reflects the achieved impact of the vision and mission of the SCW in the Kingdom of Bahrain. (Figure 2).

Based upon the evaluation results, the SCW started updating the National Plan depending upon concepts and values. This is while ensuring the SCW's advisory and supervisory role on the national level. In addition, the SCW sought to enhance the knowledge based economy through the capacity-building of national qualified human resources in order to enable the SCW to become a house of expertise and a specialized center of knowledge management in women-related issues on the regional and international level. The followed methodology has taken into consideration the realization of sustainable impact based upon equal opportunities and mainstreaming women's needs into development in line with Bahrain's Economic Vision 2030 and the government action plan. National ownership of the plan is emphasized in order to empower stakeholders to adopt the plan components and include them in their national action plans. Joint responsibility in preparing, implementing and funding the plan is established aiming at the stability and development of the Bahraini society. Bahraini women, of all categories, age groups and social levels, represent the target of the National Plan which has been formulated to support them, address their issues, improving their status and empowering them to perform their family and development roles as effective and productive partners.

Figure 2: Stages of SCW Institutional Framework Advancement

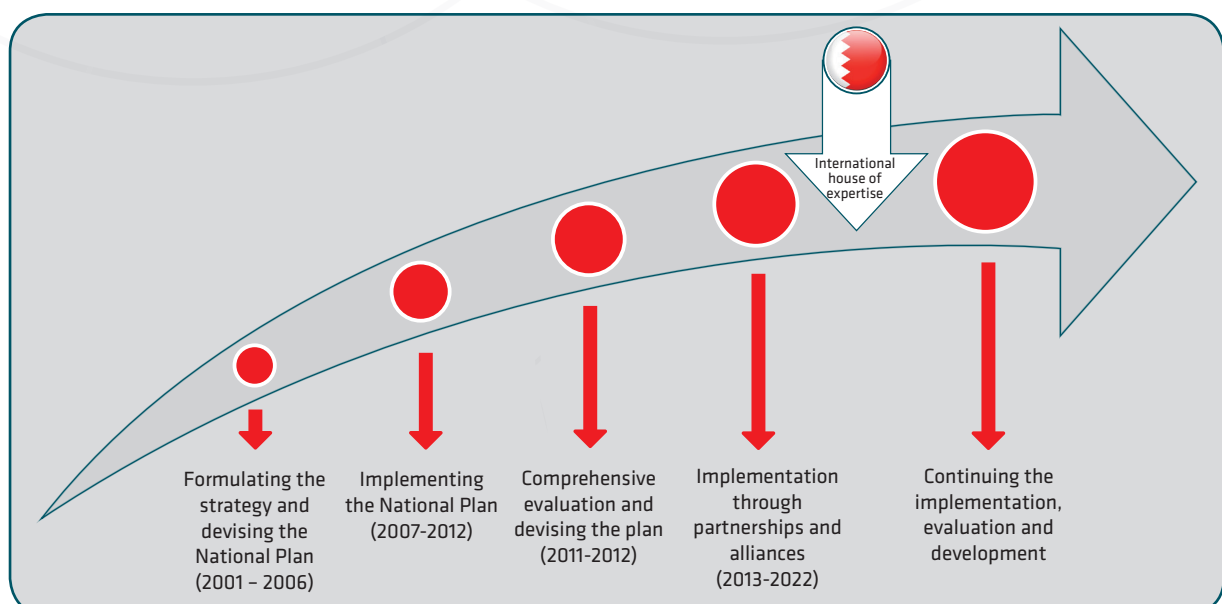
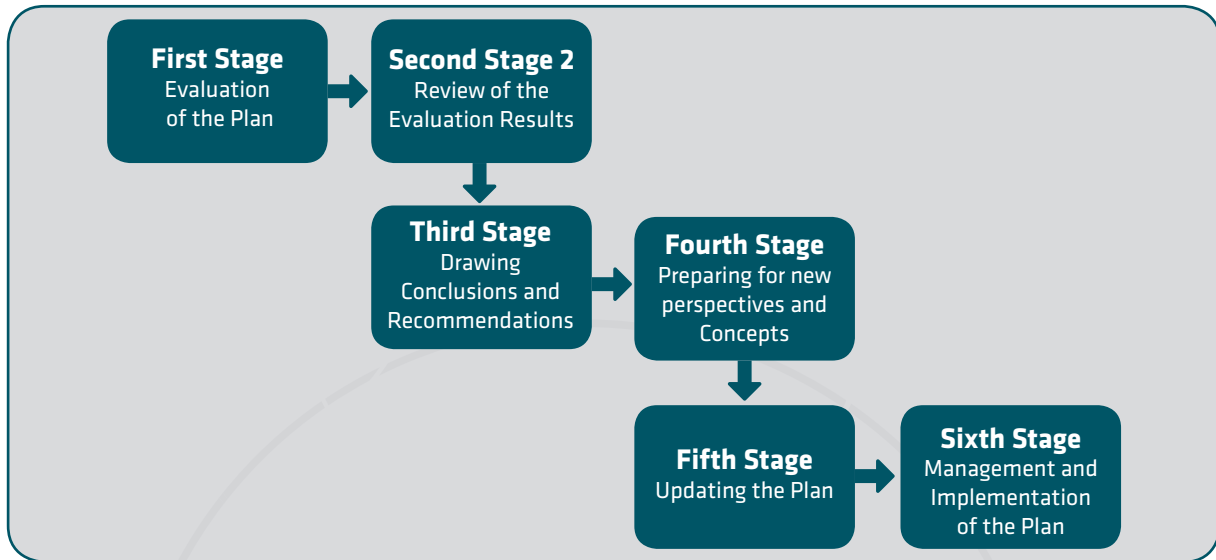


Figure 3: Stages of the general framework



The process of preparing the National Plan has six major stages (Figure 3). It includes evaluating, reviewing and identifying the plan's findings, as well as preparing for new concepts as a means of formulating the National Plan and thus managing and implementing the plan.

Led by its expertise in preparing the National Strategy for the Advancement of Bahraini Women and its implementation plan and based upon the results and recommendations of the evaluation stage, the SCW has started investing its knowledge assets in establishing the foundations for building an executive, comprehensive and modern plan in accordance with the national framework priorities in terms of women affairs with regards to the needs of Bahrainis in view of global developments. This stage started at the beginning of 2012 in accordance with the latest methods of strategic planning based upon the methodology by shifting from the concept of advancing Bahraini women to the concept of independent advancement of Bahraini women by taking advantage of the opportunities available including training, awareness and development depending upon their own abilities and determining their own objectives. The stage of formulating and updating will not only measure the direct result indicators, but it will also evaluate the socio-economic and developmental impact of the programs included in the plan. In this stage, integrated outcomes are measured within the context of partnerships with directly and indirectly related organizations based on higher values of justice and women empowerment.

The SCW General Secretariat aims to lead the national work at the next stage by implementing the plan using a methodology based on comprehensiveness and outstanding institutional performance. There will be constant evaluation of the impact in order to measure the enhancement of the general status of Bahraini women. The evaluation process will ensure

family stability for women in the context of family bonds, and empower them to meet competitive requirements in the development process. This will be achieved by working towards diversifying and enriching the available socio-economic, educational and training options in order for them to achieve performance excellence towards improving their quality of life through lifelong learning.

This transformation requires the development of partnership and integration methods, as well as building a women-related efficient knowledge-based system and thus presenting the SCW as a specialized global house of expertise with a national identity using international methods and success stories at national, regional and international levels. The General Secretariat also seeks to establish strategic thinking, advanced work methodology leading to institutional and national achievements. These include:

- Change Management towards new practices for the advancement of Bahraini women.
- Updating the current services available for women in an innovative way aiming at women self-dependence.
- Identifying a more affective role for women in accordance with the new challenges and ambitions.
- Encourage women's competitiveness based upon previous, current and ongoing invested development projects.
- Enhancement of women's qualitative and quantitative based productivity (according to targeted groups and through partners).
- Building elaborative knowledge of women's abilities and experiences.
- Achieving the requirements based on priorities within the scope of the resources.
- Expanding the scope of beneficiaries (e.g. Bahraini families).

The National Plan for the Advancement of Bahraini Women is based on a clear comprehensive vision leading the mission of the SCW at the next stage as follows:

The Vision

Equal partnership towards building a sustainable competitive society.

The Mission

1. Empowerment of Bahraini women and integrating their needs in development programs to ensure family stability and maintaining family bonds.
2. Enhancing the principle of equal opportunities to ensure the competitiveness of Bahraini women and the continuity of lifelong learning.
3. Ensuring the diversity of alternatives available to Bahraini women in order to enhance their quality of life through a framework of legislations and policies.
4. Collaboration with allies and partners in institutional work to enhance the status of women.
5. Establishment of a house of expertise specialized in women-related issues based on international standards and national expertise.

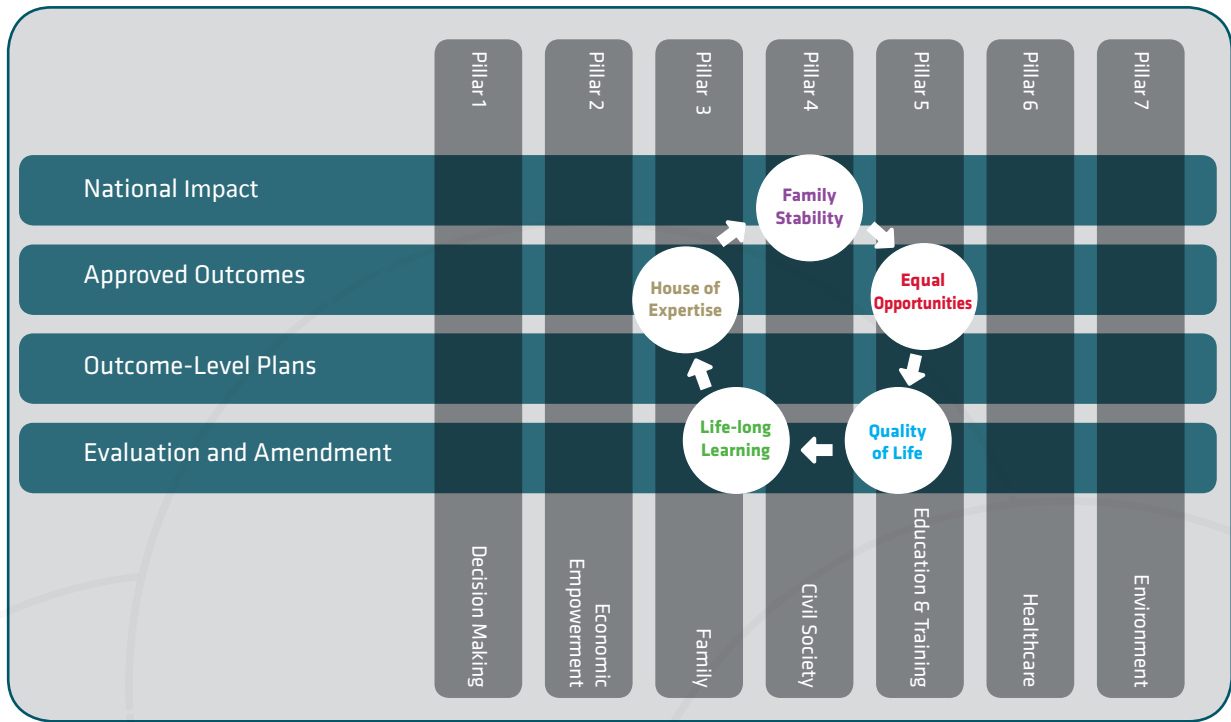
The Methodology

The SCW's higher values of justice and women empowerment were adopted during the formulation stages of the National Plan. With regards to the experience of the SCW in the implementation process of the National Plan at its first stage (2007 - 2012), and in response to global trends, the used strategic planning method shifted from vertical based structure with separate pillars, connected by theme (Figure 4) to an advanced strategic method based on a horizontal structure in order to achieve value added impact at the national level (Figure 5), through achieving comprehensive outcomes and related plans. Such plans were put in place based on the methodology of constant evaluation to confirm that the implementation is heading towards the right direction. This forms a transformation, not only at the level of strategic planning but also at the level of comprehensive implementation.

Figure 4: Vertical structure of the National Plan (2007 - 2012)



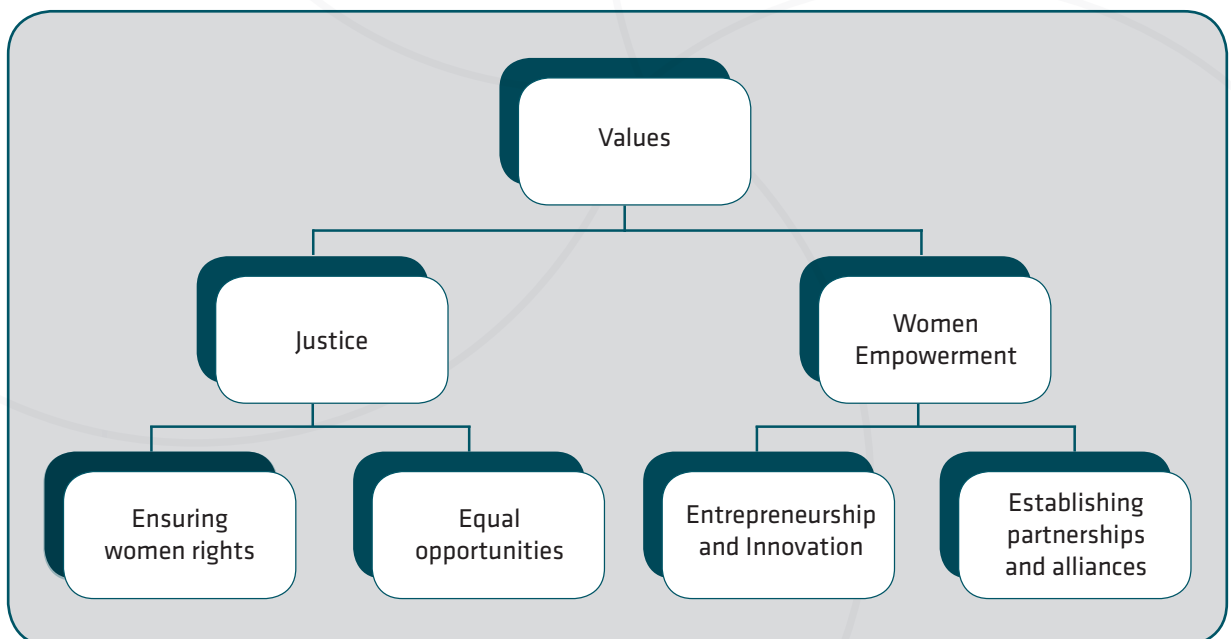
Figure 5: The transformation of strategic planning towards achieving integration and interdependence in the National Plan (2013 - 2022)



The plan is launched within a framework of values (figure 6) with specific rules guiding the efforts towards achieving the national goals. This framework encompasses high values of justice and women empowerment from which there are secondary values that include equal opportunities, ensuring women

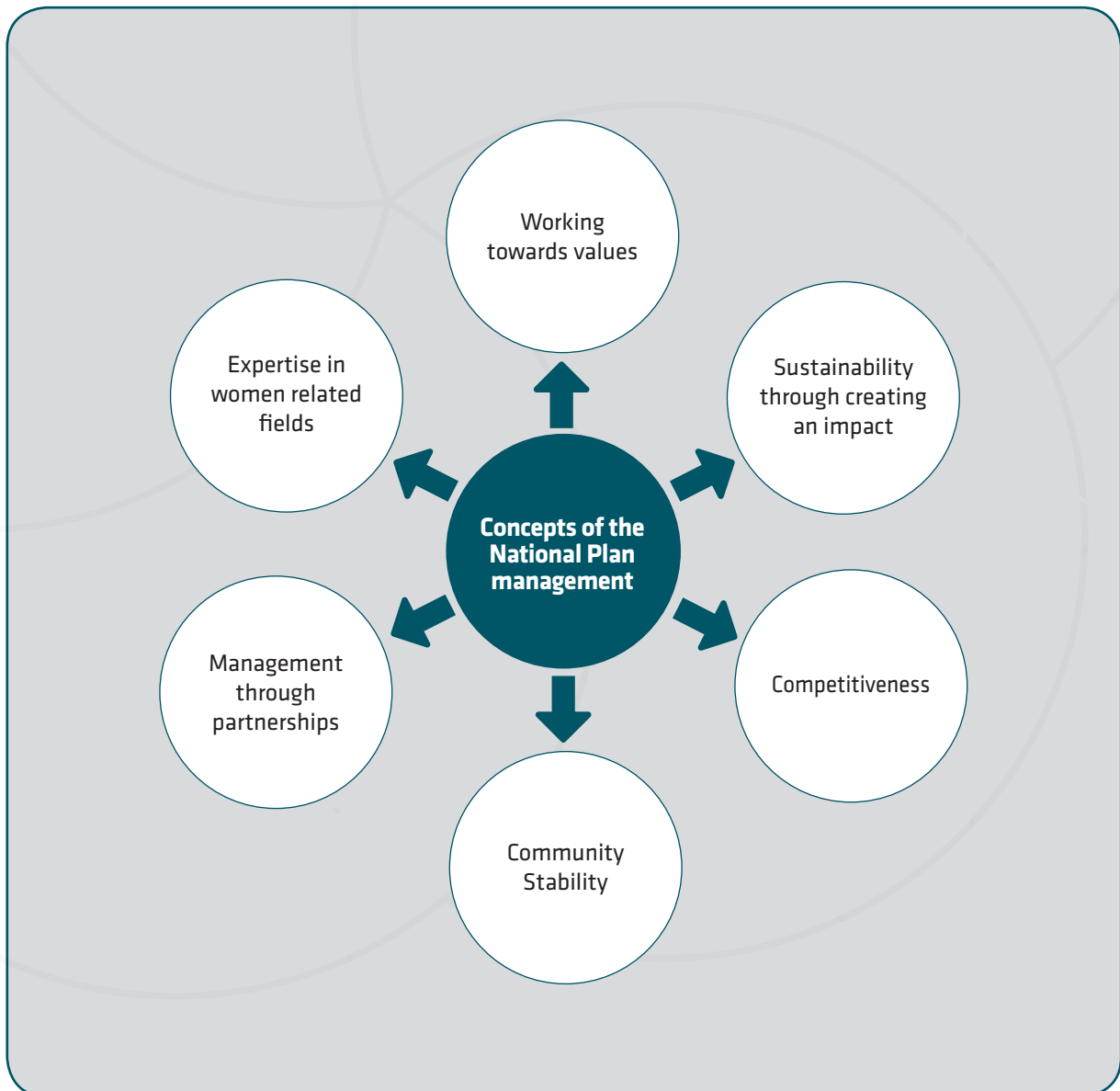
rights, partnerships and alliances as well as adopting entrepreneurship and innovation as a set of principles and concepts used as a base for the National Plan’s methodological values in order to achieve the objectives of the National Plan through integration and interdependence.

Figure 6: Higher and Time-Specific values supporting the National plan (2013 - 2022)



A set of concepts and principles has been adopted in efforts to complete the framework of values from which the National Plan for the Advancement of Bahraini Women is based. It is a system of principles and concepts adopted (figure 7) as a base that connects between the objectives of the National Plan represented by impacts and outcomes, and the results of the detailed plans and indications, by which it achieves the integration and interconnection in the Plan's structure.

Figure 7: Concepts of the management of the National Plan

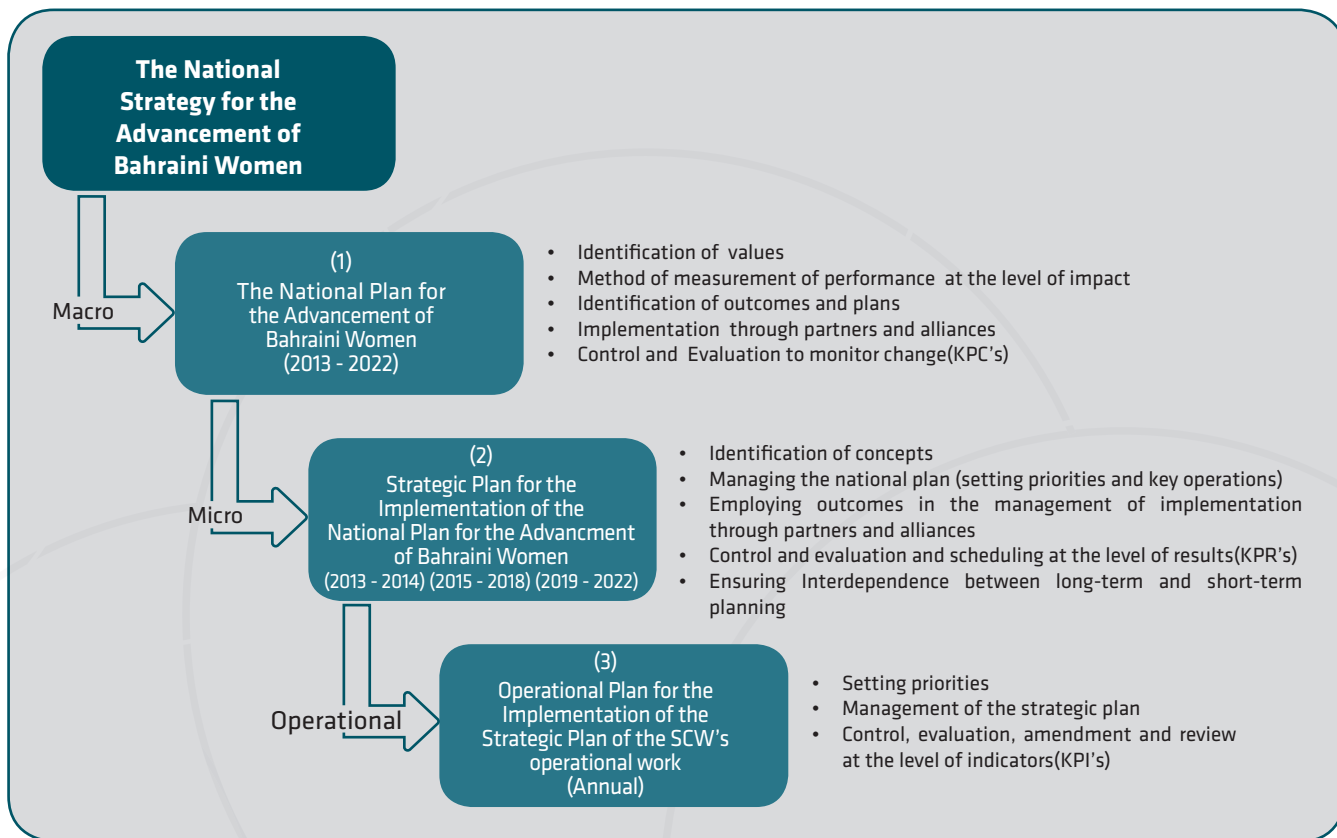


The National Plan was formulated in accordance with the scientific method of extraction and analysis. The methodology of PESTEL for analyzing the current community status was applied depending on knowledge assets. Methodology of SWOT for analyzing the institutional status was applied to all the themes of the National Plan in order to start with a new vision for the upcoming years. Formulating the Plan was drafted within the framework of Total People Involvement (TPI) through conducting a series of workshops to review and update the Plan to meet the present stage requirements.

The plan was based upon different sources of information and studies. It was guided by international experiences, reports and specialized references in this area. The evaluation and formulation of the plan was conducted in partnership with governmental, legislative and judicial organizations as well as private and civil society organizations, based on the SCW's determination to involve all segments of the community (all categories, specializations, levels and age groups).

The plan involved gradual stages of implementation that ensured comprehensiveness, depth and impact-driven implementation through consequent planning levels as follows:

Figure 8: Levels of Planning



1. Level One

The National Plan for the Advancement of Bahraini Women (Macro): (2013 - 2022)

The National Plan is based upon studies, evaluation processes and consultations of the status of Bahraini women and the requirements of the upcoming stages compared to the current regional status. The National Plan presents the perspectives of the SCW and its alliances and those concerned with women's affairs and the Bahraini society for the upcoming ten years by aspiring to achieve a level of impact in collaboration with the allies of the SCW in society, especially in the area of the Advancement of Bahraini Women. The National

Plan serves as a reference for making decisions at the national, regional and international levels, which includes long-term objectives and goals as well as developmental outcomes and plans. It depends upon identifying values and concepts, methodology of performance measures at the level of the impact, outcomes and plans in a cooperative framework with those concerned. This is in addition to monitoring and evaluating the amount of change within the community's education (Key Performance Change - KPC's).

2. Level Two

Strategic Plan for the implementation of the National Plan for the Advancement of Bahraini women (Micro): (2013 - 2014) (2015 - 2018) (2019 - 2022)

This plan recognizes the SCW's perspectives of growth and development through the management of its works and focusing on productivity in order to achieve balance, competitiveness and sustainability in the advancement of Bahraini Women within the framework of a competitive strategy at the strategic work level in cooperation with its strategic partners.

It includes the short to mid-term objectives and outcomes of the SCW as well as the pertaining plans and activities required to achieve such outcomes. This plan depends upon identifying priorities and main operations and the management of the plan's implementation process by ensuring the interconnection between long-term and short-term planning through

identifying the roles and responsibilities of the partners and allies, in addition to monitoring, evaluating and amending at the level of (Key Performance Results - KPR's).

The implementation stages were decided as follows; initial stage lasting two years followed by two stages lasting four years each, in accordance with the government's action plan and the budget of the Kingdom to ensure streamlined implementation in the ministries and other governmental institutions, and in harmony with the stages of the National Plan. Therefore, the SCW will be able to establish and operate a system for monitoring and evaluation in coordination with partners and allies.

3. Level Three

Operational Plan for the implementation of the strategic Plan of the SCW operational work: (Annual)

This plan identifies the requirements to achieve the objectives of each stage in detail, management of resources and operations in harmony with the expected services and output as per the strategic plan of the SCW. The plan determines the SCW's readiness and specifies the mechanisms for the management of the

strategic plan in addition to monitoring, evaluating, amending and reviewing the (Key Performance Indicator- KPI's) Mechanisms. This plan depends on a Project Management Program and Live Dash Board (performance indicators) supporting the applications of the Visual Management Program.

National Plan (2013 – 2022) Implementation Expectations

The 2013 – 2022 plan has a comprehensive and thorough methodology in measurement and evaluation. It does not only measure direct result indicators, but also measures the outcomes through which the impact based on women and society is evaluated as per the following:

- **Impact One Outcomes: Family Stability**

Securing socio-economic needs of the family on a constant basis, promoting mental and physical health within an atmosphere of family bonds and empowering women to be self-dependent in order to provide security and protection for the entire family.

- **Impact Two Outcomes: Equal Opportunities**

Development through integration of women's needs by developing a supportive understanding of the practices within the framework of justice, extending the alternatives, enhancing the abilities in society in a manner that supports women's rights.

- **Impact Three Outcomes: Lifelong learning**

Creating practices that ensure personal, career, community, societal and humanitarian development through quality and continual teaching and learning and the transfer of expertise and knowledge to women in all age groups.

- **Impact Four Outcomes: Quality of Life**

Promoting all aspects of women's life in health, environmental, social and psychological aspects which is reflected on the family, secure living and best practices by offering alternatives to women.

- **Impact Five Outcomes: House of Expertise**

Building a center for consultations and comparative studies in the field of women affairs through knowledge management and collaborating with concerned partners in order to create sustainable success stories.

Herein, each impact will be explained in detail by identifying the outcomes, the relevant plans by indicating performance indicators to be measured and the time frame expected to implement it.



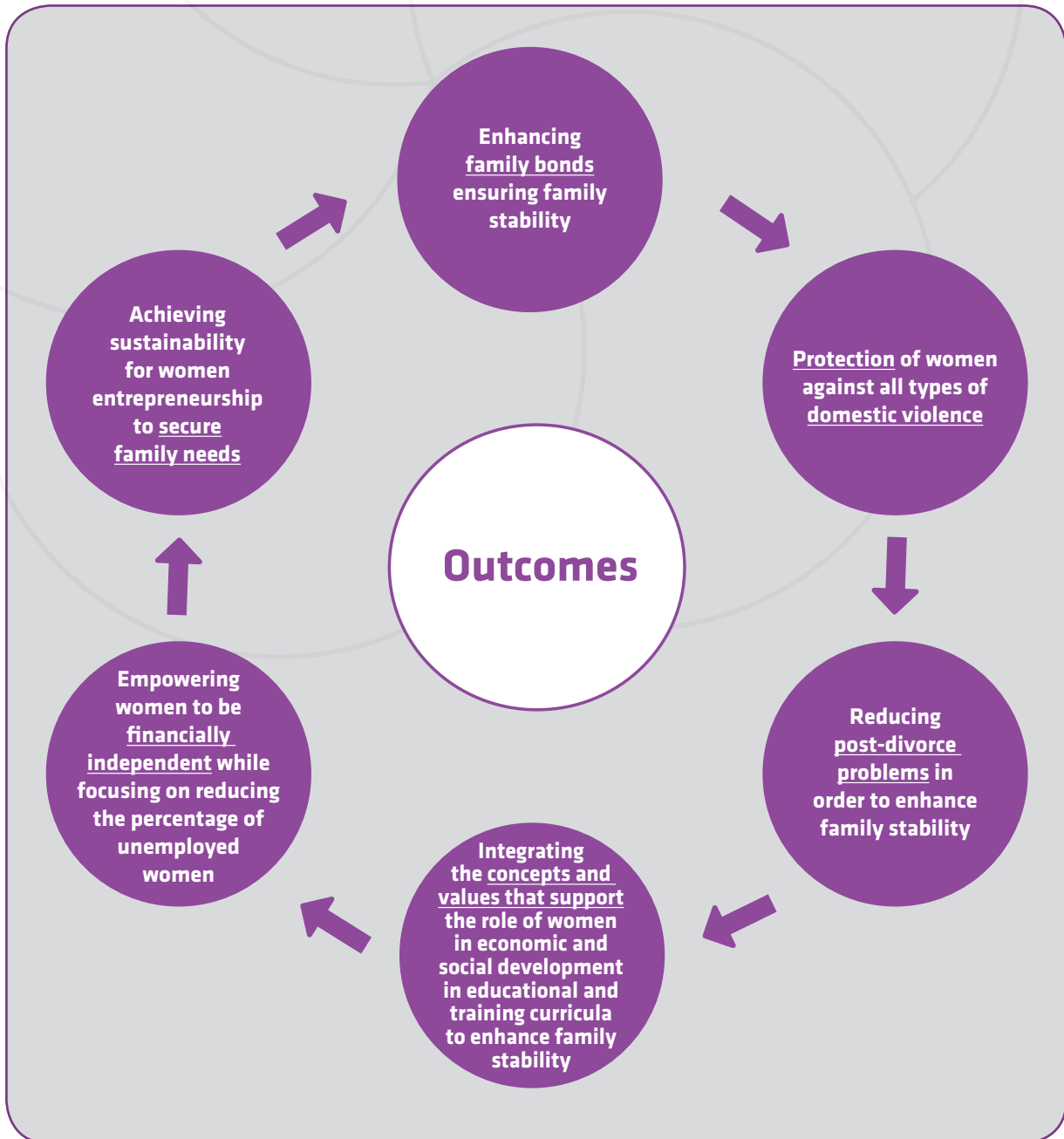


Impact One
Family Stability

Impact One: Family Stability

Securing social and economic needs of the family on a constant basis, promoting mental and physical health within an atmosphere of family bonds and empowering women to be self-dependent in order to provide security and protection for the entire family.

Figure 9: Outcomes of Family Stability Impact



1. Outcome One: Enhancing family bonds ensuring family stability

Baseline Indicator: Percentage of family bonds within the Bahraini family

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-1-1 Promoting and Applying values of compassion and family bonds within the community	1-1-1-1 Average number of family complaints received by concerned organizations (public prosecution, ministry of interior, government and civil family guidance offices...)	↓			
	1-1-1-2 Percentage of required social assistance	↓	✓	✓	
	1-1-1-3 Percentage of cases received by caring families and shelters	↓			
	1-1-1-4 Percentage of legal and civil lawsuits resulting from disputes and received by Sharia courts	↓			
1-1-2 Activating women's role in community co-existence	1-1-2-1 Percentage of projects implemented by civil society organizations with the aim of promoting co-existence and national solidarity of total projects	↑			
	1-1-2-2 Percentage of projects managed by Bahraini women, that are based on diversity and acceptance of others	↑			
	1-1-2-3 Average rate of women's participation in projects aiming at promoting co-existence and national solidarity	↑		✓	✓
	1-1-2-4 Percentage of success stories in which women contributed to strengthening the national coexistence	↑			
1-1-3 Development of rehabilitation programs for the groups in most need to ensure family stability	1-1-3-1 Average number of cases rehabilitated through rehabilitation programs intended for certain groups	↑			
	1-1-3-2 Percentage of family bonds among the groups in most need	↑		✓	
1-1-4 Activation of family guidance in the Bahraini community starting from educational curricula	1-1-4-1 Percentage of educational curricula that enhance the importance of the role of family guidance to the total academic curricula	↑			
	1-1-4-2 Percentage of specialized studies showing the causes for family instability	↑			
	1-1-4-3 Percentage of seminars conducted by the SCW at schools and universities based on updated statics regarding the concept of family guidance	↑	✓	✓	
	1-1-4-4 Average family bonds based on the different academic levels of the members of the family	↑			

2. Outcome Two: Protection of women against all types of domestic violence

Baseline Indicator : Percentage of domestic violence affecting women

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-2-1 <u>Taking legal and executive measures</u> related to family stability, providing services and consultation and conducting relevant review, develop and implement on a constant basis	1-2-1-1 Percentage of family lawsuits, complaints and reports received by the public prosecution, ministry of interior, courts in the ministry of justice, ministries of social development, ministry of health related to domestic violence and violence against women	↓			
	1-2-1-2 Average number of divorce cases among Bahraini nationals or cases in which one party is Bahraini	↓		✓	✓
	1-2-1-3 Average number of families that resorted to family stability-related services	↓			
1-2-2 <u>Establishing links among knowledge resources</u> specialized in family issues with specific focus on domestic violence	1-2-2-1 Percentage of organizations which have been connected and affiliated together of the total concerned family stability organizations	↑			
	1-2-2-2 Average family stability achieved as through the use of the database of domestic violence cases	↑	✓	✓	
	1-2-2-3 Average number of decisions made based upon knowledge resources	↑			
1-2-3 <u>Integration</u> with the concerned organizations in implementing awareness and training programs related to domestic violence	1-2-3-1 Percentage of active Service Level Agreements based on the types of domestic violence	↑			
	1-2-3-2 Average number of awareness and training programs carried out jointly with organizations concerned about protection of women from domestic violence	↑			
	1-2-3-3 Average number of women beneficiaries from centers of rehabilitation of domestic violence as compared to the number of awareness and training services offered annually	↑	✓	✓	
	1-2-3-4 Average level of satisfaction among beneficiaries of the services offered by rehabilitation centers for domestic violence victims	↑			
	1-2-3-5 Average number of domestic violence cases (during the first years of marriage)	↓			

3. Outcome Three: Reducing post-divorce problems in order to enhance family stability

Baseline Indicator: Percentage of safe divorce cases of the total divorce cases

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-3-1 Taking legal and executive measures related to family stability, providing services and consultation for the post-divorce impacts, while continuing to review, develop, and activate the measures on a constant basis	1-3-1-1 Percentage of lawsuits received by courts at the Ministry of Justice related to family stability for post-divorce impact cases	↓			
	1-3-1-2 Average number of divorce cases among Bahraini nationals or cases in which one party is Bahraini	↓			
	1-3-1-3 Average number of violence cases, classified by type, in families that experienced safe divorce compared to families that did not experience the same	↓		✓	✓
	1-3-1-4 Percentage of settlements related to family stability that were conducted at legal offices or offices of family guidance and reconciliation	↑			
1-3-2 Integration with the organizations concerned with knowledge system, services and consultations in family related aspects	1-3-2-1 Percentage number of active Service Level Agreements in the area of family stability	↑			
	1-3-2-2 Average number of post-divorce cases that have been resolved in collaboration with family stability related organizations	↓			
	1-3-2-3 Average number of safe divorce cases among Bahraini nationals or those in which one party is Bahraini	↑	✓	✓	
	1-3-2-4 Average number of knowledge resources specialized in solving post-divorce problems (safe divorce)	↑			

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-3-3 <u>Integration of awareness and training programs in the field of family stability after divorce</u> through collaboration with partners (with particular focus on the active role of civil society)	1-3-3-1 Percentage of Service Level Agreements applied regarding family stability at post-divorce period	↑			
	1-3-3-2 Percentage of awareness and training programs conducted jointly with organizations concerned about post-divorce family stability issues	↑			
	1-3-3-3 Average number of awareness and training programs implemented through integration with organizations concerned with reducing post-divorce issues	↑	✓	✓	
	1-3-3- 4 Average number of safe divorce cases among Bahraini nationals or the cases in which one party is Bahraini after implementing awareness and training programs	↑			
1-3-4 <u>Enforcing family guidance in Bahraini society and focusing on post-divorce problems as per different levels and categories</u>	1-3-4-1 Average number of safe divorce cases among Bahraini nationals or the cases in which one party is Bahraini after enforcing family guidance in the Bahraini society	↑			
	1-3-4-2 Percentage of women beneficiaries of family guidance services as compared to the total number of cases received by family guidance offices based on the level of guidance	↑			
	1-3-4-3 Level of satisfaction of family guidance services beneficiaries	↑	✓	✓	
	1-3-4-4 Average number of safe divorce cases among Bahraini nationals or the cases in which one party is Bahraini after enforcing family guidance	↓			
	1-3-4-5 Average number of lawsuits received by courts at the Ministry of Justice related to post-divorce cases among Bahrainis or those in which one party is Bahraini	↓			

4. Outcome Four: Integrating the concepts and values that support the role of women in economic and social development in educational and training curricula to enhance family stability

Baseline Indicator : Percentage of educational and teaching programs supporting the role of women

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-4-1 Identifying and developing educational programs of the elementary education leading to enhancement and implementation of concepts and values of family stability	1-4-1-1 Percentage of programs and curricula enhancing the values of family stability out of the total targeted programs and curricula	↑			
	1-4-1-2 Percentage of programs and curricula enhancing the concepts supporting the role of women towards family stability out of the total targeted programs and curricula	↑		✓	
	1-4-1-3 Average change in the understanding of students' with regards to concepts supporting the role of women in socio-economic development	↑			
	1-4-1-4 Average change incurred by educational programs in regards to the students' positive behavior and practices	↑			
1-4-2 Identifying and developing the concepts supporting the role of women in the socio-economic development through educational programs of the secondary education leading to the enhancement and implementation of concepts of family stability	1-4-2-1 Percentage of education specialists and social counselors responsible for training in the field of family stability	↑			
	1-4-2-2 Average number of family concepts supporting the role of women in the socio-economic development, that were included and implemented in the educational programs of the secondary education	↑			
	1-4-2-3 Average number of curricula and education policies that were developed based on the results of content-based analytical studies out of the total number of curricula and educational policies	↑	✓	✓	
	1-4-2-4 Average change in students' understanding in regards to the concepts supporting the role of women in the socio-economic development	↑			

5. Outcome Five: Empowering women to be financially independent while focusing on reducing the percentage of unemployed women

Baseline Indicator: Percentage of financially independent women who benefit from the offered services and consultations

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-5-1 <u>Collaboration with the related institutions regarding legislations, offered services and consultations, training programs and knowledge-based systems in order to bridge the gap between women empowerment and the job market requirements</u>	1-5-1-1 Percentage of active service level agreements in the field of women empowerment in the job market	↑			
	1-5-1-2 Percentage of legislations related to women empowerment in the job market that were implemented in collaboration with related institutions, out of the total reviewed legislations	↑			
	1-5-1-3 Percentage of workshops and training awareness courses in regards to legislations, services, consultations and knowledge based systems implemented in collaboration with related institutions in the job market	↑			
	1-5-1-4 Percentage of offered services in the field of economic empowerment of women in collaboration with the related institutions out of the total offered services in this field	↑			
	1-5-1-5 Average number of women beneficiaries of the offered services related to women empowerment in the job market	↑	✓	✓	✓
	1-5-1-6 Percentage of unemployed women eligible for unemployment compensation out of the total number of unemployed	↓			
	1-5-1-7 Average number of specialized studies in presenting the impact of economic empowerment of Bahraini women on family stability	↑			
	1-5-1-8 Average number of women workers in non-conventional jobs in the job market	↑			
	1-5-1-9 Average contribution of women in meeting the job market requirements	↑			

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-5-2 Ensuring the empowerment of women to be able to access or transfer into entrepreneurship (through establishing, developing and activating awareness and incentive based policies for women)	1-5-2-1 Percentage of women beneficiaries of services offered by related governmental and private institutions to transfer simply into entrepreneurship out of the total number of beneficiaries	↑			
	1-5-2-2 Average number of loans granted by development banks supporting, simplifying and empowering the transfer into entrepreneurship	↑			
	1-5-2-3 Percentage of women entrepreneurs, who have been entrepreneurs for more than five years out of the total number of women entrepreneurs	↑		✓	✓
	1-5-2-4 Percentage of actual and active commercial registrations owned by women	↑			
	1-5-2-5 Average number of women beneficiaries of consultations and services for the empowerment of women to transfer from small to medium or large enterprises	↑			
1-5-3 Establishing a system for professional development in accordance to professional standards in line with women's needs, aiming to develop and implement the system within different institutions (3 to 5 institutions as a model for each stage)	1-5-3-1 Average number of institutions applying professional development systems taking into consideration women's needs	↑			
	1-5-3-2 Average number of women beneficiaries of training programs related to professional capacity building of women through a professional development system	↑			
	1-5-3-3 Percentage number of jobs occupied by women with clear professional standards and constant development	↑		✓	
	1-5-3-4 Percentage of women withdrawing from work as a result of the lack of a professional development system	↓			
	1-5-3-5 Average number of job vacancies available for women in an institution, following the application of a professional development system	↑			
1-5-4 Offering supporting services in the work environment, ensuring for women the ability to balance between their family duties and their work in the community.	1-5-4-1 Average number of supporting services offered to women in the work environment in order to achieve family stability	↑			
	1-5-4-2 Average number of years of service for working women in institutions that offer supporting services for women	↑			
	1-5-4-3 Percentage of governmental organizations that offer supporting services for women out of the total number of government organizations	↑		✓	
	1-5-4-4 Average rate of satisfaction among Bahraini women regarding the dispersion of services supporting their role in the community	↑			

6. Outcome Six: Achieving sustainability for women entrepreneurship to secure family needs

Baseline Indicators : Average rate of sustainability for women entrepreneurs in securing the families' needs

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-6-1 Establishing a mechanism and a pathway for the progress of women in entrepreneurship, to ensure the sustainability at the local level, facilitating the access to international markets by supporting family stability	1-6-1-1 Percentage of women entrepreneurs in family businesses out of the total number of entrepreneurs based on the business size (small, medium and large enterprises)	↑			
	1-6-1-2 Percentage of women entrepreneurs who have continued working with increasing profits (for five years or more) out of the total number of women entrepreneurs	↑			
	1-6-1-3 Percentage of closed or liquidated businesses owned by women entrepreneurs' based on the size of the business (small, medium or large enterprises) out of the total number of businesses owned by women entrepreneurs	↓			
	1-6-1-4 Percentage of women entrepreneurs who have achieved success stories (financial and social) out of the total number of women entrepreneurs	↑		✓	✓
	1-6-1-5 Percentage of women entrepreneurs who have reached international markets out the total number of women entrepreneurs globally	↑			
	1-6-1-6 Percentage of women working in family based businesses that have reached international markets out of the total number of women entrepreneurs in Bahrain	↑			
	1-6-1-7 Average number of women entrepreneurs that have progressed from small to medium and large enterprise	↑			

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
1-6-2 Enhancing the principle of the competitiveness of women in craftsmanship and the field of vocational occupations according to job market requirements	1-6-2-1 Average sales of women's craft products	↑			
	1-6-2-2 Average income of women in the field of crafts	↑			
	1-6-2-3 Average number of women who have achieved success stories in the field of crafts and vocational occupations in terms of profits and contribution to their families	↑			
	1-6-2-4 Average improvement of the quality of craft products produced by women	↑	✓	✓	✓
	1-6-2-5 Average number of women in the field of crafts who have transferred into institutional work	↑			
	1-6-2-6 Percentage of training programs to develop the craftsmanship of women to enhance their competitiveness in the job market	↑			
	1-6-2-7 Average number of women who own trademarks for their craft products	↑			
1-6-3 Activating women's role in productive families in order to develop into institutional work and achieve sustainability and development	1-6-3-1 Percentage of awareness of the role of women as a producer in the framework of institutional work	↑			
	1-6-3-2 Percentage of productive families operated by women	↑			
	1-6-3-3 Percentage of women who have transferred from being a part of a productive family to working at institutional level	↑			
	1-6-3-4 Average number of supporting services (marketing, training, etc.) offered to women in productive families in order to transfer into working at an institutional level	↑	✓	✓	✓
	1-6-3-5 Average Bahraini women products or services outreach on a local, regional and international level	↑			
	1-6-3-6 Average number of women entrepreneurs who have started off working in the field of craftsmanship under the umbrella of productive families to managing a business	↑			





Impact Two
Equal Opportunities

Impact Two: Equal Opportunities

Development through integration of women's needs by developing a supportive understanding of the practices within the framework of justice, extending the alternatives, enhancing the abilities in society in a manner that support's women's rights.

Figure 10: Outcomes of the Equal Opportunities Impact



1. Outcome One: Ensuring the principles of justice and equal opportunities through mainstreaming the needs of women into development programs

Baseline Indicator: Percentage of integrating women's needs into development programs to achieve justice and equal opportunities

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
2-1-1 Taking <u>legal and executive measures</u> and reviewing national strategies to ensure <u>the incorporation of women's needs</u>	2-1-1-1 Percentage of active legislations and procedures inclusive of the principles of integrating women's needs out of the total number of legislations and procedures	↑			
	2-1-1-2 Average number of national legislations in line with the international agreements	↑		✓	✓
	2-1-1-3 Percentage of national strategies that are inclusive of the principles of integrating women's needs out of the total number of national strategies	↑			
2-1-2 Providing the work environment with <u>supporting services</u> that ensure for women the ability to balance between their family duties and social responsibilities	2-1-2-1 Average number of support services offered to women in the work environment, which contributes to the achievement of equal opportunities	↑			
	2-1-2-2 Average number of years of service for working women at institutions that offer supporting services for women	↑			
	2-1-2-3 Percentage of women in stable families in leadership positions at institutions offering supporting services for women	↑	✓	✓	
	2-1-2-4 Average number of divorce cases among working women	↓			
	2-1-2-5 Average protection offered in the work environment which ensures the continuity of work for women	↑			
2-1-3 Enforcing the principle of <u>equal opportunities in the government sector</u> by ensuring the integration of women of all categories as an equal partner	2-1-3-1 Percentage of active equal opportunity units out of the total number of equal opportunity units in the public sector	↑			
	2-1-3-2 Average rate of achieving equal opportunities in the institutions with established equal opportunity units	↑			
	2-1-3-3 Average rate of Bahraini women's satisfaction of what was achieved with regards to the principle of equal opportunities	↑	✓	✓	
	2-1-3-4 Percentage of complaints within the workplace related to discrimination received by equal opportunity units out of the total number of received complaints within the workplace	↓			
2-1-4 Reviewing and developing <u>incentive-based systems</u> in order to support the principle of <u>equal opportunities at governmental and private institutions</u> as well as <u>civil society organizations</u>	2-1-4-1 Average rate of women benefitting from incentive-based systems at the different sectors of the society (governmental, private and civil society)	↑			
	2-1-4-2 Average number of incentive-based systems supporting the principle of equal opportunities at governmental institutions	↑	✓	✓	
	2-1-4-3 Percentage of institutions that have developed the incentive-based systems to support the principle of equal opportunities at governmental institutions out of the total number of targeted institutions	↑			

2. Outcome Two: Achieving competitiveness in all sectors, specializations and levels through women empowerment and raising the society's awareness of women's rights and duties

Baseline Indicator: Percentage of achievement of competitiveness for women in the society

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
2-2-1 Supporting women involvement in the process of <u>decision making</u> in the different sectors of the society (governmental, private and civil society)	2-2-1-1 Percentage of women in decision making positions in the three sectors	↑			
	2-2-1-2 Average number of incentive-base services which encourage women to attain decision making positions	↑	✓	✓	
	2-2-1-3 Percentage of women in decision making positions in the private sector	↑			
	2-2-1-4 Percentage of women in decision making positions in civil society organizations	↑			
2-2-2 <u>Interdependence</u> with the related institutions in order to raise the society's <u>awareness</u> of women's rights and duties	2-2-2-1 Percentage of activated service level agreements aiming to raise awareness of women's rights and duties	↑			
	2-2-2-2 Percentage of awareness programs implemented in regards to women's rights and duties out of the total number of awareness programs	↑		✓	✓
	2-2-2-3 Percentage of the society's awareness of women's rights and duties	↑			
2-2-3 <u>Interdependence</u> with the related institutions to <u>enhance</u> women's <u>capabilities</u> to ensure their <u>competitiveness</u> .	2-2-3-1 Percentage of programs enhancing women's capabilities out of the total number of programs designated to women	↑			
	2-2-3-2 Percentage of activated service level agreements aiming at building women's capabilities and competitiveness	↑		✓	✓
	2-2-3-3 Average number of Bahraini women's diversified capabilities to enhance their competitiveness at the local, regional and international levels	↑			

3 . Outcome Three: Enhancing sustainable development programs through the implementation of the Bahraini Model of Mainstreaming the Needs of Women into development programs

Baseline Indicator: Percentage of the Bahraini model's contribution to mainstreaming women's needs

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
2-3-1 Operate budgets, responsive to women's needs in order to enhance the concepts of justice and equality	2-3-1-1 Percentage of procedures applied by the Ministry of Finance to activate responsive budgets	↑			
	2-3-1-2 Average rate of satisfaction with the level of justice and equality experienced by women in the governmental sector	↑			
	2-3-1-3 Percentage of programs and projects implemented by ministries responsive to women's needs out of the total programs and projects	↑	✓	✓	
	2-3-1-4 Percentage of sustainability of the programs and projects implemented by the partnering ministries	↑			
	2-3-1-5 Average rate of mainstreaming women's needs in the allocated budget out of the whole allocated budget	↑			
2-3-2 Highlighting success stories of private sector institutions as role models in regards to activating the concept of equal opportunities	2-3-2-1 Percentage of private sector institutions which adopted methods / mechanisms of equal opportunities within its work	↑			
	2-3-2-2 Percentage of institutions in which the criteria of models of success are met	↑			
	2-3-2-3 Average level of satisfaction regarding equal opportunities for women in the private sector	↑		✓	✓
	2-3-2-4 Average number of work-related complaints of discrimination by private sector employees	↓			
2-3-3 Highlighting the Bahraini model of mainstreaming women's needs into development programs and the model's regional and international outreach	2-3-3-1 Percentage of media events to highlight the Bahraini model of mainstreaming women's needs (media and press coverage, events and meetings – presenting the Bahraini model regionally and internationally)	↑	✓	✓	✓
	2-3-3-2 Average rate of strategies of countries and organizations at the regional and global levels, adopting the methodologies of the Bahraini model	↑			
2-3-4 Dissemination of the culture of mainstreaming women's needs and equal opportunities in the society	2-3-4-1 Percentage of induction, awareness and training activities specific to spreading the culture of mainstreaming women's needs and equal opportunities out of the total number of activities	↑			
	2-3-4-2 Percentage of the society's awareness with regards to the concept and requirements of mainstreaming Bahraini women's needs in the society	↑	✓	✓	
	2-3-4-3 Percentage of national experts and trainers in the field of equal opportunities, mainstreaming women's needs as well as their issues	↑			



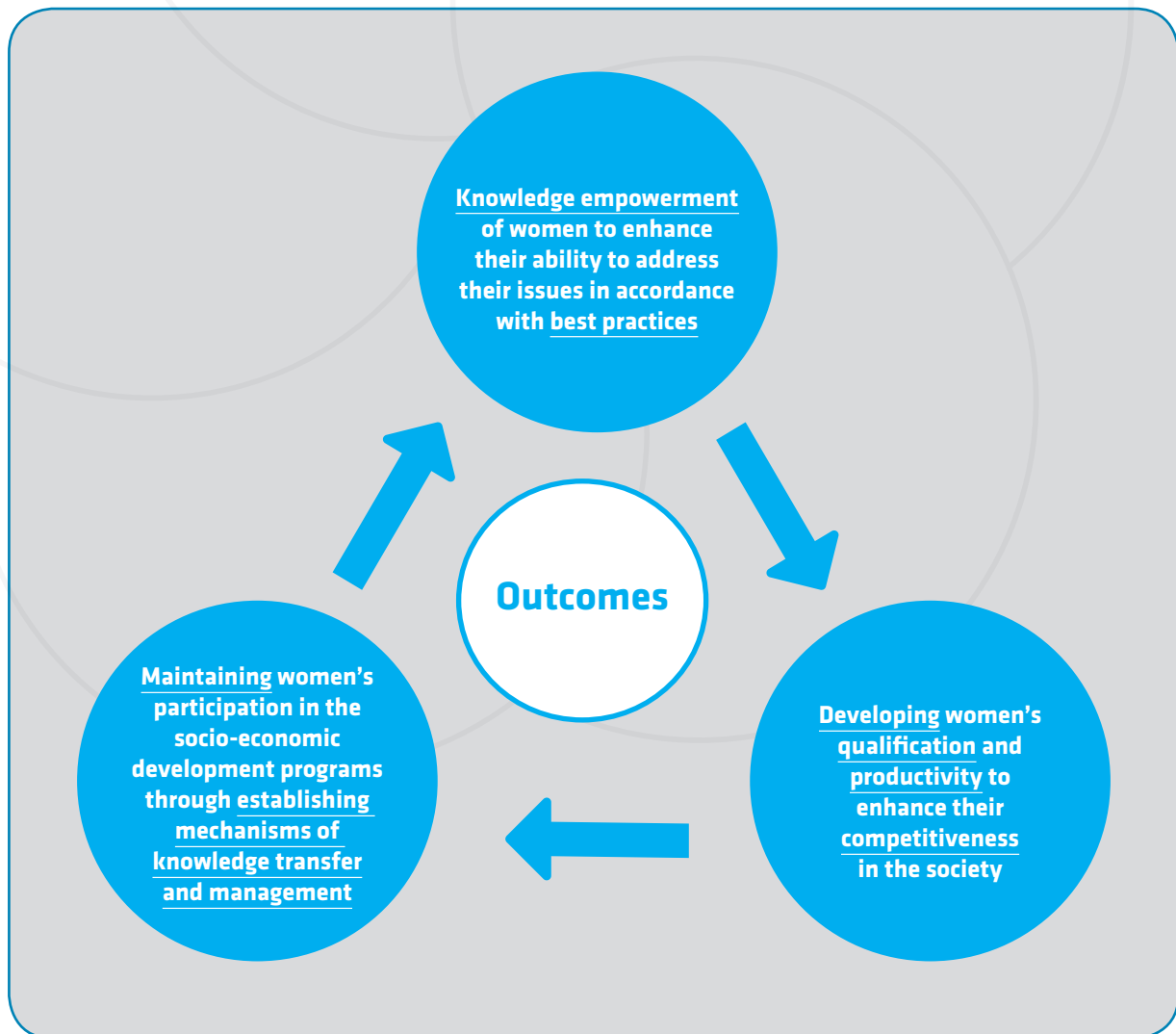


Impact Three
Life-Long Learning

Impact Three: Lifelong Learning

Creating practices that ensure personal, career, social, societal and humanitarian development through quality and continual teaching and learning and the transfer of expertise and knowledge to women in all age groups

Figure 11: Outcomes of the lifelong learning Impact



1. Outcome One: Knowledge empowerment of women to enhance their ability to address their issues in accordance with best practices

Baseline indicator: Percentage of benefit gained by women through the acquired knowledge in order for them to be able to address their issues

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
3-1-1 Interdependence with the related institutions in order to activate <u>knowledge support and counseling</u> for women	3-1-1-1 Percentage of activated service level agreements aiming to activate and extend knowledge support and counseling for women	↑			
	3-1-1-2 Percentage of joint programs aiming to provide accumulated knowledge support to Bahraini women in accordance with their age groups and status in the community	↑			
	3-1-1-3 Average rate of progress of Bahraini women's productivity at the level of vocational, charity and voluntary-based institutions	↑	✓	✓	
	3-1-1-4 Average number of women benefitting from awareness and training courses specific to knowledge support and counseling in collaboration and in accordance with the related institutions	↑			
	3-1-1-5 Average rate of benefit gained from the provided knowledge support and counseling achieved through collaboration with the related institutions	↑			

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
3-1-2 Activating the role of <u>career counseling</u> throughout the different educational stages at training institutions with the aim of supporting women in <u>selecting the suitable majors</u>	3-1-2-1 Average number of career counseling specialists per student	↑			
	3-1-2-2 Percentage of career counseling programs offered to students prior to the secondary stage	↑			
	3-1-2-3 Percentage of career counseling programs offered to parents at educational stages prior to the secondary stage	↑			
	3-1-2-4 Percentage of career counseling programs offered by private sector institutions	↑			
	3-1-2-5 Average rate of jobs filled by Bahraini women in the job market	↑			
	3-1-2-6 Percentage of jobs that are suitable for women in terms of their capabilities and competitiveness in the job market	↑		✓	✓
	3-1-2-7 Percentage of changing majors among students at the secondary education stage	↓			
	3-1-2-8 Percentage of changing majors during the first semester of university level education	↓			
	3-1-2-9 Percentage of beneficiaries of career counseling programs	↑			
	3-1-2-10 Average rate of non-conventional jobs to women filled by Bahraini women	↑			
	3-1-2-11 Average number of women who became entrepreneurs after obtaining career counseling and advice on entrepreneurship	↑			
	3-1-2-12 Percentage of unemployed women out of the total number of unemployed	↓			

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
3-1-3 Building women's <u>capacities</u> and providing them with knowledge, professional and interpersonal skills, as well as knowledge and skills employment methods	3-1-3-1 Average number of women who properly managed to apply skills and knowledge in addressing their issues, out of the total number of women who acquired skills and knowledge	↑			
	3-1-3-2 Percentage of vocational courses to prepare women to occupy potential jobs	↑			
	3-1-3-3 Percentage of awareness programs aiming to build women's capacities and provide them with knowledge, professional and interpersonal skills	↑	✓	✓	
	3-1-3-4 Percentage of studies identifying the different required skills for Bahraini women in order for them to achieve lifelong learning	↑			
	3-1-3-5 Average number of Bahraini women employed after being provided with the necessary life and professional related knowledge	↑			
3-1-4 <u>Development of life skills</u> among women in order to support their capabilities to <u>address problems and implement best practices</u>	3-1-4-1 Average level of capabilities among Bahraini women to benefit from the offered services in addressing their issues and challenges (according to age groups)	↑			
	3-1-4-2 Percentage of learning skills related programs out of the total number of acquired skills throughout elementary education	↑			
	3-1-4-3 Average number of women beneficiaries of life skills related programs	↑		✓	✓
	3-1-4-4 Percentage of joint programs contributing to the process of inter generations expertise and knowledge transfer	↑			

2. Outcome Two: Developing women's qualification and productivity to enhance their competitiveness in the society

Baseline indicator: Percentage of women's contribution to the national economy

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
3-2-1 <u>Interdependence</u> with institutions involved in providing legislations, services, consultations and knowledge systems regarding the concept of lifelong learning for all categories	3-2-1-1 Percentage of activated service level agreements aiming to spread the concept of lifelong learning	↑			
	3-2-1-2 Percentage of conducted workshops and training and awareness courses in regards with legislations, services, consultations and knowledge systems through collaboration with the related institutions regarding the concept of lifelong learning	↑			
	3-2-1-3 Percentage of amended legislations, policies and systems after being reviewed in collaboration with the related institutions out of the total number of reviewed legislations	↑		✓	✓
	3-2-1-4 Percentage of lifelong learning related services offered in collaboration with the related institutions	↑			
	3-2-1-5 Average number of women beneficiaries of lifelong learning services offered in collaboration with the related institutions	↑			
3-2-2 Collaboration through partners regarding <u>sustainable awareness and training programs</u> for spreading lifelong learning culture	3-2-2-1 Percentage of activated service level agreements in the field of spreading lifelong learning culture	↑			
	3-2-2-2 Average number of women beneficiaries of training and awareness programs in the field of education and lifelong learning	↑			
	3-2-2-3 Percentage of women who have gained knowledge in regards to the culture of lifelong learning within the different sectors of the society (governmental, private and civil society)	↑		✓	✓
	3-2-2-4 Percentage of women's awareness regarding the culture of lifelong learning within the different sectors of the society (governmental, private and civil society)	↑			
3-2-3 Establishing an <u>incentive-based system</u> to motivate women to achieve lifelong learning	3-2-3-1 Percentage of women beneficiaries of the incentive-based system in the implementing institutions	↑			
	3-2-3-2 Average rate of working women's productivity in the institutions which have implemented the incentive-based system	↑		✓	✓
	3-2-3-3 Percentage of incentive-based methods encouraging women's lifelong learning within the different segments of the society	↑			

3. Outcome Three: Maintaining women's participation in the socio-economic development programs through establishing mechanisms of knowledge transfer and management

Baseline indicator: Percentage of sustainable women's participation in the socio-economic development programs

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
3-3-1 Providing various systems, methods and tools for education and learning	3-3-1-1 Percentage of available methods for enhancing the process of lifelong learning	↑			
	3-3-1-2 Average number of women beneficiaries of non-formal and distant learning according to majors and age groups	↑	✓	✓	✓
	3-3-1-3 Percentage of the specialized and new methods based programs available to enhance lifelong learning for women	↑			
3-3-2 Applying a system for professional development in order to enhance lifelong learning for working women	3-3-2-1 Percentage of institutions that have applied an integrated system of professional development	↑			
	3-3-2-2 Average number of success models of women working at institutions applying the professional development system	↑		✓	✓
3-3-3 Establishing systems and mechanisms of knowledge exchange in order to ensure the facilitation, efficiency and consistency of the knowledge transfer and exchange process, in addition to managing these systems and mechanisms with the related institutions.	3-3-3-1 Average number of knowledge assets at the SCW regarding expertise specialized in fields of the National Plan	↑			
	3-3-3-2 Average women's expertise in the field of lifelong learning through employing experience	↑			
	3-3-3-3 Average women's expertise in the field of lifelong learning through their transfer of experiences from generation to another	↑			
	3-3-3-4 Percentage of studies in which its results were employed as sources for lifelong learning	↑			
	3-3-3-5 Percentage of vocational training courses and programs regarding the development of women's qualification with the aim of enhancing their capabilities to employ knowledge and experience in their communities	↑	✓	✓	✓
	3-3-3-6 Percentage of knowledge experience based projects that are new to Bahraini women	↑			
	3-3-3-7 Average number of provided training and vocational skills supporting women's competitiveness in the projects that are driving knowledge-based economy	↑			





Impact Four
Quality of Life

Impact Four: Quality of Life

Promoting all aspects of women's life in health, environmental, social and psychological aspects that are reflected on the family, secure living and best practices by offering alternatives to women.

Figure 12: Outcomes of Quality of Life Impact



1. Outcome One: Empowering women to ensure a dignified and secure life for them throughout their life stages

Baseline indicator: Percentage of benefit obtained by women through the knowledge employed to address their issues

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
4-1-1 Taking legal and executive measures to ensure a dignified and secure life for women of all social categories	4-1-1-1 Percentage of activated legislations supporting women's quality of life	↑		✓	✓
4-1-2 Combining efforts in regards to systems, services, training programs and consultations in terms of quality of life for all categories	4-1-2-1 Percentage of specific systems pertaining to the quality of life for all categories in collaboration with the related institutions out of the total reviewed systems	↑			
	4-1-2-2 Percentage of services and options pertaining to women's quality of life in all categories	↑		✓	✓
	4-1-2-3 Percentage of training programs and consultations pertaining to the quality of life for all categories implemented in collaboration with the related institutions	↑			
4-1-3 Implementing constant awareness programs with regards to women's rights, opportunities and available options ensuring for them a dignified and secure life	4-1-3-1 Percentage of awareness programs and projects implemented with the institutions concerned with the practices ensuring a dignified and secure life for women	↑			
	4-1-3-2 Average rate of diversification among targeted groups in the awareness programs aiming for a dignified and secure life for women	↑			
	4-1-3-3 Average level of benefit gained by women from the available opportunities and options to have a dignified and secure life	↑	✓	✓	✓
	4-1-3-4 Percentage of complaints related to violations of women's dignity	↓			
	4-1-3-5 Percentage of independent women who are able to manage their own life in a balanced self-dependent manner out of the total number of targeted women	↑			

2. Outcome Two: Enhancing the physical and psychological well-being of women by securing the requirements of improving their quality of life.

Baseline indicator: Percentage of women who meet the essential requirements of physical and mental health

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
4-2-1 Enhancing the understanding of <u>healthy lifestyles</u> for women in order to <u>minimize chronic diseases</u> among them	4-2-1-1 Percentage of programs focusing on healthy lifestyles of women	↑			
	4-2-1-2 Percentage of women beneficiaries of the programs focusing on healthy lifestyles of women	↑	✓	✓	
	4-2-1-3 Average rate of women affected by chronic diseases (as per age groups)	↓			
4-2-2 <u>Enhancing vocational health and safety</u> while ensuring a healthy environment for working women	4-2-2-1 Percentage of programs related to enhancing vocational health and safety for women	↑			
	4-2-2-2 Average number of women benefitting from programs focusing on enhancing vocational health and safety of women	↑			
	4-2-2-3 Average injuries and casualties related to accidents and diseases with regards to vocational health of women	↑	✓	✓	✓
	4-2-2-4 Percentage of the availability of health and safety factors at the work environment	↑			
4-2-3 Unification and interdependence of <u>knowledge resources</u> with the aim of raising <u>awareness</u> among families regarding <u>environmental, health and consumption</u> related practices and services	4-2-3-1 Percentage of institutions with which affiliation was accomplished out of the total number of institutions concerned with women's quality of life	↑			
	4-2-3-2 Percentage of awareness programs implemented regarding health, environmental and consumption related services and practices by families through affiliating knowledge resources	↑		✓	✓
	4-2-3-3 Average number of women beneficiaries of awareness programs implemented regarding health, environmental and consumption related services and practices by families	↑			
4-2-4 <u>Combining efforts regarding cultural and sports programs</u> offered for women	4-2-4-1 Percentage of effective cultural and sports programs targeting women implemented through collaboration with the related institutions	↑			
	4-2-4-2 Average of women benefitting from cultural and sports programs	↑		✓	✓
	4-2-4-3 Extent of life quality achieved through increasing cultural and sports programs targeting women	↑			

3. Outcome Three: Widening the career options available to women¹ in order for them to become an added value to the society

Baseline indicator: Average rate of benefit gained by women from the available job options

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
4-3-1 Building women's capacities and providing them with knowledge, skills and information and methods to employ these skills in the different aspects of work.	4-3-1-1 Percentage of women beneficiaries of awareness and training programs related to building women's capacities	↑			
	4-3-1-2 Average number of women who managed to apply skills, information and knowledge to address their issues out of the total number of women who acquired such skills, information and knowledge	↑	✓	✓	
4-3-2 Building and developing inclusive mechanisms of career counseling for women working from home	4-3-2-1 Average number of women who applied career counseling mechanisms for women working from home out of the total women working from home	↑			
	4-3-2-2 Percentage of institutions responsible for setting inclusive mechanisms of career counseling for women working from home	↑			
	4-3-2-3 Percentage of vocational and training courses and programs regarding career counseling for women working from home out of the total number of vocational and training courses and programs	↑			
	4-3-2-4 Average number of women beneficiaries of vocational and training courses and programs on career counseling for women working from home (according to the institution)	↑	✓	✓	
	4-3-2-5 Percentage of women who are responsible for their families and benefitting from the set mechanisms of career counseling out of the total number of benefitting women	↑			
	4-3-2-6 Average monthly income for women benefitting from career counseling for women working from home	↑			
4-3-3 Increasing the work opportunities available for women of different age groups including entrepreneurship, micro, small and medium enterprises	4-3-3-1 Percentage of aging working women in the public and private sectors	↑			
	4-3-3-2 Percentage of available job opportunities for women in the job market out of the total number of jobs available	↑			
	4-3-3-3 Percentage of micro, small and medium enterprises managed by women out of the total number of enterprises	↑	✓	✓	✓
	4-3-3-4 Percentage of women entrepreneurs at the age of 60 years or above out of the total number of women entrepreneurs	↑			

1. Working women, retired woman, etc.

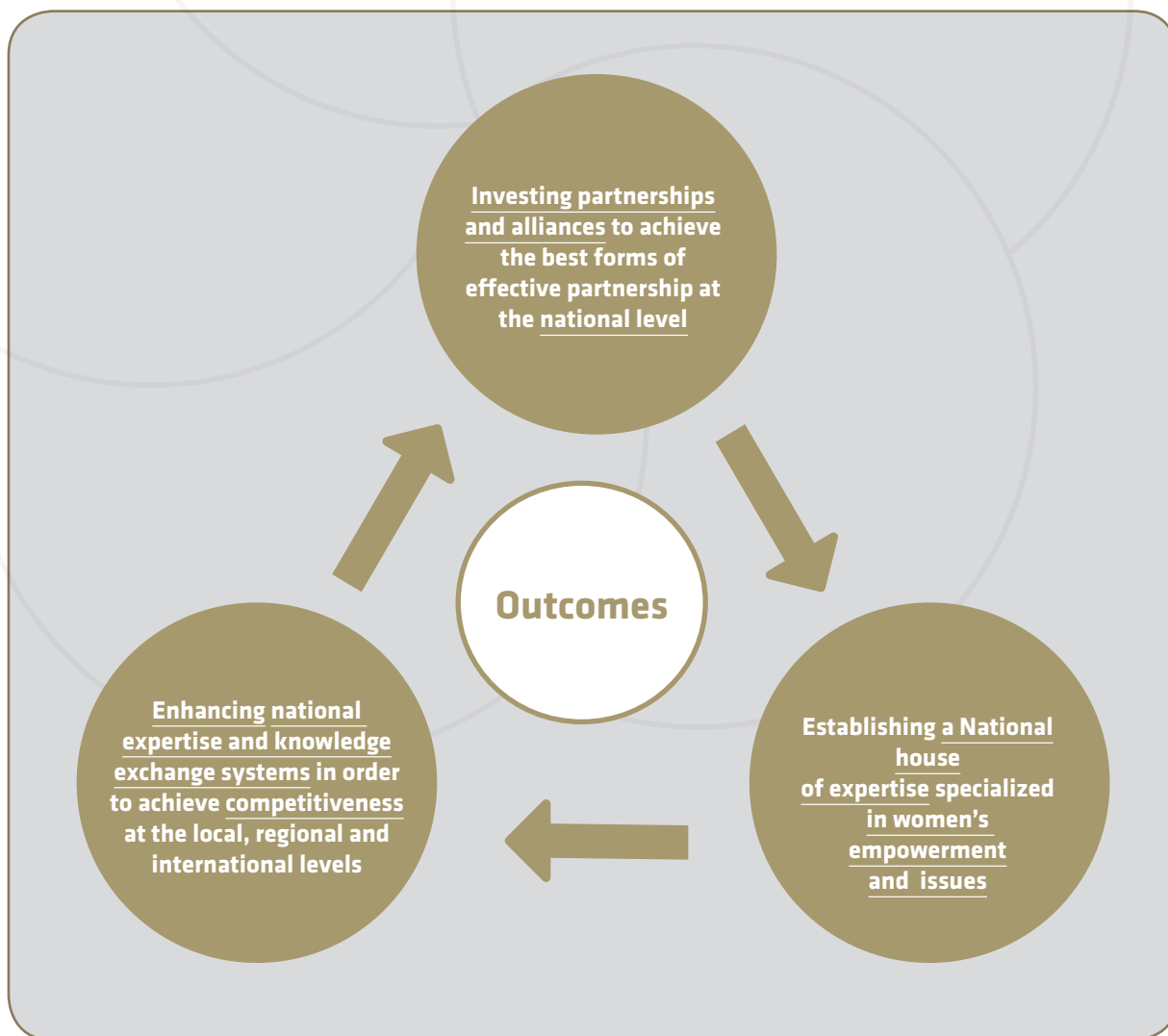


Impact Five
House of Expertise

Impact Five: House of Expertise

Establishing a center for consultations and comparative studies in the field of women affairs through knowledge management and collaborating with concerned partners in order to create sustainable success stories.

Figure 13: Outcomes of House of Expertise Impact



1. Outcome One: Investing partnerships and alliances to achieve the best forms of effective partnership at the national level

Baseline indicator: Percentage of the implementation of the National Plan through partnerships and alliances

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
5-1-1 Establishing a network of alliances composed of the three branches as well as the private sector, civil society and international organizations in order to gain support and push towards supporting women's issues	5-1-1-1 Percentage of institutions concerned with supporting women's issues out of the total national and international institutions	↑			
	5-1-1-2 Percentage of alliances with the related institutions in supporting women's issues out of the total national and international institutions	↑			
	5-1-1-3 Percentage of these alliances' contribution in supporting women's issues	↑			
	5-1-1-4 Percentage of achieved success in the field of supporting women's issues through the network of alliances	↑	✓	✓	
	5-1-1-5 Percentage of sustainability in the network of alliances concerned with supporting women's issues	↑			
	5-1-1-6 Average rate of the SCW's participation at the national and international conferences and events with the aim of presenting the model of alliances in order to and push towards gaining support regarding women's issues	↑			
5-1-2 Establishing an inclusive system of partnership for supporting women's issues	5-1-2-1 Average rate of institutions with which partnership agreements have been signed to support women's issues	↑			
	5-1-2-2 Percentage of employed communication mechanisms out of the total number of mechanisms available	↑			
	5-1-2-3 Average rate of SCW's participation at the national and international events and conferences related to women's issues in order to present the model of service level agreements	↑		✓	✓
	5-1-2-4 Average rate of knowledge documentation and transfer through service level agreements	↑			

2. Outcome Two: Establishing a National house of expertise specialized in women's empowerment and issues

Baseline indicator: Average contribution provided by national experts and trainers in supporting women's issues and empowerment

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
5-2-1 <u>Identifying the sources of consultations, training, expertise and knowledge systems in the field of women's stability and competitiveness</u>	5-2-1-1 Percentage of expertise in the SCW's knowledge systems out of the total national expertise	↑			
	5-2-1-2 Average rate of demand of Bahraini men and women experts through the SCW to provide consultations and trainings locally and internationally	↑	✓	✓	✓
	5-2-1-3 Average return (financial and non-financial) achieved by the SCW through consultations and training conducted locally, regionally and internationally	↑			
5-2-2 <u>Establishing and developing a training of trainers system in training and consultations specialized in women's issues</u>	5-2-2-1 Percentage of institutions with which efforts were unified and connected out of the total number of related institutions in the different sectors of the society (governmental, private and civil society)	↑			
	5-2-2-2 Average rate of allocated expertise according to the type of outcomes and the targeted impact	↑			
	5-2-2-3 Average rate of allocated models of success	↑	✓	✓	
	5-2-2-4 Percentage of experts' contribution in feeding into the knowledge resources	↑			
	5-2-2-5 Average number of beneficiaries of knowledge resources	↑			
	5-2-2-6 Average rate of assistance provided by the SCW as a house of expertise	↑			
5-2-3 <u>Establishing women related knowledge systems including expertise, knowledge and learning resources through unifying and combining development related knowledge resources</u>	5-2-3-1 Percentage of programs designated to women to enhance their role in the knowledge-based economy of the Kingdom of Bahrain	↑			
	5-2-3-2 Average value of the progressing knowledge system of the SCW in the field of development issues and the extent to its referral	↑	✓	✓	✓
5-2-4 <u>Empowering SCW to adopt concepts of knowledge management and apply knowledge methodologies in order to make the SCW a regional and international model specialized in women's issues</u>	5-2-4-1 Percentage of plans benefitting from the SCW General Secretariat's adoption of knowledge management concepts in planning for programs and projects related to women	↑			
	5-2-4-2 Percentage of implementing the methodologies of knowledge management out of the total methodologies implemented in the SCW General Secretariat	↑	✓	✓	✓

3. Outcome Three: Enhancing national expertise and knowledge exchange systems in order to achieve competitiveness at the local, regional and international levels

Baseline indicator: Average rate of investing in national knowledge related expertise to achieve competitiveness

Plan	Targeted Indicator	Goal	Implementation Timeline		
			2013	2015	2019
5-3-1 <u>Activating knowledge systems</u> to ensure the efficiency and the consistency of the process of <u>transferring and exchanging expertise</u>	5-3-1-1 Percentage of knowledge exchange between SCW and the different branches regarding women-related issues	↑			
	5-3-1-2 Average value of the progressing expertise transferred, extended and exchanged between the SCW and women international organizations	↑		✓	✓
	5-3-1-3 Average number of knowledge practicing communities in women-related fields in Bahrain	↑			
5-3-2 <u>Highlighting (20) women success models</u> from different categories and specializations (20 women every 3 years)	5-3-2-1 Percentage of women of which the criteria of successful models apply to	↑			
	5-3-2-2 Percentage of media programs presenting successful models	↑		✓	✓
	5-3-2-3 Percentage of women who managed to achieve balance between work and family duties	↑			

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